Update for FY24 – 30 June 2023

The ASNT Strategic Plan lays out the association’s roadmap for the five-year period 2022–2026. Like all plans, it becomes out of date almost immediately upon publishing due to changes in the environment, changes in our priorities, progress made, or lessons learned in implementation. One and a half years into the plan, ASNT is making a number of revisions, including the addition of Objectives and Key Results (OKR). OKR is a goal framework created by Intel’s Andy Grove and then popularized by venture capitalist John Doerr in his New York Times best-selling book Measure What Matters. The OKR framework has gained traction within the association community over the past few years and has been found to be highly effective in enabling organizations to better manage their strategic agendas. The Board of Directors is adopting this approach to managing our strategic plan.

The six pillars remain, but with several edits to the details to articulate our intentions more clearly. There has been significant progress made against almost all of the listed objectives, which is described for each pillar. In addition, we have identified those goals that are really initiatives, which are program plans designed to achieve the stated objectives, contrasted with key results (the metrics used to track outcomes). We believe these distinctions add further clarity to the plan.

We are making no changes to the Vision, Mission, and Values statements. We found these elements resonated well with the members and they are simple and easy to understand.

We encourage ASNT’s members, sections, stakeholders, and peer societies to join with us in making our vision a reality. There is a role in this plan for everyone who is interested in helping out or engaging, no matter what your interests, skills, or location.

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Vision
ASNT’s vision is to make nondestructive testing a highly respected professional field recognized globally for its role in creating a safer world.

Mission Statement
ASNT’s mission is to advance the field of nondestructive testing.

Values Statement
Nondestructive testing is an essential STEM professional field, which includes a multi-faceted professional workforce of technicians, engineers, and managers and a robust community of researchers, educators, equipment manufacturers, and service providers.

Nondestructive testing is an established, well-defined field with a fully researched body of knowledge, personnel qualification standards, performance standards, and best practices.

Nondestructive testing is an essential element of the quality management regime employed within a broad range of industries globally. Its effective and ethical performance improves the health and safety of societies and drives the economic success of nations, industries, and organizations.

ASNT’s Values
ASNT is a professional association that serves all individuals and organizations who have an interest in, engage in, benefit from, or serve in the nondestructive testing field.

ASNT is member driven. Its members determine the direction of the Society through a member-elected Board of Directors.

ASNT values volunteerism and recognizes that members who volunteer for the Society do so for many reasons, such as giving back to the Society and their profession, developing new skills, connecting with people, and supporting their career endeavors. Volunteer engagement is encouraged and supported at all levels of the Society.

ASNT values ethical conduct on the part of its members, customers, partners, suppliers, volunteers, and staff.
PILLAR #1

Expand and improve our certification portfolio.
OBJECTIVE 1: Implement ACCP to an ISO 9712 program by 1 January 2022.

PROGRESS: The plan called for the updating of the existing ACCP program to make it compliant with ISO 9712. Instead, we decided to completely replace the ACCP credential with “ASNT 9712,” which becomes ASNT’s ISO 9712-compliant certification program.

The ASNT 9712 program was implemented in Houston, Texas, in April 2023 and will be implemented internationally beginning in Chennai, India, with the launch of ASNT India Pvt. Ltd. in July 2023 and additional locations and mobile testing coming in 2024-26.

ASNT stopped accepting first-time ACCP applicants in May 2023; however, people holding ACCP certification may renew their certification through June 2026, at which time the ACCP program will be phased out.

*This item will become an initiative in the updated plan and revised to “Transition ACCP to ASNT 9712 by 30 June 2026.”*

OBJECTIVE 2: Launch an ISQ program for a second industry by 1 January 2024.

PROGRESS: ASNT will conduct market research to identify and select the next ISQ industry sector.

*This item will become an initiative in the updated plan.

OBJECTIVE 3: Achieve randomized test generation for the ASNT NDT Level III program by 30 June 2024.

PROGRESS: We have determined that this objective is not achievable since it would require increasing the number of exam questions in the question pool to a degree which exceeds our volunteer subject-matter expert capacity.

*This objective has been cancelled.*
OBJECTIVE 4: Expand the ISQ - Oil & Gas program to 15 method qualifications by 30 June 2026.

PROGRESS: Based on lessons learned through implementation of the ISQ Oil & Gas program, we have revised the plan to implement five method and technique qualifications by 30 June 2026.

ASNT has implemented ISQ exams for three ultrasonic techniques since the program’s inception, including Ultrasonic Testing: Thickness and Corrosion Scanning Examination (UTT), Ultrasonic Testing: Shear Wave Pressure Equipment Weld Examination (UTSW), and Ultrasonic Testing: Phased Array (PAUT). More than 1250 exams have been administered and more than 350 individuals have been qualified. We are planning on implementing exams for Time-of-Flight Diffraction (TOFD) and one additional method by 2026.

This item will become an initiative in the updated plan.

OBJECTIVE 5: Increase annual certification revenue 66.7%, from $3 million to $5 million by FY26.

PROGRESS: Subsequent to establishing this revenue objective, ASNT established its strategy for serving regions outside of the United States. A core element of that strategy requires ASNT to charge prices that are conducive to local economies. For example, ASNT’s US-based price for ASNT 9712 would create a major impediment to selling the program in India, the Middle East, and so forth. Therefore, local pricing is being adopted for certification programs provided outside the US, which is between 25% and 50% less than US prices. This strategy has revenue ramifications, particularly since most of the planned growth will come from the ASNT 9712 program outside of the US. When factoring in these price differences, the original goal of $5 million in certification revenue by end of FY26 becomes unachievable. Therefore, the goal has been revised in the FY24 plan update.

Projected revenue (as contained in ASNT’s three-year financial plan dated June 2023) for FY26 is $4.1 million.

This objective becomes a key result in the 2024 plan revision.
OBJECTIVE 6: Increase the total number of people credentialed to 25,000 by 30 June 2026.

PROGRESS: As of 30 June 2023, there are 14,930 people holding ASNT credentials (many hold multiple credentials). Upon more detailed analysis of ASNT’s certification trends, we realized the goal of 25,000 people credentialed by FY26 was unachievable. One factor not previously examined was the aging of the ASNT NDT Level III population. Many certified individuals will be retiring and leaving the workforce over the next five years, meaning we will be replacing those departing individuals. Outside the US, where almost 50% of ASNT certified individuals reside, we expect newly certified Level IIIIs to obtain the ASNT 9712 credential rather than the ASNT NDT Level III credential. While the number of exams (and associated revenues) will increase, the total number of people holding an ASNT certification will grow at a slower pace as we replace an aging population. Therefore, the goal has been revised to 20,500 people certified by 30 June 2026 in the FY24 plan update.

This objective becomes a key result in the 2024 plan revision.
PILLAR #2

Improve the value of membership by providing essential content and engagement experiences.
Pillar 2: Objectives and Progress

**OBJECTIVE 1:** Implement a comprehensive volunteer identification and recruitment plan by 30 April 2022.

**PROGRESS:** ASNT developed a comprehensive volunteer identification and recruitment plan in April 2022 that will help expand our volunteer workforce as we serve our members. The plan is built around making it easier for members to engage as volunteers on their terms for simple tasks, small projects, major initiatives, or in leadership roles, at the local and global levels, and by providing easy-to-access training and development opportunities as members hone new skills through volunteerism.

ASNT launched the Volunteer Portal in October 2022, giving members easy access to volunteer opportunities, events, programs, and resources. Volunteer opportunities are posted in a jobs-board style portal where members can find roles that match with their interests, type of engagement, and level of availability, and apply directly for the role. As an example, members can volunteer in the advocacy program, as an author or reviewer, as a program speaker, or as a council or committee member, based on what fits best for them.

*This objective is complete.*

**OBJECTIVE 2:** Implement the ASNT Leadership Academy to train and develop volunteers by 30 June 2022.

**PROGRESS:** We launched the ASNT Leadership Academy in October 2022, providing virtual and in-person training opportunities for members as they volunteer for the Society. The Academy will be expanded and conducted in person in 2023.

The RISE leadership development program invited applications for its second program year, which begins October 2023. The inaugural class—admitted in 2020 but delayed due to the COVID-19 pandemic—graduates at ASNT 2023: The Annual Conference in October 2023.

*This objective is complete.*
Pillar 2: Objectives and Progress

OBJECTIVE 3: Develop a business plan for professional development programming that addresses the needs of current and potential members of all levels and interests by 30 June 2022.

PROGRESS: ASNT developed a business plan for professional development programming that addresses the needs of current and potential members of all levels and interests; it was approved by the Board of Directors in June 2022. The plan included the rapid expansion of online training through the acquisition of NDT Classroom, which was completed in January 2023, and the launch of ASNT Houston’s new training and certification center, which was completed in April 2023. We are currently conducting a market research study to identify member NDT training needs. The study will be completed by July 2023 with an updated training programs plan being completed by September 2023.

In support of Pillar 1, the Education Department is developing an ISQ practicum program to help prepare candidates prior to taking the ISQ exams. The first courses will be conducted in Houston in August 2023.

This objective is extended to September 2023.

OBJECTIVE 4: Provide a broad range of programs, products, and services advancing the use of artificial intelligence and machine learning in nondestructive testing by 31 December 2022.

PROGRESS: The Society produced several programs, products, and services advancing the use of artificial intelligence and machine learning in nondestructive testing throughout 2022 and 2023, including journal articles, conference presentations, and a textbook. The Board Ad Hoc Committee on AI/ML was re-designated a permanent committee under the Technical and Education Council for ongoing programming. Long-term program development continues in training, standards, and certification.

This item will become an initiative in the plan revision.

OBJECTIVE 5: Implement a content management system that enables effective organization and delivery of content based on individual needs and interests by 31 December 2022.

PROGRESS: ASNT implemented a content management system in fall 2022, which enables effective organization and delivery of content based on individual needs and interests. We created a Content Department to oversee this function, developed a content strategy, and implemented a digital asset management (DAM) system. Members can now access a huge inventory of digital content through the content portal on ASNT’s website.

This objective is complete.
OBJECTIVE 6: Implement a system of metrics and baseline measures to track volunteer engagement by 31 December 2022.

PROGRESS: The schedule for this objective has been extended to 31 December 2023. ASNT is conducting association industry research to develop key metrics to measure and track volunteer engagement.

This item will become an initiative in the updated plan.

OBJECTIVE 7: Increase the number of active volunteers by 50% by 30 June 2026.

PROGRESS: Active volunteers are defined as “members and nonmembers who serve in any volunteer capacity at the international, national or local level across ASNT during a program year.” The baseline metric on 1 November 2021 was 795 active volunteers, therefore the objective is 1193 active volunteers by 30 June 2026.

As of 30 June 2023, ASNT recorded 1040 active volunteers during FY23.

This objective becomes a key result in the 2024 plan revision.

OBJECTIVE 8: Increase the number of members by 25% by 30 June 2026.

PROGRESS: The baseline metric on 1 November 2021 was 13,197 members, therefore the objective is 16,497 members by 30 June 2026.

As of 30 June 2023, ASNT has 12,288 members, which is a reduction from baseline. The leading causes for reductions are twofold. First, we have lost more than 500 student members during this time, which we believe is directly attributable to the COVID-19 pandemic, as in-person meetings were suspended leaving students no opportunity to engage in local section activities. Second, member recruitment is down 500 members from projected. We are presently studying this trend to understand the root causes.

This objective becomes a key result in the 2024 plan revision.
Create pathways and resources for the entry, performance, and advancement of the nondestructive testing workforce.
OBJECTIVE 1: Develop Roadmaps to Career Success that describe typical career paths through the nondestructive testing field for technicians, engineers, and managers by 30 April 2022.

PROGRESS: ASNT published Career Pathways that describe typical career paths through the nondestructive testing field for technicians, engineers, and managers in summer 2022. The roadmaps are available to anyone through ASNT’s website under the Career Center.

This objective is complete.

OBJECTIVE 2: Develop a plan for workforce research that meets the needs of stakeholders and that informs the Society about workforce issues by 30 June 2022. Specific research projects will be conducted by the ASNT Foundation under Pillar 6.

PROGRESS: ASNT established a workforce development program in summer 2022, hiring a certified workforce development manager and appointing a Workforce Development Working Group (WDWG) of members to lead our efforts. Committees have been established for Educational Institutions, Apprenticeship Advisory, and Military Outreach. The WDWG is developing ASNT’s NDT Technician apprenticeship standards as well as a set of Work Process Standards to create a National Guideline, focusing on improving training for Level II technicians.

The schedule for this objective is extended to 31 October 2023 due to delays in establishing the ASNT Foundation and appointing its Board of Trustees.

This item will become an initiative in the updated plan.

OBJECTIVE 3: Produce kits to help introduce teachers to nondestructive testing by 30 August 2022. This supports Pillar 4, our advocacy initiative, as well.

PROGRESS: ASNT produced a virtual information kit to introduce teachers and student counselors to nondestructive testing in spring 2023. The kit also helps educators introduce NDT to their students so that young people consider working in NDT. Through our Advocacy Program, we surveyed US high school counselors and found that 80% had no familiarity with NDT, so these kits (and other efforts under our Advocacy Program) will improve those numbers over time.

This objective is complete.
Pillar 3: Objectives and Progress

**OBJECTIVE 4:** Revise the Military Outreach Program plan to help transition veterans into jobs in private industry by 31 October 2022.

**PROGRESS:** ASNT has engaged in several Veteran Transition and Employment conferences in the past year. The Workforce Development Working Group has appointed a Military Outreach Committee to develop a program plan, which will be prepared by 31 December 2023.

*This will become an initiative in the plan update.*

**OBJECTIVE 5:** Create a Careers in Nondestructive Testing website, which is used by parents, teachers, advisors, and students to learn about the nondestructive testing field and opportunities for entering it by 31 December 2022. This supports our advocacy initiative, Pillar 4, as well.

**PROGRESS:** ASNT has begun to develop a Careers in Nondestructive Testing website, which will be used by parents, teachers, advisors, and students to learn about the nondestructive testing field and opportunities for entering it. This effort has been incorporated into ASNT’s overall website redesign project, which will launch in early 2024.

*This will become an initiative in the plan update.*

**OBJECTIVE 6:** Implement an apprenticeship program for Level II technicians by 1 July 2023.

**PROGRESS:** The Workforce Development Working Group has developed a proposed standard for NDT apprenticeship programs, which is presently under review. In addition, ASNT is working with API and educational institutions to develop a program plan for the ASNT Apprenticeship Program for the Oil and Gas Industry by 15 October 2023, with implementation in 2024.

*This will become an initiative in the plan update.*
Advance the nondestructive testing field by being an effective advocate.
OBJECTIVE 1: Create a “brand representative” who attends events and makes presentations on behalf of ASNT by 31 March 2021.

PROGRESS: ASNT’s “Face of NDT” program launched in November 2021 and has represented ASNT at several workforce events. The program was expanded in spring 2023 with the addition of four additional “Faces” (ASNT brand representatives).

This objective is complete.

OBJECTIVE 2: Create nondestructive testing competitions to be conducted at the Annual Conference and at ASNT sections by 31 March 2022.

PROGRESS: ASNT conducted the first nondestructive testing competition in October at ASNT 2022: The Annual Conference in Nashville, Tennessee, with six competitors participating. We plan to expand the competition to include daily competitions for Level IIs, Level IIIs, and robotics at ASNT 2023: The Annual Conference in October in Houston, Texas.

In addition, we are working with ASNT sections to introduce local competitions, which may eventually serve as “playoffs” to reach the national competition held each year at ASNT Annual Conference.

This objective is complete.

OBJECTIVE 3: Establish a public relations campaign to promote awareness of nondestructive testing and ASNT to the public by 31 March 2022. This will be conducted with a public relations firm.

PROGRESS: ASNT hired Stanton Communications, a leading national public relations firm, to design and conduct a PR campaign promoting NDT. In early 2022, the focus was on the specialized media landscape and opportunities to stimulate conversation about NDT. Through proactive outreach there were opportunities for content shedding light on the NDT field and linking the topic to current issues, trends, and key industries. We began with an emphasis on aviation, roads, highways, bridges, and other infrastructure, leveraging the availability of subject matter experts (SMEs) identified to represent ASNT. The PR firm continues to secure placements that focus on other key industries that utilize NDT, such as rail, maritime, and oil and gas. To date there have been nine placements published, four pending publications, and more in progress. Several secured placements included The Hill, Construction Executive, Power, Civil & Structural Engineer, Aerospace Manufacturing, and more.

This objective is complete.
OBJECTIVE 4: Organize a cadre of media-trained subject matter experts who can educate the media about NDT and address rapid response issues by 30 June 2022.

PROGRESS: ASNT identified 15 individuals with expertise and knowledge in the field of NDT. These subject matter experts (SMEs) are well-versed in the principals, techniques, and applications in NDT as well as the latest developments in the industry. The PR firm conducted media training sessions to enhance the SMEs’ communication skills and prepare them for interactions with the media. This training focused on techniques such as message development, interview preparation, and handling difficult or challenging questions. We developed key messages and talking points that effectively convey the importance and benefits of NDT, as well as addressing any rapid response issues that may arise.

ASNT has responded to several issues including the bridge collapse in Pittsburgh, Pennsylvania, in January 2022, Hurricane Ian in September 2022, and the Norfolk Southern train derailment in East Palestine, Ohio, in February 2023.

ASNT was published in The Hill discussing the Norfolk Southern train derailment in East Palestine, Ohio. The Hill is a top US political website and newspaper focusing on policy, business, and international relations. The publication is widely read by politicians, government officials, journalists, and individuals interested in policy. The article addressed the importance of recent technological advancements, proper training and certification of inspection personnel, and how NDT can enhance the safety of railcars and infrastructure.

This objective is complete.
OBJECTIVE 5: Develop a legislative affairs agenda that builds relationships with key members and staffers of Congress, federal agencies, and staff offices by 31 December 2022.

PROGRESS: We developed a legislative affairs agenda to inform and educate key members and staffers in federal and state legislatures about NDT and its applications, technologies, and innovation opportunities, as well as to advocate for regulations and policy that support further NDT adoption, utilization, and certification requirements. This not only includes educating government officials about what NDT is, but also what federal and state regulations currently exist requiring employment of nondestructive evaluation and testing methods and how they may be enhanced. Our first action was the article published in The Hill on the Norfolk Southern train derailment in East Palestine, Ohio.

Next steps include targeting congressional committees with the highest impact. Several congressional committees with jurisdiction over industries ASNT would prioritize overlap and hold authorization power over the federal working groups and advisory committees that would be of value to ASNT.

This objective is extended to 31 December 2023.

This item will become an initiative in the updated plan.
Implement a regional growth strategy.
OBJECTIVE 1: Implement ACCP to an ISO 9712 program in two regions outside the US by 31 December 2023. This requires a complete implementation plan and is dependent upon the completion of Pillar 1, Goal 1.

PROGRESS: As was noted under Pillar 1, the ASNT 9712 (ISO 9712) certification program was launched in summer 2023 in the US and India, providing a much-needed credential to the international community. ASNT 9712 effectively replaces the former ACCP program, which will become obsolete in fall 2024.

ASNT has begun to conduct market research into its second target market for growth outside the US and will have a business case for Board of Directors' approval by 31 December 2023.

This item will become an initiative in the updated plan.

OBJECTIVE 2: Increase non-US revenue by 100% by FY26.

PROGRESS: ASNT established ASNT India Private Ltd., a subsidiary charged with managing ASNT member interests in India and the southeast Asia region, in spring 2023. With more than 1300 members and 1500 ASNT-certified individuals in India already, we expect our expanded efforts to significantly improve the effectiveness of services to the region and result in membership and certification growth.

ASNT has begun exploring its next international market expansion opportunity, which will be selected in the next program year (2024).

This item will become a Key Result in the updated plan.
PILLAR #6

Expand research and scholarship in nondestructive testing.
OBJECTIVE 1: Establish the ASNT Foundation to house our research and scholarship programs by 31 March 2022. This includes creating the 501(c)(3) entity, appointing a Board of Trustees, and creating a business plan.

PROGRESS: ASNT established the ASNT Foundation to manage its research agenda, scholarships and grants, and workforce development programs in fall 2022. A Board of Trustees comprised of ASNT Officers and Directors and at-large members was appointed to lead the Foundation. As a tax-exempt 501(c)(3) organization, ASNT Foundation will engage in fundraising and grant-seeking activities to fund its activities.

This objective is complete.

OBJECTIVE 2: Endow the ASNT Foundation to support continuing operations (in an amount to be determined) by 30 June 2022. Funds will be drawn from ASNT’s unrestricted reserves.

PROGRESS: ASNT contributed $5 million to fund the Foundation’s endowment in January 2023. The endowment will be managed in accordance with directives by the Board of Trustees and be consistent with best practices. We also committed to continue to fund scholarships and grants in the amount of $150,000 annually through FY25. This allows the Foundation to continue to fund these programs at present levels while working to increase its endowment through fundraising activities.

This objective is complete.

OBJECTIVE 3: Develop a comprehensive research agenda to advance the technology, methodology, and techniques of nondestructive testing by 30 September 2022.

PROGRESS: ASNT is currently developing a comprehensive research agenda to advance the technology, methodology, and techniques of nondestructive testing and a fundraising and sponsorship plan to grow the endowment and fund Foundation activities, both of which will be completed in fall 2023.

This objective is extended to 31 October 2023.

This item will become an initiative in the updated plan.
Pillar 6: Objectives and Progress

**OBJECTIVE 4:** Develop a plan for endowing trade school and undergraduate scholarships, graduate research fellowships, faculty fellowships, and named faculty positions at selected universities by 31 December 2022.

**PROGRESS:** ASNT committed to establish new scholarships in the names of Chuck Hellier and Jim Treat to be funded by proceeds from the NDT Classroom, which ASNT acquired in spring 2023. An estimated $38,000 will be contributed to the Foundation’s endowment for these programs annually.

A full scholarship plan is being developed by the Trustees for completion by 31 October 2023.

*This item will become an initiative in the updated plan.*

**OBJECTIVE 5:** Create a fundraising, grant-seeking, and sponsorship plan to sustain long-term research and scholarship by 31 March 2023.

**PROGRESS:** This plan is presently being developed by the Trustees for completion by 31 October 2023.

*This item will become an initiative in the updated plan.*

**OBJECTIVE 6:** Increase scholarship and research awards 200%, from $150,000 in FY21 to $450,000 in FY26. This does not include endowments.

**PROGRESS:** The FY24 budget estimates scholarship and research awards will be $218,500.

*This item will become a Key Result in the updated plan.*

**OBJECTIVE 7:** Establish a named faculty position in NDT by 31 December 2026.

**PROGRESS:** A Trustee has been appointed to lead this initiative.

*This item will become an initiative in the updated plan.*
Consideration of External Trends and Internal Developments

The Strategic Management Committee conducts an external scan annually to identify emerging trends that demand ASNT’s attention and to consider internal developments that may cause reason to shift our priorities.

The following trends were identified in spring and summer 2023, which are being investigated for possible action, including incorporation into ASNT’s Strategic Plan at some future point. However, none of the six pillars have been changed at this time.

**Lack of industry oversight and means of policing the industry.** Incidents of reported fraud by individuals and employers in employer-based programs are increasing. There is presently no central authority responsible for investigating such incidents. Failure of industry to self-regulate will result in governments imposing regulations. What should ASNT’s role be in policing the industry? We need to understand how the lack of oversight impacts the industry. The Committee will conduct a gap analysis on industry oversight for discussion at the June 2023 Board meeting. The data gathering plan to support this analysis includes member feedback through surveys and roundtable discussions.

In a related discussion, the Committee concluded that ASNT should incorporate ethics into our content whenever feasible. For example, it should be addressed in most training courses, in certification exams, and in publications. SNT-TC-1A should be updated to require organizations to address ethics training in their written practices.

**Shift to in-service inspection.** Much of ASNT’s history has focused on NDT of new construction or fabrication, but over time industry needs have shifted to in-service inspection. How should ASNT’s certification and other programs respond to this shift? The Committee will develop a discussion paper to explore the shift to in-service inspection.

**NDT equipment qualifications.** Equipment manufacturers continuously innovate and release new equipment to perform NDT examinations. However, there are no standards or oversight bodies for equipment quality or performance. Does the NDT field need NDT equipment to be qualified for use in the field? The Committee will develop a discussion paper to explore a potential equipment accreditation program.

In addition, ASNT periodically examines its existing priorities to determine whether any should be removed or added to the strategic plan. The Strategic Management Committee explored the following issues for consideration; however, more information is required before further action is taken.
Harmonization of NDT technical codes and standards. The Committee concluded ASNT should not try to compete with other organizations who issue NDT-related codes and standards as the demand for those services is being effectively met by ASTM, ASME, and other bodies. However, as the world’s leading NDT society, ASNT should have greater influence over the content of those codes and standards. The Committee recommended ASNT appoint official representatives to all relevant standard and code bodies, rather than relying on members whose primary interests are for their employers, as liaisons.

Serving the aerospace industry sector. The Committee concluded that the opportunity for certification of aerospace personnel through ASNT 9712 and ISQ is limited. However, there is opportunity for all our other programs including education, publications, events, etc. The Committee recommended ASNT explore programs (outside of certification) targeting aerospace professionals.

Serving Level II NDT professionals. The Committee concluded that ASNT should view domestic and international opportunities for serving Level IIs differently, with greater opportunity internationally given commitment to the ISO 9712 standard. US organizations still predominantly use SNT-TC-1A employer-based programs where employers certify and train their own employees. The Committee recommended ASNT explore providing services to employers to remove burdens and costs from managing Level II employees. A planned logbook app and education-tracking features of CredHQ system may serve a key role.

A proactive view of workforce development. The Committee recognized that ASNT’s workforce development plans to date have been focused on addressing challenges and trends of the past and present. However, the Committee believes ASNT should shift its focus to what workforce development needs will be in five years or more, to position ASNT’s resources more effectively for the community. For example, what are the professional skills an NDT technician will need to possess in 2028? What equipment needs will they have, and how will the NDT equipment manufacturers advance their technology to meet these needs? What should the training companies and universities be teaching to prepare the NDT professional of 2028?
As we incorporate best practices for managing our strategic implementation through the Objectives and Key Results (OKRs) goal-setting framework, we have revised the plan to restate objectives and clearly identify key results. We have restated strategies and identified major initiatives to communicate how the OKRs will be met over time.

Initiatives are projects designed to help achieve the stated objectives and key results. Initiatives may be introduced, changed, or cancelled from time to time, depending upon whether they are effectively contributing to the achievement of our objectives and providing reasonable return on investment. Initiatives may also transition to become permanent programs managed by one or more of ASNT’s functional departments.
PILLAR #1

Expand and improve our certification portfolio.
Pillar 1

OBJECTIVE
ASNT will be the world leader in providing third-party, individual certifications and qualifications based on both Recommended Practice No. SNT-TC-1A: Personnel Qualification and Certification in Nondestructive Testing and ISO 9712 Non-destructive testing – Qualification and certification of NDT personnel.

STRATEGIES
To achieve this objective, our strategy has several dimensions. First, we will capture ISO 9712 personnel certification market share by implementing the ASNT 9712 program in regions outside the United States. Second, we will build on the success of the ISQ program by expanding the ISQ Oil and Gas qualification to five methods and techniques, and by expanding ISQ to a second industry sector to be identified. Third, we will expand certification program management services to additional clients in support of their employer-based certification programs (REVISED).

INITIATIVES
I-1.1 Transition ACCP to ASNT 9712 by 30 June 2026 (REVISED).
I-1.2 Launch an ISQ program for a second industry by 1 January 2024.
I-1.3 Achieve randomized test generation for the ASNT NDT III program by 30 June 2024 (CANCELLED).
I-1.4 Expand the ISQ Oil and Gas program to five method and technique qualifications by 30 June 2026 (REVISED).

KEY RESULTS
KR-1.1 Increase annual certification revenue 46.4% by FY26, from $2.8 million in FY21 (period ended 30 June 2021) to $4.1 million in FY26 (period ended 30 June 2026) (REVISED).
KR-1.2 Increase the number of certified individuals by 37.9%, from 14,930 on 30 November 2021 to 20,500 on 30 June 2026 (REVISED).
PILLAR #2

Improve the value of membership by providing essential content and engagement experiences.
Pillar 2

OBJECTIVE
People of all backgrounds and levels interested in nondestructive testing will join and retain membership in ASNT because they will highly value the content and engagement.

STRATEGIES
To achieve this objective, our strategy has two dimensions. First, we must provide content that members find relevant and interesting, and that helps them advance in their careers or perform their jobs. Given the diversity of members’ needs and interests, our content needs to be broad, covering a wide range of topics, and deep, from introductory level to advanced level. Content must be available when needed, easily found, and accessed, and in members’ desired formats, online or in person, live or on demand.

Second, we must provide members with positive experiences that they enjoy, find meaningful, and meet their interests and engagement preferences. We must make it easy for members to find volunteer opportunities, provide specific expectations for every volunteer role, make it easy for members to volunteer and participate, and provide the information and resources needed for volunteers to be successful.

INITIATIVES
I-2.1 Implement a comprehensive volunteer identification and recruitment plan by 30 April 2022 (COMPLETE).
I-2.2 Implement the ASNT Leadership Academy to train and develop volunteers by 30 June 2022 (COMPLETE).
I-2.3 Develop a business plan for professional development programming that addresses the needs of current and potential members of all levels and interests by 31 December 2023 (REVISED).
I-2.4 Provide a broad range of programs, products, and services advancing the use of artificial intelligence and machine learning in nondestructive testing by 31 December 2024 (REVISED).
I-2.5 Implement a content management system that enables effective organization and delivery of content based on individual needs and interests by 31 December 2022 (COMPLETE).
I-2.6 Implement a system of metrics and baseline measures to track volunteer engagement by 31 December 2023 (REVISED).
Pillar 2

KEY RESULTS

KR2.1 Increase the number of active volunteers by 50%, from 795 on 1 November 2021 to 1,193 active volunteers on 30 June 2026 (REVISED).

KR2.2 Increase the number of members by 25%, from 13,197 members on 1 November 2021 to 16,497 members on 30 June 2026 (REVISED).
Create pathways and resources for the entry, performance, and advancement of the nondestructive testing workforce.
Pillar 3

OBJECTIVE
There will be a highly skilled NDT workforce that effectively meets the current and future needs of our stakeholders globally.

STRATEGIES
To achieve this objective, we will adopt a three-phase strategy. First, we will expand advocacy efforts to raise awareness of the nondestructive testing field. This strategy builds on the strategies described in Pillar 4.

Second, we will significantly increase content, specifically in career management resources and professional development programming, to serve members of all levels (e.g., students and early-career Level Is) and midcareer (Level IIs) practitioners, senior specialists, managers (e.g., Level IIIs), and executives across many industries. This strategy builds on strategies described in Pillar 2 to expand content.

Third, we will develop a stream of qualified Level II technicians through in-residence apprenticeship programs in partnership with industry and government. A special emphasis will be placed on preparing transitioning military veterans to civilian jobs either through apprenticeship programs or through certification translation or transfer. We will focus initially on the domestic workforce.

INITIATIVES
I-3.1 Develop Roadmaps to Career Success that describe typical career paths through the nondestructive testing field for technicians, engineers, and managers by 30 April 2022 (COMPLETE).

I-3.2 Develop a plan for workforce research that meets the needs of stakeholders and that informs the Society about workforce issues by 31 October 2023 (REVISED).

I-3.3 Produce kits to help introduce teachers to nondestructive testing by 30 August 30 2022. This supports Pillar 4, our advocacy initiative, as well (COMPLETE).

I-3.4 Revise the Military Outreach Program plan to help transition veterans into jobs in private industry by 31 December 2023 (REVISED).
Pillar 3

I-3.5 Create a Careers in Nondestructive Testing website, which is used by parents, teachers, advisors, and students to learn about the nondestructive testing field and opportunities for entering it by 30 June 2024 (REVISED).

I-3.6 Implement an apprenticeship program for Level II technicians by 1 July 2024 (REVISED).

KEY RESULTS
(The Strategic Management Committee is working to develop relevant KRs.)
Advance the field of nondestructive testing by being an effective advocate.
OBJECTIVE
ASNT will be a highly effective advocate, resulting in increased public awareness, favorable perception, and increased interest in careers related to the nondestructive testing field.

STRATEGIES
Individual membership associations such as ours have developed advocacy game plans that we can learn from. Our advocacy strategy is divided into two areas: public relations (which includes media relations) and government relations (also referred to as government affairs, or public policy). ASNT will develop an initial PR strategy with the help of a PR firm that specializes in nonprofit public relations. The initial strategy will develop a set of core messages, answer key questions, and respond to media inquiries on our behalf. It will also require recruitment of a cadre of subject matter experts who receive media relations training, so they are prepared to speak on ASNT’s behalf when required (e.g., when a story emerges or when a high-profile incident occurs). This “fast response” system will enable ASNT to effectively respond to critical incidences through the media.

In addition, we will develop a legislative affairs agenda that identifies key members and staffers in Congress or in federal agencies and in staff offices, with whom we need to develop relationships with to advocate effectively. We do not anticipate engaging in classic lobbying (e.g., influencing specific legislation), although that is not ruled out should the opportunity arise.

INITIATIVES
I-4.1 Create a “brand representative” who attends events and makes presentations on behalf of ASNT by 31 March 2021 (COMPLETE).
I-4.2 Create nondestructive testing competitions to be conducted at the Annual Conference and at ASNT sections by 31 March 2022.
I-4.3 Establish a public relations campaign to promote awareness of nondestructive testing and ASNT to the public by 31 March 2022 (COMPLETE).
I-4.4 Organize a cadre of media-trained subject matter experts who can educate the media about NDT and address rapid response issues by 30 June 2022 (COMPLETE).
I-4.5 Develop a legislative affairs agenda that builds relationships with key members and staffers of Congress, federal agencies, and staff offices by 31 December 2023 (REVISED).

KEY RESULTS
(The Strategic Management Committee is working to develop relevant KRss.)
PILLAR #5

Implement a global growth strategy.
Pillar 5

OBJECTIVE
ASNT will grow by expanding its presence to serve members outside of the United States.

STRATEGIES
The strategy for this pillar is built upon our strategic advantages in brand recognition and respect as well as our capabilities in developing and managing certification programs in nondestructive testing. Our plan is informed by extensive market research conducted into select regions outside the US, which made clear that we must lead with the ISO 9712 certification program as the “tip-of-the spear product” and develop region-specific pricing, product bundling, and distribution practices to succeed. The certification exams must be market priced, bundled with training programs, and be supported with publications and events. Collaboration with a number of entities who have deep experience in the target regions will be essential to reduce risk and costs, including the local ASNT Sections, the national NDT societies, sister societies, and our exam partners at PearsonVue.

INITIATIVES
I-5.1 Implement the ASNT 9712 program in two regions outside the US by 31 December 2024 (REVISED).

KEY RESULTS
KR-5.1 Increase non-US revenue by 100%, from $2.39 million in FY21 to $5.80 million in FY27.
PILLAR #6

Expand research and scholarship in nondestructive testing.
Pillar 6

OBJECTIVE
ASNT’s research and scholarship programs will advance the body of knowledge and practice of nondestructive testing and increase awareness and interest in the field for researchers, teachers, and students by leading applied research and scholarship in the field.

STRATEGIES
To achieve this objective, we will employ a four-part strategy. First, we will establish the ASNT Foundation as a subsidiary, not-for-profit organization, which will be responsible for all technical, industry, and workforce research, scholarships, and grants for the Society. Second, we will increase resource allocation to support these purposes through an initial funded endowment and through sponsored research, donations, and grants. Third, we will establish a research agenda designed to solve specific problems and challenges facing the NDT field. Research projects may be internally funded from the endowment or funded by organizational sponsors. Fourth, we will endow named scholarships, fellowships, and faculty positions within the academic community.

INITIATIVES
II-4.1 Establish the ASNT Foundation to house our research and scholarship programs by 31 March 2022. This includes creating the 501(c)(3) entity, appointing a Board of Trustees, and creating a business plan. (COMPLETE).

I-6.2 Endow the ASNT Foundation to support continuing operations (in an amount to be determined) by 30 June 2022. Funds will be drawn from ASNT’s unrestricted reserves. (COMPLETE).

I-6.3 Develop a comprehensive research agenda to advance the technology, methodology, and techniques of nondestructive testing by 31 October 2023 (REVISED).

I-6.4 Develop a plan for endowing trade school and undergraduate scholarships, graduate research fellowships, faculty fellowships, and named faculty positions at selected universities by 31 October 2023 (REVISED).

I-6.5 Create a fundraising, grant-seeking, and sponsorship plan to sustain long-term research and scholarship by 31 October 2023 (REVISED).

I-6.6 Establish a named faculty position in NDT by 31 December 2026.
INITIATIVES

KR-6.1 Increase scholarship and research awards 200%, from $150,000 in FY21 to $450,000 in FY26. This does not include endowments.