



Office of National Training Center

The story of the National Training Center (NTC) is about flexibility and adapting quickly to challenges. These challenges come with the territory for the NTC, as it provides safety training, security training, and professional development of safety and security professionals to support the protection and safe operations of national security resources, evolving to meet the demands of DOE's mission.

NTC Tradition and Evolution

The NTC history began in February 1984, when DOE recommended establishing a "central training academy" (CTA) to enhance safeguards and security (S&S) training at all levels, with an emphasis on protective forces, including establishment of a professional instructor cadre and a training evaluation program.

The CTA was located on Kirtland Air Force Base in Albuquerque. The 12-acre main campus was formerly an Army site built in the mid-1940s. The Live-Fire Range was located in Coyote Canyon, roughly five miles away.

Over the next decade, the CTA's course delivery media evolved and its curriculum expanded steadily in response to DOE needs. Training that began in a traditional classroom setting was soon made available as correspondence courses. Many of these later became part of video training packages.

Different Names; Same Dedication to Excellence

On September 11, 1998, newly appointed Secretary of Energy Bill Richardson rededicated the CTA as the Nonproliferation and National Security Institute (NNSI), addressing an intensified focus on controlling proliferation of nuclear weapons and materials. In 2004, NNSI became the NTC, an institution encompassing several departments and programs (including the original CTA).

Over the years, the institution has been recognized by the White House, private industry, other government agencies, and the academic community. In 1998, it earned a "Quality New Mexico" award (based on national Malcolm Baldrige criteria) for overall commitment, progress, and excellence in quality management principles. Other honors include three Hammer awards (1996, 1997, and 1999) bestowed by the National Performance Review.

Throughout its evolution, NTC has earned numerous awards for excellence in multimedia production. These include the U.S. Distance Learning Interactive Television Award of Excellence, three "Communicator" awards (including the Communicator Award of Distinction),

three “Telly” awards, an Omni award, a video award from the American Society for Industrial Security, a Videographer Award of Distinction, and—in 2006—finalist honors in the New York Film Festival.

ISSTEC

In 2005, federal staff proposed a new training complex—the Integrated Safety and Security Training and Evaluation Complex (ISSTEC)—as part of a larger training concept called the Advanced Training and Evaluation Facility. The 23-acre facility was intended to provide a multi-use training area conducive not only to classroom instruction, but also to performance of hands-on training tasks within a safe and realistic environment, similar to those encountered on the job. The ISSTEC design led the way by replicating a generic DOE operational facility and giving students hands-on experience in a simulated operational environment.

Plans for ISSTEC were formalized in Spring 2006. By mid-summer, the NTC had completed construction of three perimeter intrusion detection areas (PIDAS); pouring of concrete foundations, slabs, and forms; and a new freestanding shoothouse. The shoothouse, suitable for engagement simulation system (ESS) and dye-marking cartridge (DMC) exercise training, complemented the existing NTC shoothouse at the live-fire range. In December 2006, NTC Director Jeff Harrell welcomed visitors and dignitaries to the official opening of ISSTEC.

Today, the NTC is working with the Office of Technology to enhance ISSTEC-based training by deploying several technologies, including remotely operated weapons systems, non-pyrotechnic breaching kits, friend-or-foe identification tools, and state-of-the-art systems for command, control, communications, and information.

Tactical Response Force Training

The NTC is actively involved in developing training to support DOE’s tactical response force (TRF) needs. TRF training positions DOE facilities to confront and defeat postulated threats and stay prepared for future changes. The NTC already offers relevant courses that address emerging trends in adversaries and situations. Instructors now deliver initial TRF training, extending the “denial, interdiction, and recapture” response to more aggressive and realistic training in more efficient and deadly tactics. Increasingly, NTC courses reflect a new emphasis that instructors say is “more military, less police.” Availability of armored vehicles is also being discussed in relation to plans for NTC training. The NTC’s Tactical Leadership course trains emerging leaders in new levels of accountability and response. Weighing the advantages of tactical-force actions, they must consider varied surroundings and unforeseen conditions. A second course, Oppositional Force, involves “adversary forces” and increasingly realistic training in real-life settings and scenarios, with exercises carefully monitored by controllers and safety specialists. Recognizing that realism involves unique safety considerations, the NTC is also developing an exercise controller training program.

As the NTC developed these courses, it also rewrote former Basic Security Police Officer Training (BSPOT) to reflect new protective force requirements. Additions include evasive, escape, and pursuit driving courses; more stringent physical conditioning requirements; and a new TRF designation for certain officers. Portions of BSPOT are now being taught at sites as prerequisites for TRF training.

TRF training enhances the protective force’s ability to interdict, deny, and neutralize today’s adversary threats. It maximizes SPO II capabilities and reduces the previous dependence on SPO

III personnel to conduct routine patrols. Instead, SPO IIIs (who comprise the strategic response teams) will be able to focus on the skills they need to support denial operations and execute recapture and recovery missions, where necessary.

Safety Training

The Safety Training Program (STP) was established December 2004 to design, develop, and implement quality training for federal and contractor staff who have safety-related responsibilities at DOE defense nuclear facilities.

The courses are designed to complement the DOE Technical Qualification Program and the associated DOE safety-related Qualification Standards. The intent of the STP is to foster a technically capable federal workforce from a safety perspective, by recruiting, training, and retaining qualified safety professionals.

Senior Technical Safety Manager (STSM) Training Institute

The STSM Institute at the NTC supports the development of STSM competencies through tailored, high quality training curricula as part of the NTC Safety Training Program. The NTC not only develops, acquires, and presents courses that build the STSM-required knowledge base, but also assesses the knowledge level of individual candidates through a rigorous examination process. This provides objective evidence of candidates' knowledge levels for use by NNSA/DOE qualifying officials.

Professional Development Program (PDP)

The mission of PDP is to implement a professional development program designed to support safety and security personnel by providing general technical base training support through the Professional Enhancement Program. PEP training programs are designed for federal and contractor personnel to enhance their technical abilities and skills within Physical Protection, Protective Force, Information Security, Personnel Security, Nuclear Material Control and Accountability, and Safeguards and Security (S&S) Program Planning and Management. New initiatives by PDP include building career development training programs similar to PEP for federal employees in Safety and Security disciplines. In addition, PDP has developed and is delivering the Leadership and the Management Development Institutes.

The fifth iteration of the Leadership Development Institute (LDI-5) is scheduled for October 29 at the NTC campus. LDI-5 emphasizes training relevant to individuals involved in safety, security, or both. One of the goals of LDI-5 will be to integrate these two professions and encourage partnering between representatives of both. Participants will be high-performing managers who are at the GS 14–15 level and have demonstrated leadership records, the potential to perform at the next higher grade, and a capacity to drive change within DOE. During LDI-5, they will explore leadership theories and strategies that require blending pre-existing skills and knowledge with new tools that amplify leadership performance.

Last August, a five-day pilot of the Management Development Institute (MDI) for safety and security managers was successfully completed. MDI, which emphasized contractor oversight responsibilities, used a combination of lectures with safety and security themes. Participants had an opportunity to learn from experienced DOE managers about performance management, finance, budgeting, risk management, communications and interfaces, and teambuilding, as they

related to contractor oversight. A highlight of MDI was the concluding micro-game session, during which the participants used Monopoly-like cards and assumed roles to practice their acquired skills. The micro-game emphasized “problems, situations, and dilemmas in the safety and security arenas.”

A third institute, focused on supervisory skill development for DOE managers, is currently in the proposal development stage. Delivery of the pilot offering is tentatively planned for FY08.