

	<p align="center"><i>Composite Adversary Team Standard Operating Practices</i></p>	<p>Approved <i>W. A. Eckroade</i></p>
		<p>William A. Eckroade, Director Office of Security Evaluations</p> <p>Date: June 20, 2008</p>
<p>Office of Independent Oversight</p>		<p>HS-61-SOP-01, Rev 0</p>

1.0 PURPOSE

To establish policy for the Office of Security Evaluations (HS-61), within the Office of Independent Oversight (HS-60), for the management, operations, and use of the Composite Adversary Team (CAT) in support of HS-61 inspections and other sanctioned activities.

2.0 APPLICABILITY

All associated Office of Health, Safety and Security (HSS), HS-61, Federal, and contractor employees.

3.0 REQUIREMENTS

CAT Concept

- 3.1 The CAT is a simulated terrorist organization which is dedicated to their cause and beliefs and willing to utilize suicide tactics to accomplish their goals and objectives. The team is comprised of highly skilled and professionally trained individuals who live and work independently and are brought together to execute a one-time mission.
- a. CAT primary duties are to act as adversaries and to role-play other parts in performance tests conducted to evaluate U.S. Department of Energy (DOE) protection systems, protective forces, and physical security systems (PSS).
 - b. The CAT is comprised of approximately 25 to 35 team members who support HS-61 inspections and other assigned activities.
 - c. The CAT is composed of the proper mix of qualified personnel deemed essential to the success of HS-61 inspection activities and special duty assignments. CATs should have the following attributes:
 - Security police officer (SPO) III-qualified personnel with advanced offensive tactical skills are preferred or highest level of SPO at the facility
 - Must be physically fit
 - Must display motivation and a positive attitude
 - Must have willingness to work long hours under adverse conditions

- d. CAT members will be SPOs from DOE facilities, DOE Headquarters, or Special Agents from the Office of Secure Transportation (OST) with the below exceptions.
 - Core CAT members
 - On a case-by-case basis, individuals that are currently in administrative/training positions but are still maintaining SPO II, SPO III, or firearms certifications
 - e. CAT members are drawn from sources other than HS-61 or its contractors and are not HSS inspectors; their participation in inspections is limited to activities in which they are neither expected nor allowed to contribute subjective input regarding the inspected facility's performance. As a benefit to the source organization, the CAT will be apprised of the latest HS-60 inspection methods and techniques and will be encouraged to share this information with their site.
- 3.2 Core CAT primary responsibilities are the management and operation of the CAT program, leadership duties during HS-61 performance testing activities, and assistance during PSS performance testing.

Management

- 3.3 All CAT members will function under the supervision of the HS-61 CAT Program Manager, CAT Coordinator, and Core CAT.
- 3.4 The CAT Coordinator will appoint a member of the Core CAT to serve as the Team Leader, who will be responsible for planning, assignment of individuals and their responsibilities, and the conduct of the team during inspection activities.
- 3.5 For each inspection activity, the HS-61 Test Director and Test Coordinator have primary responsibility for CAT management and utilization.
- 3.6 The most current version of this procedure will be posted on the HSS internet web site (<http://www.hss.energy.gov>).
- 3.7 At a minimum, this procedure will be reviewed on an annual basis to ensure it accurately reflects current DOE and HSS policies and processes. Additionally, this procedure will be revised as needed in response to changes and requirements; DOE or HSS management or organizational structure; and/or failure to achieve a stated purpose.

CAT Recruitment and Appointment

- 3.8 HS-61 accepts only personnel of the highest caliber to serve as members of the CAT; selection of the nominee reflects the confidence the site management team places on his/her ability to meet the demanding challenges of this assignment.

- 3.9 It is imperative that the CAT recruitment processes be fair and efficient; allow participation by the maximum number of source organizations; and avoid undue burden on any single organization.
- 3.10 At the request of the CAT Coordinator, the CAT Program Manager will solicit an initial list of SPOs from the Safeguards and Security Directors (or equivalent) of the DOE organizations participating in the CAT program. Replacement CAT members will be solicited from the same organization as the member being replaced, unless HS-61 is unable to approve any of the SPOs provided, or the organization wishes to withdraw from the CAT program.
- a. Three (3) nominees will be solicited for each CAT position to be filled. The solicitations will specify the skills and qualifications required of nominees, and will request that certain pertinent data be provided for each nominee.
 - CAT Member Request Letter, Appendix A, provides the detailed requirements for CAT member solicitation.
 - Guidelines for Nominee Selection, Appendix B, and CAT Nomination and Data Sheet, Appendix C, will accompany the solicitation letters.
 - b. Upon receiving the nominations, the CAT Program Manager and CAT Coordinator will normally visit the site to conduct interviews in person. However, in some instances, interviews may be conducted via telephone.
 - c. The CAT Program Manager and CAT Coordinator will evaluate the nominees and select the new members. The evaluation process will focus on nominees' qualifications and on the desired team composition.
 - d. The CAT Coordinator will notify all nominees, via telephone, of the selection results.
 - e. The CAT Program Manager will notify each selected individual, through a letter of notification, of his/her selection through the cognizant DOE Office and their management.
 - The notification letter (see Appendix D) will include general information regarding CAT service, upcoming formal CAT training, and CAT member responsibilities.

Copies of the notification letter will be provided to the responsible DOE element and the CAT member's employer.
 - f. The CAT Coordinator will notify selected nominee(s) via telephone or e-mail of the next scheduled CAT orientation and training session.

- g. Upon arrival at the initial orientation and training session, selected nominee(s) will receive his/her CAT government furnished equipment (GFE).
 - A list of equipment and the policy for its use by CAT members is included as Appendix G, HS-61 Policy for CAT GFE.

Rotation Process

- 3.11 CAT members will serve for a minimum of two years or at the discretion of the CAT Program Manager and Coordinator.
 - a. Generally, attrition and scheduled rotation of CAT members (transfers, promotions, etc.) will assure that the opportunity exists for bringing in new CAT members.
 - b. To maintain an adequate experience base, CAT members from the same source organization should not be rotated at the same time.

Training

- 3.12 Training will be based on a training needs analysis, developed by the Core CAT.
- 3.13 Training will be developed utilizing the Instructional Systems Development model (Analysis, Design, Development, Implementation, and Evaluation).
- 3.14 Training will be conducted at a pre-determined training facility under the supervision of the CAT Program Manager, Coordinator, and HS-61 Safety Officer.
- 3.15 The CAT Coordinator will be the approving authority for any instructors expected to provide instruction during CAT training.
- 3.16 Training will last approximately five to seven days, including travel.
- 3.17 At a minimum, training will include: engagement simulations systems (ESS) weapons familiarization, mounted and dismounted operations, actions on the objective, and mission planning.
- 3.18 CAT members will attend a training debrief and complete course critiques to evaluate the training.
- 3.19 The Core CAT will be responsible for all documentation and maintenance of training records and curriculum development other than site-specific training (i.e., general employee training, radiological worker, etc.).
- 3.20 HS-61 will provide training on a semi-annual basis to help CAT members understand their related duties, become familiar with assigned weapons and equipment, work as team members, and develop certain role-playing skills.

- 3.21 CAT members are required to attend all scheduled training sessions in order to participate in HS-61 inspection activities. Only the CAT Program Manager or Coordinator may make an exception to this policy.

Specialized/Mission-Specific Training

- 3.22 When unusual skills are required, or if the team requires intensive or specialized training to perform a particular mission, appropriate training will be arranged or developed by the Core CAT with the approval of the CAT Program Manager.
- 3.23 Participants, length, and location of such training will be determined on a case-by-case basis.

CAT Utilization/Protective Force Performance Testing

- 3.24 To provide the required skill mix while minimizing disruption to individual and source organization schedules, HS-61 must identify CAT personnel requirements for an inspection as early as possible.
- 3.25 The CAT Coordinator will send out an availability request, via e-mail, to all CAT members. (This pertains to personnel availability i.e., vacation, special events, etc.)
- a. CAT members should notify their site management of a possible participation request.
 - b. CAT members should make their availability known to the CAT Coordinator in a timely manner via e-mail or telephone.
- 3.26 The HS-61 Test Director and Test Coordinator will be responsible for identifying and finalizing requirements for the CAT during the planning cycle and conveying this information to the CAT Program Manager and the CAT Coordinator. The information will include the following:
- a. Number of CAT members required,
 - b. Skills required (SPO II offensive, SPO III members, snipers, breachers, etc.),
 - c. Unusual task/skill requirements (all terrain vehicle operator, demolitions experts, etc.),
 - d. Inclusive dates of required CAT participation,
 - e. Unclassified schedule of performance tests with CAT involvement, and
 - f. Specific requests for certain team members.

3.27 The CAT Coordinator, with the approval of the CAT Program Manager, will select the primary and alternate CAT members using the above stated information and the below considerations:

- a. Inspection location (CAT members from the inspected facility are ineligible),
- b. Availability of team members, and
- c. Participation history (goal is to allow each CAT member to participate in an equal number of inspections).

3.28 The CAT Coordinator will prepare and forward a CAT Member Usage Email of Notification (Appendix E) to the employer of each selected member.

The email will include an “information” copy to the Safeguards and Security Director of the cognizant, DOE element.

3.29 The HS-61 Test Coordinator will ensure that the HS-61 Headquarters Security Officer submits classified visit requests for participating CAT members.

Before the field inspection, the CAT Program Manager will verify that the inspected organization has received DOE Form 5631.20, Request for Visit or Access Approval, for each CAT member.

3.30 The Test Coordinator and HS-61 Field Administrative Support Staff will ensure that security badge arrangements for CAT members are made along with those for the rest of the inspection team.

3.31 Upon arrival at the inspection location, CAT members will contact the CAT Coordinator or designated Team Leader(s) to pass on his/her lodging information and receive specific scheduling/meeting information.

3.32 A team meeting will normally be held on the evening of the initial day of travel for the CATs, which will consist of the following:

- a. Schedule of events (site-specific training, badging, rehearsals, briefings, etc.),
- b. Individual and team assignments,
- c. Unclassified Operations Order briefing (if possible),
- d. Maps,
- e. Driving directions, and
- f. Uniform requirements.

- 3.33 Detailed planning at the team level will be conducted.
- 3.34 Windshield tours of the target site under both day and night conditions will be conducted.
- 3.35 CAT members will conduct rehearsals of the target area.
 - a. If like facility is unavailable, chalk out target area.
 - b. Conduct walkthroughs.
 - c. Conduct full dress rehearsals at half and full speeds.
 - d. Refine plan as required.
- 3.36 The CAT Team Leader(s) will provide a brief-back of each force-on-force (FOF) scenario to the Test Director and Site Exercise Director as scheduled by the HS-61 Test Director.
 - a. Primary attendees should include: the Test Coordinator, the Site Senior Controller, CAT controllers, CAT Evaluators, CATs, and other personnel as directed by HS-61 Test Director.
 - b. The CAT Team Leader will provide a general overview of team movement and actions, keys to success, along with weapons and equipment expected to be used.
 - c. The CAT Team Leader will verify critical controller calls, task times, and simulation events with the Site Senior Controller, Exercise Director, and CAT Controllers.
 - d. Upon completion of the mission brief, the Team Leader will solicit questions from the attendees.
- 3.37 The CAT will provide a detailed debrief/hotwash of their actions to the HS-61 Test Director.
 - a. Primary attendees should include: the Test Coordinator, the Site Senior Controller, CAT Evaluators, CATs, and other personnel as directed by HS-61 Test Director.
 - b. The Team Leader will begin by giving the overview of the operation and then give his/her specific actions during the operations.
 - c. Each CAT member will present their specific actions during the operation.
 - d. Details of each member's actions/events should include, but are not limited to: location and status at the time of exercise termination, method of "kill" (harness or controller call), engagements on protective force personnel (to include vehicles, fighting positions, etc.).

- e. ESS equipment-related issues will be identified and briefed to the ESS representatives.

CAT Utilization/PSS Performance Testing

- 3.38 Typically, the Core CAT will support the systems testing during the planning and data collection visits of the inspection and be released to support the FOF exercises.
- 3.39 The need for CAT participation during systems testing will be identified by the HS-61 PSS Topic Team Lead, or designee, through the CAT Program Manager.
- 3.40 The CAT Program Manager will request the use of a CAT through the CAT Coordinator.
- 3.41 The CAT Coordinator will identify a Core CAT member that will support the systems testing and inform the PSS Topic Lead of the selection.
- 3.42 The PSS Topic Team Lead, or designee, will forward all pertinent information concerning scheduling, site-specific training, and attire and equipment needed for the Planning and Data Collection visits to the identified CAT member.
- 3.43 The CAT member will assist the PSS Topic Team Lead, or designee, for specific security systems testing duties as directed. Such duties may include, but are not limited to:
 - a. Portal entry testing,
 - b. Vault-type room testing,
 - c. Perimeter intrusion detection and assessment systems (PIDAS) and other personnel detection systems testing under daytime and nighttime conditions,
 - d. Keys and locks,
 - e. Power systems, and
 - f. Communications systems.
- 3.44 The Core CAT member will complete data collection forms at the end of all data collection sessions or as directed by the PSS Topic Team Lead. The data collection forms will contain pertinent information necessary to draw conclusions on the system effectiveness.
- 3.45 The Core CAT team member will brief the PSS Topic Team Lead on issues and concerns identified while collecting data or while conducting systems performance testing.
- 3.46 The Core CAT team member will provide professional judgment of a site's system effectiveness.

- 3.47 The Core CAT will support the PSS team lead, as necessary, during onsite HSS meetings and meetings with the site.
- 3.48 The Core CAT team member will support the PSS team in the development of any issue papers resulting from performance tests.
- 3.49 The Core CAT team member will identify issues which affect the safe conduct of systems performance testing.
- 3.50 The Core CAT will participate in available training necessary to support the performance testing of security systems.

Travel/Logistics

- 3.51 HS-61 will arrange to pay or reimburse CAT travel expenses.
- 3.52 HS-61 will “block” the required number of rooms at the designated hotel/motel for CAT members for the anticipated length of stay.

To allow for unexpected delays in the inspection schedule, lodging reservations for CAT members may extend three days beyond their expected release date.

- 3.53 CAT members will receive advanced notice of pending activities from the CAT Coordinator and/or Core CAT via e-mail or other means with lodging information, car rental assignments, schedules, maps, etc.
 - a. CAT members must submit travel authorization per their site policies and procedures for authorization and reimbursement of travel expenses.
 - b. CAT members will be responsible for making their own travel and rental car arrangements. (Only CAT members designated by the CAT Coordinator will be authorized rental cars).
 - For inspections, unless otherwise stated, CATs must make every attempt to arrive at the inspection location to attend a team briefing at 1900 hours on the initial day of travel.
 - For semi-annual training, unless otherwise stated, CATs must make every attempt to arrive at the training location to attend a safety briefing at 1800 hours on the initial day of travel.
 - c. Each CAT member will contact the designated hotel/motel to guarantee their rooms on a personal, company, or government credit card.
- 3.54 The CAT Coordinator will keep all CAT members abreast of any travel changes to support HS-61.

Safety

- 3.55 HS-61 conducts training to provide realistic testing/training for the CAT while maintaining a rigorous level of safety and concern for the environment.
- 3.56 Safety briefs are provided to participants before activities commence. They may include topics such as: personal protective equipment (PPE), firearms safety, vehicle safety, aircraft safety, etc.
- 3.57 Hazards and control measures associated with CAT training and CAT-specific equipment are documented in a risk assessment (RA). RAs are an addendum to the HS-61 Health and Safety standard operating procedure (SOP). RAs are developed utilizing the five core functions of the integrated safety management system and are specific to the training/equipment.
- 3.58 CAT members will assemble at the inspection site just before an inspection and receive mission-specific safety briefs, based upon the site's Health and Safety Plan.
- 3.59 Willful violation of any safety rules, policies, or procedures may result in removal from the CAT program.
- 3.60 All injuries and illnesses are to be reported to the CAT Coordinator and the HS-61 Safety Officer immediately.
- 3.61 All CAT members and augmenters must attend ESS and FOF safety briefs prior to participating in any training operations.
- 3.62 The HS-61 Safety Officer, Core CAT, and/or designated personnel will search all equipment bags and tactical vests for live ammunition prior to training/inspections.
- 3.63 Equipment from the ESS representative's workspace or vehicles will not be removed without the knowledge and authorization of the responsible ESS representatives (accountability of all ESS equipment will be verified prior to release of the CATs).
- 3.64 At the conclusion of training/inspection, team members will be reminded to search their equipment bags/tactical vests for: blank ammunition, smoke grenades, anti-tank weapon effect signature simulations (ATWESS)-rounds, blue body grenades, and fuses to ensure that no unauthorized munitions will be inadvertently carried to the airport for travel back to his/her site.

4.0 RESPONSIBILITIES

- 4.1 Director, Office of Security Evaluations or Designee
 - a. Review and approve this procedure.

4.2 CAT Program Manager

- a. Ensure this procedure is reviewed for comment and resolution prior to presentation to the applicable HSS approving manager for final review/approval.
- b. Ensure that all administrative and logistical requirements pertaining to the CAT are met, and that CAT members are properly trained, briefed, and prepared to provide the required inspection support.
- c. Approve curriculum for CAT training.
- d. Ensure ESS representative and HS-61 representative provide support for CAT maintenance training and performance testing activities.
- e. Ensure CAT work/storage space, training area, and other logistical requests have been provided to the inspected facility.
- f. Approve instructional support for DOE National Training Center (NTC) protective force training program.

4.3 CAT Coordinator

- a. Manage and oversee day-to-day CAT training and operations.
- b. Ensure this procedure is reviewed for comment and resolution prior to presentation to the applicable HSS approving manager for final review/approval. Conduct an annual review of the procedure and recommend any revisions to the CAT Program Manager.
- c. Maintain an Emergency Data Sheet (Appendix F) and a Skills/Qualifications Sheet on each CAT member.
- d. Ensure that the Test Director has an updated Emergency Data Sheet on each participating CAT member.
- e. Prepare CAT replacement solicitation letters for the HS-61 Director's signature at least two months before each rotation date (Appendix A).
- f. Provide each CAT member with a General Guidance Sheet (Appendix H).
- g. Ensure equipment issue and turn-in procedures prescribed by the ESS representative are followed.
- h. Prepare, for the HS-61 Director's signature, appropriate certificates for CAT members being released after successfully completing their terms.
- i. Provide guidance and direction to the Core CAT.

- j. Ensure CAT members fully understand all details of their assigned performance test tasks as specified by the Test Coordinator. Take positive measures to ensure that those tasks are properly executed.
- 4.4 HS-61 Test Director
- a. Review and provide comments on this procedure.
 - b. Identify CAT requirements for inspections.
 - c. Develop scenario objectives and exercise scope for the inspection.
 - d. Coordinate with the HS-61 Test Coordinator for inclusive dates of CAT lodging requirements.
 - e. Be available to clarify exercise requirements to the CAT.
- 4.5 HS-61 Test Coordinator
- a. Review and provide comments on this procedure.
 - b. Identify CAT equipment/prop needs from the HS-61 Test Director and administratively submit a request of the proposed needs to a site management team representative (i.e., Site Exercise Director, Senior Controller, etc.).
 - c. Assist in the development of the tactical planning for the inspection.
 - d. Develop and document the tactical operation order(s) for the inspection.
 - e. Coordinate suitable staging and rehearsal areas with the appropriate site management team representative.
 - f. Coordinate the scheduling of CAT site-specific training, badging, windshield tours, insider questioning, and site ESS safety briefings with the appropriate site management team representative.
 - g. Ensure CATs receive a classified briefing of the mission/exercise.
 - h. Ensure that CAT intelligence collection, in support of performance tests, is in accordance with HS-61 performance test protocols (see Appendix I).
 - i. Keep the HS-61 Test Director advised of CAT staging locations and telephone and pager numbers, if available. If there is neither telephone nor radio communication with the CAT at its staging location, make arrangements with the CAT Team leaders or CAT Coordinator for periodic contact to relay instructions and other messages.

- j. Coordinate with the CAT Coordinator to ensure that CAT equipment support requirements have been provided to the ESS representatives.
- 4.6 HS-61 PSS Topic Team Lead or Designee
- a. Read, understand, adhere to, and make recommendations to this procedure as it applies to the CAT Utilization/PSS performance testing section of this procedure.
 - b. Prepare team performance testing weekly and daily schedule.
 - c. Make team assignments and coordinate PSS topic team data collection activities.
 - d. Lead and manage the PSS topic team.
 - e. Review and validate data collection forms submitted by the Core CAT supporting the PSS team.
 - f. Support training development necessary to maintain the Core CAT PSS performance testing skills.
- 4.7 Core CAT
- a. Update and maintain the CAT SOP.
 - b. Develop, implement, and manage the CAT training program.
 - c. Update and maintain the CAT Handbook.
 - d. Provide oversight of the ESS/multiple integrated laser engagement system (MILES) maintenance program.
 - e. Research, develop, and provide oversight for CAT props and equipment.
 - f. Provide instructional support for DOE NTC protective force training programs as directed by the CAT Program Manager and CAT Coordinator.
 - g. Maintain, update and issue the CAT GFE in accordance with Appendix G.
 - h. Stay abreast of the most current terrorist tactics, techniques, and information.
 - i. Update, maintain, resupply, and coordinate the shipment of the PSS toolkit at the request of the PSS Topic Team Lead or designee.
 - j. Assist CAT Coordinator as needed.

4.8 HS-61 Safety Officer

- a. Review and provide comments on this procedure.
- b. Update and maintain the HS-61 Health and Safety SOP along with associated RAs.
- c. Walk down play, rehearsal, and training areas prior to activities.
- d. Provide safety briefs prior to play, rehearsal, and training.
- e. Provide safety oversight during play, rehearsal, prop making, and training.
- f. Assist HS-61 Exercise Director and Coordinator in the development of tactical planning for inspections.
- g. Assist CAT Coordinator and Core CAT in the development of planning for training activities.
- h. Investigate any accidents/injuries.
- i. Provide HS-61 Exercise Director/CAT Coordinator with an After Action Report based on activity.

4.9 CAT Members

- a. Read, understand, and adhere to this procedure.
- b. Transport issued CAT equipment to and from HS-61 inspections/training activities.
- c. Furnish only those items of clothing and personal equipment identified in emails, letters, or telephone conversations prior to an inspection or training session.

5.0 DEFINITIONS

CAT Coordinator: The individual responsible for the overall organization and direction of all CAT members.

CAT Program Manager: The HS-61 Federal staff member responsible for managing the CAT program.

Composite Adversary Team (CAT): Players who act or portray the part of an adversary during limited-scope performance tests (LSPT) or FOF exercises.

Controller: An individual assigned to assist a Test Coordinator in conducting and controlling a performance test.

Core CAT: A group of full-time employees responsible for performing CAT leadership duties during HS-61 performance testing activities and for assisting in the management and operation of the CAT program.

Engagement Simulations Systems (ESS): Equipment consisting of weapons-mounted laser transmitters and laser sensors that are mounted on potential targets (e.g., personnel, vehicles, and buildings). ESS permits accurate assessment of the effects of weapons fire during simulated hostile engagement (also referred to as MILES).

Evaluators: Individuals assigned the responsibility for formally evaluating the performance of protection system elements during a performance test. For HS-61 inspections, evaluators are usually members of the HS-61 inspection team.

ESS Representatives: HS-61 ESS contractor personnel responsible for the procurement, storage, maintenance, set-up, and issuance of all related CAT ESS equipment and weapons.

Force-on-Force exercise (FOF): A large-scale performance test that is enhanced by use of ESS and is designed to test realistically the overall ability of a security system to protect a specific DOE security interest. An FOF exercise is conducted to evaluate and rate the level of performance of multiple elements of that security system focusing on specific objectives and not on a win/loss outcome. HSS-61 FOF exercises always utilize the CAT. The course of events in an FOF is not strictly controlled and directed toward certain evaluation goals, as in an LSPT. FOF exercises are usually individually rated.

HS-61 PSS Topic Team Lead: HS-61 staff member who is responsible for coordinating and focusing the activities of the PSS testing team, ensuring that deliverables are prepared and provided according to the schedule, promoting integration with other topic teams, and acting as spokesperson during meetings and briefings.

HS-61 Safety Officer: The individual assigned liaison responsibilities between site safety personnel, HS-61 Topic Leads, and the CAT Team concerning LSPTs, FOF exercises, and Physical Security System testing. This individual is also responsible for developing all RAs for semi-annual CAT Training and/or new CAT equipment and overseeing CAT Training activities. RAs are an addendum to the HS-61 Health and Safety SOP.

HS-61 Test Coordinator: HS-61 staff member or contractor support specialist who is responsible for assisting the HS-61 Test Director in all aspects of planning, conducting, and controlling LSPT or FOF exercises. The Test Coordinator coordinates and relays CAT inspection activities and information to the CAT and appropriate site personnel.

HS-61 Test Director: HS-61 staff member or contractor support specialist who is responsible for all aspects of planning, conducting, and controlling LSPT or FOF exercises during site inspections.

Limited-Scope Performance Test (LSPT): A performance test designed to evaluate specific skills, equipment, or procedures. An LSPT may utilize ESS equipment and may involve live adversaries and/or protective force. The events of an LSPT may be interrupted to facilitate data gathering, and they may be purposely directed by HS-61 in order to achieve certain evaluation goals.

National Training Center (NTC): The Department of Energy's model training provider and national training resource for Federal agencies as well as state, local, and international organizations involved in protecting national security interests.

Safety Coordinator: An individual assigned the responsibility of ensuring that LSPT, FOF, or PSS testing exercise plans satisfactorily address all safety-related DOE policy issues and site-specific safety concerns. Safety coordinators are Trusted Agents (TA) and are subject to TA requirements.

Site Exercise Director: Site staff member who is responsible for all aspects of planning, conducting, and controlling LSPT or FOF exercises at the site level.

Trusted Agents (TA): Individuals from the inspected site who are technically knowledgeable and act as neutral parties and assist HS-61 in planning and conducting an LSPT or FOF exercise.

6.0 REFERENCES

- 6.1 DOE O 470.4A, Safeguards and Security Program.
- 6.2 DOE M 470.4-1 chg 1, Safeguards and Security Program Planning and Management.
- 6.3 DOE M 470.4-2 chg 1, Physical Protection.
- 6.4 DOE M 470.4-3 chg1, Protective Force.
- 6.5 Protective Force Inspectors Guide.
- 6.6 Protective Force Protocols for ESS Supported Performance Tests and Exercises document.
- 6.7 Rules of Engagement for Exercise Players.
- 6.8 CAT Handbook 2004.

7.0 APPENDICES

- A. CAT Member Request Letter (Example).
- B. Guidelines for Nominee Selection (Attachment 1 to the CAT Member Request letter).
- C. CAT Nomination and Data Sheet (Attachment 2 to the CAT Member Request Letter).

- D. CAT Selection Notification Letter (Example).
- E. CAT Member Usage Email of Notification (Example).
- F. Emergency Data Sheet.
- G. HS-61 Policy for CAT Government Furnished Equipment (GFE).
- H. General Guidance for CAT Members.
- I. CAT Intelligence Gathering.

Appendix A

CAT Member Request Letter (Example)

MEMORANDUM FOR [SITE SECURITY DIRECTOR]

FROM: WILLIAM A. ECKROADE
DIRECTOR
OFFICE OF INDEPENDENT OVERSIGHT
OFFICE OF HEALTH, SAFETY AND SECURITY

SUBJECT: Nomination Request for Composite Adversary Team
Members

The Office of Independent Oversight, within the Office of Health, Safety and Security, periodically invites site offices throughout the Department of Energy (DOE) and the National Nuclear Security Administration (NNSA) complex to submit nominations for the Composite Adversary Team (CAT). Specifically, we are seeking your support to fill CAT member positions with security police officers (SPO) from [SITE NAME]. These positions would be for a minimum of two years and require temporary duty a few times a year. A brief description of duties and time commitment is discussed below. While we recognize that your support for the program would require an investment of resources, we believe that the program provides substantial benefits to DOE, your site, and the SPOs who participate in the program. We would appreciate your support in filling [NUMBER] of our current vacancies.

Participation in the program is voluntary. This memorandum and attachments will provide you with background information on the program and participation requirements, which may aid you as a discussion tool with your SPOs. In determining interest, we encourage you to discuss the benefits and expectations of this program with your nominees. The CAT program is essential to the conduct of credible Independent Oversight inspection-related, force-on-force performance tests. In the big picture, the CATs are an instrument to obtain a snapshot of the status of protection of national security assets at DOE/NNSA sites. The CAT program also provides a very effective mechanism for the interchange of tactical concepts and insights between key site protective force personnel; provides participating sites with a skilled cadre of adversaries for the support of their own force-on-force exercises; and provides each individual CAT member with an important opportunity for professional development.

Independent Oversight requests that you nominate at least [NUMBER] SPOs from your site to fill [NUMBER] positions. We will make the final selection from your nominations. Once selected, CAT members will be expected to participate in a week-long initial orientation and training course. Thereafter, during their tenure, they will be expected to participate in several inspections (up to four in a year), each lasting from five to seven days, and semi-annual adversary-oriented tactical training. Independent Oversight pays for the associated travel costs to these events. Attachment 1, Guidelines for Nominee Selection, provides a brief explanation of typical



Appendix A (Continued)

CAT member duties, skills, and traits needed for participation. We encourage you to provide this information to potential nominees before their nomination.

For each nominee, please complete a CAT Nomination and Data Sheet, Attachment 2, and include a full-length photograph. Please return your nominations by [DATE] to:

Mac Thacker, HS-61
U.S. Dept of Energy
1000 Independence Ave, SW
Washington, DC 20585-1290

Alternatively, the nomination sheets may be emailed to Mac.Thacker@hq.doe.gov.

Your support in this matter is greatly appreciated. Should you have any questions regarding this request, please do not hesitate to contact me at (301) 903-5781, or Steve Yonkoff, Deputy Director, Office of Security Evaluations, at (301) 903-5895/6788.

Attachments

cc w/attachments: Steve Yonkoff, HS-61
[DOE/NNSA PROGRAM LEAD]

Appendix B

(Attachment 1)
Guidelines for Nominee Selection

Please consider the following guidelines when selecting your nominees. These general duties, skills, and personality traits apply to all Composite Adversary Team (CAT) members.

- Well-grounded and competent in job-related skills, to include familiarization with the Design Basis Threat and applicable adversary tactics, weaponry, and equipment;
- CAT members occupy sensitive and highly visible positions and are expected to maintain the highest standards of personal and professional conduct. While on travel status, each CAT member is considered an official representative of Department of Energy (DOE) and of their site. Accordingly, his/her behavior must always be beyond reproach;
- Currently in full SPO status (current physical fitness, firearms qualifications, active DOE “Q” clearance, etc.);
- Have as much diverse experience as possible (prior military service, civilian law enforcement, etc.);
- Able to formulate and execute tactical plans to assault a given target during force-on-force performance tests and training;
- Participates as an adversary during limited scope performance tests, ranging from free play to closely-scripted scenarios;
- Must be knowledgeable in DOE firearms safety procedures and force-on-force exercise safety principles. Will employ specially equipped engagement simulation system firearms and other specialized equipment during force-on-force exercises;
- Performs tactical maneuvers in various environments and conditions (i.e., built up industrial facilities, building interiors, low-light, smoke filled spaces, etc.);
- May act as a role player in repetitive performance tests; for example, executing many similar scenarios in which the CAT member is apprehended, handcuffed, searched, etc; and
- Participates in Limited Scope Performance Tests (LSPTs) of access control programs by attempting to defeat routine access control procedures or participates in LSPTs to breach, climb over, or circumvent access delay barrier systems.

Appendix B (Continued)

Time Commitment Required:

- Approximately 40-60 hours per week during scheduled exercises or training sessions. CATs are employed in up to five force-on-force exercises per year plus semi-annual training exercises.

Physical Demands:

- Typically carries a basic equipment load of anywhere from 25 lbs. to 75 lbs. during the conduct of force-on-force exercises and training (i.e., to include running, jumping, climbing, etc.)
- Applicant should be in all around excellent physical condition.



Appendix C

(Attachment 2)
CAT Nomination and Data Sheet

FROM: _____

REFERENCE: HS-61 CAT Member Request, dated _____

NAME: _____

RANK (SPO, Sgt, Lt, FA): _____

AGE: _____

EMPLOYER AND BUSINESS ADDRESS/TELEPHONE: _____

OFFENSIVE COMBATIVE_____ DEFENSIVE COMBATIVE_____ SRT_____

YEARS' EXPERIENCE AS SPO: _____

CURRENT POSITION/RESPONSIBILITIES (Central Alarm Station; post/patrol; SRT; supervisor; etc.): _____

PREVIOUS LAW ENFORCEMENT EXPERIENCE (military, civilian), TYPE AND LENGTH: _____

FORMAL SPO TRAINING COMPLETED: _____

OTHER RELATED TRAINING COMPLETED: _____

BRIEF EXPLANATION OF RANGE OF DUTY ASSIGNMENTS IN PAST five YEARS: _____

OTHER INFORMATION FOR CONSIDERATION: _____

BE SURE TO ATTACH A FULL-LENGTH PHOTOGRAPH (Polaroid is OK).

Size Chart:

Boots
Gloves
BDU-Blouse
BDU-Pants
Jacket
Polo Shirt
T-Shirt
Cap/Hat



Appendix D

CAT Selection Notification Letter (Example)

[CAT name & address]

Dear Mr. [Name]:

This is to inform you of your selection, by the Office of Security Evaluations within the Office of Independent Oversight, to be a member of the Composite Adversary Team (CAT).

Congratulations! You were selected from among a number of highly qualified security police officers nominated for this position by the [Site Office].

As a CAT member, you will join other security police officers from across the Department of Energy (DOE) complex in helping the Office of Security Evaluations inspectors conduct performance test on various aspects of security at DOE facilities. Your term of service as a CAT member will be approximately two years. During that period you will be asked to participate in several inspections and semi-annual CAT training courses.

Your first activity as a CAT member will be to attend the annual CAT training course [date & location]. During this course, you and other new CAT members will receive an orientation to the CAT program; receive familiarization training on various weapons and equipment you will be using; train with existing CAT members and participate in a series of exercises and scenarios designed to assess your strongest skill areas, build teamwork, and acquaint you with role-playing techniques.

You will be contacted shortly by the Office of Security Evaluations CAT Coordinator, Gallus Bader, who will provide specific details regarding the annual training course and will answer any initial questions you may have. Full information will be provided at the annual training course. During each assignment with the Office of Security Evaluations, all CAT members work under the direct supervision of the CAT Coordinator and Core CAT members.

If you have any immediate concerns or questions, feel free to contact Gallus Bader, CAT Coordinator, at (505) 323-7000, or Mac Thacker, CAT Program Manager, at (301) 903-5983. Again, welcome aboard; we look forward to a number of interesting, productive, and mutually beneficial activities during the coming years.

Sincerely,

Steven D. Yonkoff
Deputy Director
Office of Security Evaluations
Office of Independent Oversight

cc: [Site Office Security Director]
[PF Manager]



Appendix E

CAT Member Usage Email of Notification (Example)

(Name of CAT employer)
(Address of CAT employer)

Date: (insert date)

Reply to
Attn of: HS-61

Subject: Notification of Required Participation by (insert CAT member name), a member of the Composite Adversary Team (CAT)

This is to notify you that the Office of Security Evaluations (HS-61) has selected (name of CAT member), a member of the CAT, to participate in an inspection of the inspected field office name at (location of inspection) from (beginning date) to (end date). It is requested that you make (him/her) available during that period and make the necessary travel arrangements.

Travel arrangements should be made to ensure arrival at (location of inspection) on (arrival date). Return travel may be scheduled for (departure date). Please be advised that the release date is subject to change; if this should occur, your office will be notified as soon as possible.

HS-61 has made reservations for the CAT member at the (hotel name, address, and telephone number). The CAT member should guarantee hotel reservations using a personal or contractor credit card; (specifying smoking or non-smoking room) HS-61 will not make the room guarantee. The CAT Coordinator will contact the CAT member directly regarding clothing and personal or HS-61-issued equipment that will be needed, and will provide other pertinent information.

A reply indicating your intention to make (name of CAT member) available for this assignment is requested by (due date). Calling (name) of my staff at (telephone number) can also make an immediate response. Your continued support of the CAT program is appreciated. Should you have any questions regarding this request, please do not hesitate to call (name of contact) at (telephone number).

(Name of Director), Director
Office of Security Evaluations
Office of Independent Oversight



Official Use Only (OUO) When filled out.

Appendix F

Emergency Data Sheet

Name: _____

Date of Birth: _____

SSN: _____

Home Address: _____

Home Phone: _____

Employer: _____

Supervisor's Name: _____

Phone: _____

Person to Contact in Case of Emergency: _____

Relationship to Person: _____

Home Address: _____

Home Phone: _____

Work Address: _____

Work Phone: _____

Medical Insurance Company and Member Information (including member number): _____

Special Medical Considerations (allergies, allergies to medications, etc.): _____

Blood Type: _____

Official Use Only (OUO) When filled out.

Appendix G

HS-61 POLICY FOR CAT GOVERNMENT FURNISHED EQUIPMENT (GFE)

The following will identify the procedures for GFE use and CAT responsibilities. CAT members are required to sign and date this form as a commitment to maintain and use GFE. The Office of Security Evaluations (HS-61) will provide to CAT team members GFE for use in performance test purposes on HS-61 inspections and authorized CAT training.

Specific GFE usage and responsibilities are:

- GFE issued to CAT members will be used for authorized HS-61 duties only. The CAT Coordinator will identify HS-61 duties.
- GFE is to be used only by the designated CAT member, unless authorized by the CAT Coordinator.
- The CAT member will report lost, stolen, damaged, or expended GFE to the CAT Coordinator. If the CAT member was negligent, the GFE will be replaced by the CAT member.
- If GFE is lost during air travel, the CAT member will be responsible for coordination with the airline to replace lost equipment.
- CAT members will be responsible for the proper care and maintenance of GFE issued to them. GFE that is not properly maintained will be replaced at the expense of the CAT member.
- GFE that is expended, damaged, or destroyed during authorized HS-61 duties or through normal wear will be replaced by HS-61.
- CAT members are responsible for transporting all individual GFE equipment items to all HS-61 functions.

CAT members will be responsible for transferring GFE to HS-61 when individual CAT duties are terminated. A signed receipt will be returned to the CAT member after an inventory of GFE is completed. Items that are personal, hygienic, or size-specific will not be considered returnable and may be retained by the terminating CAT members.

Appendix G (Continued)

The following is a list of GFE that is to be issued to each CAT member. The GFE on this list will become the responsibility of the CAT member when equipment is issued.

- Tactical boots *
- Cap with CAT logo *
- Pro-tech helmet *
- Tactical Vest
- Safety glasses/goggles *
- Equipment bag
- Camouflage paint *
- Nomex gloves *
- Knee and elbow pads *
- Leatherman utility tool
- Tactical flashlight

I, _____, upon receipt of the items (one each) from the above list, agree to the responsibilities described above on the care, maintenance, and usage of the GFE issued to me.

* Indicates non-returnable items.

Appendix H

General Guidance for CAT Members

Composite Adversary Team Responsibilities

You have been selected by your facility to participate as a member of the Composite Adversary Team (CAT). The Office of Security Evaluations requests only personnel of the highest caliber to serve as members of the CAT; your selection reflects the confidence your facility places in your ability to meet the demanding challenges of this assignment.

As a member of the CAT, you represent not only your facility and your employer, but also HS-61. The personnel at the facility being inspected see you as a part of the inspection team, representing HS-61. Since HS-61 activities are sensitive and by their nature generate a high degree of interest and visibility, it is important that you understand your part in the HS-61 process and your responsibilities as a participant in that process.

As a member of the CAT, your job is to support various inspection activities. Your primary responsibility is to act as an adversary in various performance tests conducted to evaluate the site protective force. You may also be required to play other roles in performance tests, such as that of employee, bystander, or hostage. You may be asked to help test security systems by breaching barriers, negotiating sensor beds, etc. The roles you are to play and the tasks you are to perform will be explained to you in detail. Some performance tests allow you to exercise your initiative and tactical planning skills, while other tests require that you closely follow a scenario that has been scripted for you. It is important that you follow all instructions precisely and carry out your assigned tasks to the best of your ability. The benefits gained from performance tests, some of which are planned and conducted at great expense, are largely dependent upon how well the CAT executes its mission or instructions.

You are not an inspector. You will not be expected or asked to express an official opinion regarding the adequacy of the inspected facility's performance. Whether you believe the facility's performance has been very good, very poor, or somewhere in between, please keep that opinion to yourself. All inspection results are sensitive, and many of them are classified. When you leave the inspection site and return to your facility, please do not discuss the details of inspection activities or inspection results. Performance evaluations and inspection results will be communicated to the appropriate people and agencies by HS-61.

Finally, keep in mind that while you are with the inspection team you represent not only HS-61, but also your own facility and organization. Personnel at the inspected facility will closely observe everything you say and do. Your personal conduct must consistently meet the highest professional standards, both on and off the site.

Appendix H (Continued)

Composite Adversary Team Member Duties

CAT members assist HS-61 inspectors primarily in performance testing. CAT members are not inspectors, and do not evaluate inspected facilities or personnel. Rather, they perform duties that enable HS-61 inspectors to better evaluate the inspected facility.

While many CAT duties are interesting and even exciting, others are mundane and repetitive, and some can be physically demanding. Most CAT duties involve participating in performance testing protective force operations and PSS (barriers, sensors, etc.). Duties can include:

- Formulating a tactical plan to assault a facility/target and executing that plan as adversaries utilizing engagement simulation system (ESS) equipment.
- Participating as adversaries in LSPTs and role-playing in repetitive performance tests (apprehension techniques, handcuffing, and search procedures).
- Performance testing routine access control procedures and various barriers and alarm sensor systems under controlled conditions.

These activities are conducted indoors and outdoors, in all weather conditions and at various geographical locations. While care is taken to ensure safety, CAT members will, at times, be asked to endure some discomfort resulting from physical exertion and/or weather conditions.

Composite Adversary Team Conduct

CAT members occupy sensitive and highly visible positions, and are expected to maintain the highest standards of personal and professional conduct. This is especially important during the onsite inspection, since everything members do has the potential to make an impression on the program office, operations office, and site personnel. While on travel status, each CAT member is considered an official representative of DOE Headquarters, and his/her behavior must always be beyond reproach. CAT members must be tactful, courteous, and properly attired. They should conduct themselves in a manner that will enhance the professional stature of the inspection team and the Office of Independent Oversight and the Office of Security Evaluations.

While on the site, members are required to comply with all local rules and regulations, entry and exit procedures, safety regulations, parking requirements, and other employee and visitor guidelines. CAT members are responsible for familiarizing themselves with all applicable information concerning local policies. When in doubt, they should ask the CAT Coordinator or, if not available, the HS-61 Test Coordinator. If problems are encountered during the inspection, inform the CAT Coordinator as soon as possible.

Appendix I

CAT Intelligence Gathering

This area is applicable only to force-on-force (FOF) exercises and certain other Office of Security Evaluations designated types of LSPTs. The scope of information potentially available to adversaries, as characterized by the DOE Generic Threat Guidance, is practically unlimited because of the capabilities of modern intelligence-gathering equipment and techniques. However, due to the time and resource constraints, the opportunities for CAT members to gather the information needed in planning and conducting their mission are very limited.

Information developed in preparing for an LSPT or FOF exercise falls into two categories: that which is available to the HS-61 planners, and that which is available to the CAT. In order to plan certain LSPTs or FOF exercises, HS-61 planners must have access to all possible sources of information for a variety of targets on the site. However, this information is not shared with the CAT for its use in developing tactical plans against a specific target. The information available to the CAT is limited to that which can be obtained from any available unclassified sources, from undetected observation, and from an insider. In addition, to represent partially the intelligence information that would be available to a real adversary, one member of the CAT is typically given unrestricted tours of the LSPT or FOF exercise area. Tours taken by other members of the CAT are restricted to areas open to the public or to which undetected access can be gained.