

**U.S. Department of Energy  
Office of Health, Safety and Security**

**National Training Center  
Revitalization Action/Implementation Plan**

**March 31, 2011**



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**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN  
March 31, 2011**

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**U.S. Department of Energy  
Office of Health, Safety and Security**

**NATIONAL TRAINING CENTER  
REVITALIZATION ACTION PLAN**

*NTC 2015*

*The NTC is the center for DOE's health, safety and security training excellence  
for the protection of people, the environment and vital assets  
of the United States.*

Submitted by:  
The NTC 2015 Team

Approved:

*Originally Signed 3/31/2011*

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*Originally Signed 3/31/2011*

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Office of Health, Safety and Security

*Originally Signed 3/31/2011*

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**PREFACE**

In August 2010, the DOE Chief Health, Safety and Security Officer chartered the National Training Center (NTC) Revitalization Project (NTC 2015) as a key element of his management reform initiatives for the Office of Health, Safety and Security (HSS). The NTC provides critical health, safety and security training to the DOE workforce, a mission that is essential to leading change consistent with current and emerging 21<sup>st</sup> century DOE/HSS programs and priorities. An experienced Federal Manager, Robert M. Nelson, Jr., was assigned to lead the project. He appointed a team to support this effort composed of 13 Federal and contractor representatives.

The NTC 2015 team has met twice weekly since August 2010 to assess the current state of the NTC, create the end-state vision for NTC's future and build the path forward to achieve the vision. Two major areas of emphasis have been to assure that (1) the NTC Revitalization Project is not a strategic initiative that "sits on the shelf and gathers dust;"<sup>1</sup> and (2) the vision reflects a seamless organization dedicated to the overall NTC mission. The team's data-gathering activities included interviews with employees and stakeholders across the DOE complex, benchmarking of other Federal training institutions and panel presentations. During this process, the team identified commonly identified challenges: (1) a lack of a defined NTC "niche" for health and safety training; (2) isolation from DOE mainstream programs; (3) management uncertainties resulting from leadership change; and (4) under-utilization of 21<sup>st</sup> century learning technologies.

The team then developed the mission, vision and strategic themes that will drive NTC's success. Flowing from each of the five themes are goals, objectives and action items. Theme 1, *Premier Provider for DOE Mission-Driven Health, Safety and Security Training*, focuses on the current mission and defines enhancements to training needs assessment and curriculum development processes as well as enhanced distance learning technologies as critical to achieving the 2015 vision. Theme 2, *DOE's Knowledge Leader for Health, Safety and Security Training*, envisions that NTC will become the recognized DOE knowledge center for health, safety and security training, providing a trusted and reliable resource for assistance on a wide range of training services. Theme 3, *Primary Proponent of Integrating Health, Safety and Security Training throughout DOE*, describes an important emerging role of the NTC of the future: facilitating the standardization of DOE health, safety and security training across the complex. Theme 4, *Champion for Strengthened and Diversified Health, Safety and Security Training Partnerships*, is designed to move the NTC from its current state of relative isolation to a well networked organization with expanded and strengthened partnerships of mutual benefit. Theme 5, *Management Excellence*, recognizes that NTC must have highly competent staff members, facilities and equipment to achieve the vision.

The NTC 2015 team's insights about the NTC gained during the study form the basis for identifying opportunities for improvement in the areas of organizational communication, integration, clarification of roles and responsibilities, improved quality and enhanced resource management.

The team's detailed Implementation Plan provides a recommended approach for each of the 30 action items and approximately 800 identified activities. Some 50% are easily transitioned to project plans or are already projectized.

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<sup>1</sup> Quotation from Mr. Glenn Podonsky, Chief Health, Safety and Security Officer, to the NTC 2015 Team in September 2011.

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**INTRODUCTION AND BACKGROUND**

The Department of Energy (DOE) Chief Health, Safety and Security Officer is leading a series of management reform initiatives for his organization within the framework of broader DOE mandates to enhance its vital and urgent science and technology mission. One of the key elements of the strategic vision is to pursue the mission in a manner that is safe, secure, ethically sound and fiscally responsible.

The Department of Energy's Office of Health, Safety and Security (HSS) National Training Center (NTC), which provides critical health, safety and security training to the DOE workforce, is essential to leading change consistent with current and emergent 21<sup>st</sup> century Departmental programs and priorities. Therefore, HSS has identified the revitalization of the NTC, as developed and documented in this five-year Revitalization Action/Implementation Plan, as a key initiative. The NTC Revitalization Project has two primary thrusts:

- Creation of the five-year NTC vision and mission (2010-2015), consistent with the DOE and HSS strategic plan; and
- Development of an NTC Revitalization Action/Implementation Plan which details the path forward to achieve the five-year vision.

In August 2010, the Chief, HSS, appointed a Federal manager, Robert M. Nelson, Jr., to lead the NTC Revitalization Project for the period August 2010 through June 2011. Shortly thereafter, an NTC Revitalization Action Planning Team (the NTC 2015 Team) was established, including Federal and contractor employees with safety and security curriculum development and training expertise as well as facilities, management and information technology knowledge. A list of NTC 2015 Team members is included as Attachment 1 (page 13). The team was created to support the revitalization initiative by creating the optimal vision for what is referred to as "NTC 2015," assessing the current state and building the path forward to achieve the vision. The NTC 2015 Team's specific charter is to:

- Define the "optimal end-state" for NTC 2015;
- Recommend the vision and mission for the defined planning period;
- Develop a structured (phased) approach for development of curricula for health, safety and security training consistent with the mission;
- Propose structured approaches to standardization and certification or qualifications of instructors and training curricula that supports health, safety and security professional development;
- Identify the most productive, cost-effective delivery methods for defined training;



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- Recommend approaches for partnering with other Federal/DOE entities (e.g., Energy Facility Contractors Group (EFCOG); Mine Safety and Health Administration (MSHA); DOE's Volpentest HAMMER Training and Education Center; National Institute of Environmental Health Sciences (NIEHS); and Waste Isolation Pilot Project (WIPP); and
- Identify and improve operating and business processes required to support revitalization initiatives.

**APPROACH AND STATUS**

The NTC 2015 Team has met approximately 50 times since early September 2010. Recognizing the need for an organizing mechanism to accomplish its work, the team selected a widely respected project management system called "The Logical Framework."<sup>2</sup> This is a practical management approach that helps in the planning and execution of projects and strategic initiatives. The organizing tool is called the "Log Frame," a matrix that aligns project objectives into measurable and testable hypotheses. The Log Frame mechanism has assisted the NTC 2015 Team in providing a common language for communicating about the project, formulating solutions and collaborating with other NTC employees and stakeholders about the project. Most important, it has provided the foundation for developing detailed implementation planning that establishes schedules, tasks, deliverables and responsibilities to achieve the goals and objectives of the planning process.

The team's research efforts have been primarily qualitative. Interviews and presentations have been conducted both individually and in group sessions with panel participants. Attachment 2 (page 14) includes a list of presenters and interviewees. Based on the results of these activities, the NTC 2015 Team developed the framework for an NTC Revitalization Action/Implementation Plan which, in turn, has provided the basis for detailed implementation planning (delineated in Appendix A to this report).

Since its inception, the team has:

- Organized the project and defined specific goals, objectives and deliverables;
- Conducted interviews with NTC Federal and contractor staff members and stakeholders throughout the DOE complex;
- Performed reviews of relevant documentation;
- Benchmarked other Federal training institutions, e.g. the Department of Homeland Security's Federal Law Enforcement Training Center and DOE's Volpentest HAMMER Training Facility;
- Developed an action plan that includes the identification of five strategic themes, 31 goals and objectives, 30 action items and approximately 800 specific activities that will be required to achieve the NTC 2015 vision.

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<sup>2</sup> "Strategic Project Management Made Simple", Terry Schmidt, published by John Wiley & Sons, Inc., Hoboken, NJ 2009

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- Established a dedicated page on the NTC website, the Nexus, to inform employees of the team's activities;
- Conducted an NTC 2015 "open forum" for all NTC employees to provide information about the project and to respond to questions; and
- Developed the NTC Revitalization Action/Implementation Plan outlining the path forward to achieve the NTC 2015 vision, goals and objectives consistent with its charter.

**CURRENT STATE**

In its assessment of the current state of the organization, the NTC 2015 Team has identified key cross-cutting issues that present challenges which are important to address in achieving the end-state vision. These issues came to light in discussions with internal staff, customers and stakeholders who were interviewed or served as presenters to the NTC 2015 Team. In addition, team members reviewed evaluation material contained in NTC's historic database. These issues are:

- The NTC niche within DOE must be clearly defined in order to achieve excellence in supporting 21<sup>st</sup> century DOE programs and priorities. While this niche is fairly well defined for safeguards and security training, it remains to be defined for health and safety training;
- NTC is an "island" within DOE as it has lost many of its connections with Departmental mainstream programs and field offices, impacting its ability to develop and deliver products and services that are responsive to current DOE health, safety and security needs;
- NTC leadership and contractor support has changed frequently over the past few years, making it difficult to chart a course for the future; and
- NTC's training programs, while valued positively by its customer base overall, do not now take full advantage of 21<sup>st</sup> century learning technologies which could enhance delivery of products and services.

In order to address these issues in the NTC 2015 planning process, the team developed the following general planning guidelines:

- NTC cannot, and should not, be "all things to all people"; the NTC niche should focus on DOE health, safety and security training that is considered to be of the highest value to the Department and is not readily available elsewhere;
- The NTC 2015 desired end-state must reflect strategies to significantly broaden NTC networks, partnerships and external assessment activities in order to become the Department's recognized premier provider for health, safety and security training;
- The NTC 2015 Revitalization Action/Implementation Plan should be institutionalized to enhance management stability by providing a high-level, approved blueprint for the future which will result in the development of specific project plans;

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- NTC most likely will have to plan for the future within the reality of current budget limits; therefore, NTC must shape its future by defining what it should not be doing as much as what it should be doing; and
- NTC must enter the 21<sup>st</sup> century in terms of training development and delivery by incorporating distance learning technologies as may be appropriate.

**NTC MISSION, VISION AND STRATEGIC THEMES**

In developing the 2015 mission, vision and implementing strategies, the team discussed at some length the importance of a clear definition of the NTC's training niche within the Department of Energy. First, the NTC's current mission is to provide health, safety and security training as it relates to DOE policies, procedures and processes. Its primary customer base is the DOE work force. While that does not preclude a well managed approach to developing and implementing a "work-for-others" program that complements the primary mission, the NTC is, and should be, focused on the DOE customer base. It is most important for external stakeholders to understand that the NTC does not train individuals to become professionals, e.g., health physicists. Its role is to train professionals about the way DOE executes health, safety and security laws, policies and implementing procedures.

The NTC's training niche for safeguards and security is well understood, and is essentially based on a policy-driven approach. During its data-gathering, the NTC 2015 found that the training role for health and safety is not as clearly defined nor well understood. The action/implementation plan recommends specific actions to more clearly define the NTC's health and safety training niche.

Following the team's initial assessment and the planning guidelines, they then developed the NTC 2015 mission, vision and the strategic themes which provide the framework for achieving the end state, as reflected below. The team then developed a detailed implementation document which further defines actions, deliverables, time frames and responsible personnel in order to institutionalize the NTC 2015 process. In essence, the NTC 2015 team has projectized the planning process.

**NTC Mission:** The team envisions NTC's 2015 mission as:

***The center for DOE health, safety and security training excellence  
for the protection of people, the environment  
and vital assets of the United States***

**NTC 2015 Vision:** To meet DOE's 21<sup>st</sup> Century challenges, the NTC is recognized as DOE's:

- ***Premier provider for DOE mission-driven health, safety and security training***
- ***Knowledge leader for health, safety and security training***

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- ***Primary proponent of integrated health, safety and security training throughout DOE***
- ***Champion for strengthened and diversified health, safety and security training partnerships***
- ***Model within the DOE training community for management excellence***

**Strategic Themes:** The NTC's strategic themes and associated goals and objectives as identified below reflect the intended strategic direction of the organization for the period 2010-2015. Under each strategic theme, the NTC 2015 team has developed:

- Major goals which state the broad outcome desired;
- Specific objectives which delineate approaches to achieving the goal; and
- Proposed action items required to achieve the goals and objectives. The action items are delineated in Appendix A (the Implementation Plan). Some 30 action items have resulted in suggestions for an estimated 800 activities required to achieve the NTC 2015 vision.

**Theme 1: PREMIER PROVIDER FOR DOE MISSION-DRIVEN HEALTH, SAFETY AND SECURITY TRAINING**

**Goal:** Revitalize the NTC to become the provider of choice for mission-driven health, safety and security training programs designed to meet, with agility, DOE's 21<sup>st</sup> century challenges.

**Objectives:**

1. Identify and clarify the NTC's niche within the broader DOE-wide training arena, recognizing that NTC should *only* provide health, safety and security training that is (1) unique and mission-critical to DOE; and (2) cannot be procured more cost effectively elsewhere. The approach should include an expanded and improved training needs assessment process; tailoring NTC services and products to meet DOE's highest priority mission needs; and adopting "policy and mission-driven" approaches in developing and delivering health, safety and security training.
2. Substantially improve delivery of services and products by incorporating more efficient modalities and technologies, e.g. distance learning;
3. Develop and implement the NTC's capability to respond with agility to unplanned mission needs (e.g., field exportable training);
4. Strengthen core competencies of the instructional staff and strategically upgrade facilities, systems and processes to enhance the user experience;
5. Enhance curriculum development to produce a timely and high quality product for the DOE user community within the boundaries of the newly defined NTC niche; and
6. Establish evaluation processes for products and services that will assure best practices and new technologies are consistently integrated into NTC's programs.

Action Items 1-8 are delineated in the Implementation Plan (Appendix A).

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**Theme 2: DOE'S KNOWLEDGE LEADER FOR HEALTH, SAFETY AND SECURITY TRAINING**

**Goal:** Develop and offer, to DOE customers, knowledge resources focused on a wide range of high-quality training products, services and processes not only for NTC-provided training but also for training available from other public and private sector providers.

**Objectives:**

1. Identify the full spectrum of health, safety and security training required by DOE in order to develop, assess and recommend the most qualified sources to NTC customers;
2. Validate outside training sources identified as appropriate for NTC equivalency credentialing;
3. Continuously evaluate sources of health, safety and security training for use or endorsement by NTC;
4. Use environmental scanning processes to assure that the NTC maintains the "cutting edge" in terms of high quality and current training materials for health, safety and security training available for DOE customer base; and
5. Develop a strong communications network designed to expand the DOE customer base for NTC services and products.
6. Develop and implement systems and processes to share health, safety and security expertise through web-based technologies such as learning feeds and social networking.

Action Items 9-14 are delineated in the Implementation Plan (Appendix A).

**Theme 3: PRIMARY PROPONENT OF INTEGRATING HEALTH, SAFETY AND SECURITY TRAINING THROUGHOUT DOE**

**Goal:** Identify and evaluate available health, safety and security training suitable for integration and standardization across the DOE complex to enhance efficiencies and reduce redundancies in Federal and contractor training and validate/endorse suitable training for DOE.

**Objectives:**

1. Establish working partnerships with DOE program and field office subject matter experts to develop health, safety and security training standards based on policy and mission requirements;
2. Develop a complex-wide database of health, safety and security Departmental (and other) training sources that meet the established standards and criteria in order to eliminate redundancies in DOE-provided training;

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3. Create a training portability system that will enhance efficiencies in providing health, safety and security training for DOE Federal and contractor employees by reflecting completion of standardized training; and
4. Continuously evaluate training resources to maintain currency and incorporate best practices.

Action Items 15-18 are delineated in the Implementation Plan (Appendix A).

**Theme 4: CHAMPION FOR STRENGTHENED AND DIVERSIFIED HEALTH, SAFETY AND SECURITY TRAINING PARTNERSHIPS**

**Goal:** Identify, develop and implement strategic partnerships with public and private sector health, safety and security training and user organizations that will improve and leverage existing NTC products and services and increase efficiencies in training development, delivery and evaluation.

**Objectives:**

1. Strengthen and expand NTC's partnerships with Departmental program and field offices to maintain currency of NTC's curricula and ensure the DOE-specific expertise of instructional staff;
2. Research and develop external partnerships with other Federal, State and academic entities that have the potential to join NTC in mutually beneficial activities;
3. Develop a systematic process for benchmarking external institutions that are high-quality providers of Departmental health, safety and security training in order to (a) identify potential for partnering, and/or (b) incorporate "best practices" into NTC training curricula and business operations; and
4. Strategically develop and implement a "work-for-others" (WFO) program that will (a) complement the primary mission and (b) provide resources that will improve the operating environment.

Action Items 19-23 are delineated in the Implementation Plan (Appendix A).

**Theme 5: MODEL WITHIN THE DOE TRAINING COMMUNITY FOR MANAGEMENT EXCELLENCE**

**Goal:** Develop and implement smart, cost-effective business strategies to ensure that the NTC is the premier provider of Departmental health, safety and security training.

**Objectives:**

1. Improve existing and establish new processes to recruit, train and retain a highly competent, stable and well qualified Federal and contractor work force (Maturing Human Capital);

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2. Institute effective succession planning programs for the Federal and contractor work force to assure continuity of operations;
3. Assess current organizational structures and align as appropriate to promote integration, improve communications and clarify understanding of roles, responsibilities, authorities and accountability;
4. Assure that the completion of the Learning Management System (LMS) and the Information Management System (IMS) remain high priorities and are completed on schedule in order to significantly improve business processes;
5. Develop and implement multi-year plans to assure that infrastructure and equipment needs are identified and addressed in a consistent and cost-effective manner;
6. Build and implement a quality assurance process that will provide critical feedback on effectiveness of management systems, processes and practices; and
7. Institutionalize strategic planning processes in order to promote continuous improvement and enhance NTC's ability to respond rapidly to DOE's emergent mission needs.

Action Items 24-30 are delineated in the Implementation Plan (Appendix A).

**OPPORTUNITIES FOR IMPROVEMENT**

During the NTC Revitalization Action Planning process, the team gained a profound understanding of the organization's culture, both from a Federal and contractor perspective. The NTC 2015 team process has presented a model for emulating a seamless mission-focused organization for the NTC as a whole. The insights gained throughout the process have allowed the team to identify opportunities for improvement in the way NTC operates; several of the action items are focused on strengthening the management systems and processes for the areas identified below:

**Communications**

Federal-Contractor: An improved understanding of respective roles and responsibilities and more formal communications processes are needed to facilitate the workflow. (See Action Items 20 and 26 a)

External and Internal: There are perceived barriers to productive and open communication flows within the contractor organization as well as with external users and stakeholders. The NTC 2015 team recommends the development of a communications plan that will assist contractor leadership in improving the NTC approach to moving the institution's mission forward. (See Action Items 22 and 24 c)

***Integration – Mission-Centric as Opposed to Organization-Centric***

The NTC appears to be operating as several small independent units as opposed to an integrated whole. This includes both Federal and contractor staffs. The importance of operating as an integrated whole – a group of people and supporting resources working

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seamlessly to produce the best training and products for the customer – cannot be overemphasized. Federal and contractor boundaries must be legally maintained, but that should not present a barrier to achieving a seamless organization: one that operates for the success of the enterprise. The NTC 2015 team developed a banner which reads “***WE MUST BE MISSION-CENTRIC AS OPPOSED TO ORGANIZATION-CENTRIC***” as a reminder that this is critical to the success of the NTC. (See Action Items 22, 24 b and c, 25 and 26)

**Roles, Responsibilities, Authorities and Accountability (R2A2)**

Issues related to R2A2 have arisen on several occasions during the NTC 2015 Team’s journey. These issues brought questions about the existence of formal processes for assuring that (1) roles and responsibilities are clearly identified and linked to authorities; and (2) rewards and disciplines are uniformly administered. In some cases, the systems are in place but not consistently used. Federal and contractor staff members do not consistently adhere to formal designations of roles and responsibilities. (See Action Items 26 a and b)

**Quality**

Although the NTC has a nascent quality assurance program, the concept of quality management is much broader than that which now exists. A quality management culture requires leadership commitment in order to infuse the organization with the principles of excellence in all phases of performance. The team is recommending an approach that moves the organization to an expanded and enhanced quality culture by 2015. (See Action Item 29)

**Leadership Stability**

The NTC has a history of changing leadership as well as contractors and this has impeded its progress in overcoming the challenges that have been identified. Several of the recommended actions are focused on institutionalizing systems and processes that will help stabilize the organization. The NTC 2015 initiative is a major step forward by providing a detailed implementation approach, approved by the current NTC Director and the Chief Health, Safety and Security Officer, which will serve as a blueprint for future NTC Directors and contractor organizations. (See Action Items 26 a and b and 30)

**Resources**

The issue of resources has been a major discussion point during the NTC 2015 deliberations and has raised questions. When new tasks or programs are identified, how will they be staffed? How will new work be integrated and prioritized with on-going work? The NTC 2015 Team has agreed that a key part of the path forward and the implementation process is to prioritize the recommended actions and identify in some detail the resources and budget required for implementation. This will be accomplished by the contractor



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through the newly implemented Information Management System (IMS). Once the resources and schedules are identified, the Federal and contractor staffs must jointly determine the overall work scope that best meets the current mission and vision of the Department and HSS. This will require an assessment of what work is presently being done that is no longer well aligned with the current mission and goals of DOE-HSS. The “trade-off” process is critical to achieving the 2015 vision. The NTC 2015 team is making recommendations on how to institutionalize the implementation process in order to assure that it stays on track. (See Action Item 30)

**IMPLEMENTATION PLAN**

Consistent with its charter, the NTC 2015 Team has developed a detailed Implementation Plan (Appendix A). This plan identifies each of the five major themes envisioned for achieving the NTC 2015 vision and lists the action items associated with those themes. The action items are further delineated to reflect the on-going contract task or activity associated with that item; the status of the action; estimated completion dates, as appropriate; and the responsible organization. Of the 30 action items, the NTC 2015 Team has developed Logical Frameworks for 26 of them. The team estimates that 50% of the action items are either easily transitioned to project plans or are already being developed as project plans by the contractor organization as part of its on-going approved work scope.

The NTC 2015 process has had the effect of facilitating action to move forward with some key initiatives such as the enhanced and expanded training needs assessment and curriculum development processes – both crucial for meeting the 2015 vision.

**RECOMMENDATIONS/PATH FORWARD**

A table delineating recommendations, actions and responsible officials is provided on page 12. A schedule of NTC 2015 deliverables and actions is provided on page 15.

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**RECOMMENDATIONS**

<i>Recommendation</i>	<i>Action</i>	<i>Responsible Official</i>
1. Approve the NTC Revitalization Action/Implementation Plan and the recommended path forward for accomplishing the action items (Appendix A, Action Item 30)	-Review/approve draft  -Quality Review Board Review -Approve final draft report	NTC Revitalization Project Manager (RPM) HS-50/HS-1.2 HS-1.2/HS-1
2. Develop and approve a proposed charter and SOP for a permanent NTC 2015 Committee (Appendix A, Action Item 30)	-Develop draft charter and SOP -Review of draft charter/SOP -Approve charter/SOP	NTC RPM HS-50/HS-1.2 HS-1.2/HS-1
3. Formalize responsibilities for managing and implementing the NTC 2015 project by including those responsibilities in the position descriptions of the Director, NTC and in the performance plans of NTC key personnel (Appendix A, Action Item 30)	-Amend position description of NTC Director -Amend performance plans of NTC Key Staff	HS-1.2  HS-50
4. Assure that responsibility for implementing the NTC 2015 project by NTC support services contractor are reflected in the contract scope, through the current task plans, and are included in the position descriptions of key contractor personnel (Appendix A, Action Item 30)	-Review contract scope, and amend as necessary -Review key personnel PD's and amend accordingly	HS-1.2  HS-1.2 through designated contract representatives
5. Include in the contractor's award fee plan appropriate metrics for achieving goals, objectives and timetables for the NTC 2015 Action/Implementation Plan (Appendix A, Action Item 30)	-Develop performance goals and metrics for NTC 2015 project -Incorporate into current award fee plan	HS-50/HS-1.2  HS-50/HS-1.2
6. Review and tailor the scope of the NTC health and safety training program to evolve into a defined niche that focuses on high-value, mission and policy-focused courses related to nuclear safety based on an enhanced training needs assessment process (Appendix A, Action Item 1.b,c)	-Review current health and safety training program to determine appropriate niche -Recommend curriculum & path forward for FY 2012 based on enhanced TNA -Approve path forward	HS-50  HS-50/HS-1.2  HS-1.2/HS-1
7. Establish a Training Needs Assessment (TNA) Advisory Group to annually review the findings and recommendations of the TNA in order to approve core, electives and enhancements to the NTC curriculum (Appendix A, Action Item 7)	-Develop draft charter for advisory group -Approve charter & appoint members	HS-50 (Training Directors) HS-50/HS-1.2

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**ATTACHMENT 1**

**REVITALIZATION ACTION PLANNING TEAM MEMBERS**

<b>Name</b>	<b>Organization</b>	<b>Title</b>
Robert M. Nelson	NTC	NTC Revitalization Project Manager
Eileen Beaulieu	NTC (Team Leader)	Program Manager, Training Operations
E. Wayne Adams	Chenega	Real Property & Facility Manager
Charlie Carson	Chenega	Safety Specialist
Evan Dunne	NTC	Manager, Business Operations
Steve Guerrero	Chenega	Contract Security Officer
Vikki Kestell	Chenega	Training Integration Manager
Charlie Lopez	Chenega	WFO Manager
Deborah Meeks-Nixon	Chenega	Executive Assistant/Records Management
Jason Moore	Chenega	IT Manager
Arthur Salazar <sup>3</sup>	NTC	Protective Forces Manager
Gail Summers <sup>4</sup>	Chenega	Curriculum Manager
Linda Smith	Chenega	Senior Business Management Adviser
Pete Turcic	Chenega	Senior Safety Adviser

<sup>3</sup> Arthur Salazar resigned from DOE's NTC in October 2010.

<sup>4</sup> Gail Summers resigned from the contractor organization in January 2011.

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**ATTACHMENT 2**

**LIST OF PRESENTERS AND INTERVIEWEES**

**Interviews and Presentations**

Geoffrey Beausoliel, Deputy Manager, Amarillo Area Office  
Arnold Guevara, Director, NTC  
Fletcher E. Honemond, DOE Chief Learning Officer  
William Roege, Director, Office of Corporate Safety Analysis, HSS

*Safety Panel:*

Arnold Guevara  
Jeannie Lozoya  
John Wood  
Robert Richardella

*Security Panel:*

Russ Showers  
Deborah Mathews  
Regina Portscheller  
John Riotte

*Pro-Force:*

Russ Showers  
Grady Smith  
Mark Russell  
Arthur Salazar

*Professional Development:*

Eileen Beaulieu  
Gail Summers

*IT:*

Jason Moore

*Facilities/Infrastructure:*

Greg Pruitt  
Wayne Adams

*Benchmarking:*

Charlie Lopez, FLETC  
Pete Turcic, MSHA and OSHA

**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN  
March 31, 2011**

**ATTACHMENT 3**

**PATH FORWARD**

<b>Action</b>	<b>Percent Complete</b>	<b>Estimated Date of Completion</b>
<b>1.0 Finalize Logic Frameworks</b>	100%	2-18-2011
<b>1.1 Complete Inputs Schedule</b>	100%	2-11-2011
<b>2.0 Finalize Deliverables</b>	100%	2-23-2011
<b>2.1 Action/Implementation Plan</b>	100%	2-18-2011
<b>2.2 Report Summary</b>	100%	2-20-2011
<b>2.3 Appendix A (Detailed Implementation Plan)</b>	100%	2-21-2011
<b>3.0 Review and Approval of Deliverables</b>	25%	3-8-2011
<b>3.1 Review by NTC Contractor</b>	50%	2-24 through 28-2011
<b>3.2 Review by HS-1.2</b>	25%	3-1 through 4-2011
<b>3.3 HSS Quality Review Board</b>	0%	3-7 through 10-2011
<b>3.4 HS-1 Approves</b>	0%	3-14 through 18, 2011
<b>4.0 Institutionalize NTC 2015 Process</b>	0%	3-31-2011
<b>4.1 Draft Committee Charter &amp; Membership</b>	25%	3-15-2011
<b>4.2 Draft HSS Standard Operating Procedure</b>	25%	3-15-2011
<b>4.3 Approve Committee Charter &amp; SOP</b>	0%	3-31-2011
<b>5.0 Define Tasks and Determine Schedule (DOE)</b>	50%	May 2011
<b>5.1 Contractor Drafts/Approves Metrics to Measure Implementation Plan Deliverables</b>	0%	May 2011
<b>5.2 Task Assignments Revised &amp; Implemented</b>	0%	June 2011
<b>5.3 NTC 2015 Tasks Loaded into IMS</b>	0%	July 2011
<b>6.0 Establish Permanent NTC 2015 Committee</b>	25%	July 2011
<b>6.1 Report Status of NTC 2015 Quarterly</b>	0%	On-going

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# Four Critical Strategic Questions

## Four Questions and Steps to Develop a Logical Framework

### 1. What are we trying to accomplish and why?

#### DEFINE & ALIGN OBJECTIVES

- ▶ Brainstorm possible Objectives or take from strategic plan, project scope or other documents.
- ▶ Review for logical levels and *If-Then* relations among them.
- ▶ Determine Goal, Purpose, and Outcomes based on definitions

### 2. How will we measure success?

#### DEVELOP SUCCESS MEASURES

- ▶ Choose Measures at each level which are valid, verifiable, independent.
- ▶ Set targets for each Measure, using quality, quantity, time (QQT), cost and customer. Select means of Verification.
- ▶ Develop separate Measures and Verifications for the Goal, Purpose and each Outcome. Start with Purpose.

### 3. What other conditions must exist?

#### SURFACE & TEST ASSUMPTIONS

- ▶ Identify the necessary external and internal success conditions and state as assumptions, linking levels.
- ▶ Analyze validity and impact of all assumptions.
- ▶ Act to mitigate risk and reduce future problems.

### 4. How do we get there?

#### IDENTIFY ACTION STEPS

- ▶ List a few activities for each Outcome.
- ▶ For each activity, identify resources required, schedule, and responsibilities.
- ▶ Use software as appropriate at this point to create detailed plans.

	<i>Objectives</i>	<i>Success Measures</i>	<i>Verification</i>	<i>Assumptions</i>
<i>Goal</i> WHY?				
<i>Purpose</i> WHY?				
<i>Outcomes</i> WHAT?				
<i>Inputs</i> HOW? WHO? WHEN?				

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## **APPENDIX A**

# ***NTC 2015 IMPLEMENTATION PLAN***

March 31, 2011

*The NTC is the center of excellence for DOE's health, safety and security training for the protection of people, the environment and vital assets of the United States*

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**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN  
March 31, 2011**

**IMPLEMENTATION PLAN**

**Purpose.** This Implementation Plan provides details as to the status and proposed schedules for each of the proposed action items relating to the five strategic themes, goals and objectives which are outlined in the NTC Revitalization Action/Implementation Plan.

**Approach.** The NTC 2015 Team selected a widely respected project management system called “The Logical Framework<sup>1</sup>” to organize its tasks. This is a practical project management approach that enhances the planning and execution of projects and strategic initiatives. This process has provided the foundation for developing an implementation plan that establishes schedules, tasks, deliverables and accountability for achieving the goals and objectives identified in the action plan.

The Implementation Plan Summary of Action Items and Deliverables (page 3) identifies each action item, describes the attached deliverables for each of those items, identifies the responsible NTC 2015 action officer and indicates whether the action item is included in the NTC contractor’s current contract task plan.

**Description of Deliverables.** There are four deliverables, as described below. Each action item will have one or more of the described deliverables, as indicated in the Summary of Action Items, to provide more detail about the proposed action:

- **Logic Framework** – The framework is an organizing matrix which delineates objectives (a hierarchy of “if-then” assumptions); success measures (conditions when objectives are achieved); and assumptions (additional factors necessary for success).<sup>2</sup> The NTC 2015 team completed 26 Logic Frameworks for those action items which are not yet projectized.
- **Definitive Timeline** – The NTC 2015 team has completed definitized timelines, including an activity breakdown and specific schedule for those action items which are approved and on-going.
- **Duration Timeline** – The duration timeline provides a high-level activity breakdown and estimated durations for each of the activities without identifying specific dates. Once the NTC Revitalization Action/Implementation Plan is approved, these proposed action items will require further analysis by the contractor to determine resource requirements, specific schedules and any conflicts with on-going work priorities. At that time, Federal and contractor staff will work jointly to determine the path forward.
- **White Paper** - Some of the action items have required narrative discussion to provide further information in terms of purpose, background and issues related to the proposed action.

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<sup>1</sup> “Strategic Project Management Made Simple”, Terry Schmidt, published by John Wiley & Sons, Inc., Hoboken, NJ 2009

<sup>2</sup> Terry Schmidt, ManagementPro, [www.managementpro.com](http://www.managementpro.com)

# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 1 – Premier Provider for DOE Mission-Driven Health, Safety and Security Training

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
<b>1. Identify and clarify the NTC’s niche by:</b>			
<b>a. Expanding and improving the training needs assessment (TNA)</b>	Log Frame Project Timeline (with dates) (Items 1a and 2d combined)	C. Lopez, Contractor	Yes
<b>b. Tailoring NTC services and products to assure they meet DOE’s highest needs</b>	Log Frame White Paper (Items 1b and c combined)	E. Dunne, Federal	Yes
<b>c. Adopting “policy- and mission-driven” approaches in developing and offering DOE-wide health and safety training</b>	Log Frame White Paper (Items 1b and c combined)	E. Dunne, Federal/ P. Turcic, Contractor	Yes
<b>2. Improve external outreach by:</b>			
<b>a. Establishing a high-level NTC Steering Committee</b>	White Paper Timeline	E. Beaulieu, Federal/ L. Smith, Contractor	No
<b>b. Re-establishing NTC Training Working Groups</b>	Log Frame Project Timeline (Duration)	C. Lopez, Contractor	Yes
<b>c. Initiating a topical seminar program</b>	Log Frame Project Timeline (Duration)	J. Moore, Contractor	No
<b>d. Establishing processes to identify site specific needs</b>	Log Frame (Items 1a and 2d combined)	C. Lopez, Contractor	Yes
<b>3. Design, develop and implement e-Learning</b>	Log Frame Project Timeline (Duration)	J. Moore, Contractor	Yes

# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 1 – Premier Provider for DOE Mission-Driven Health, Safety and Security Training

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
<b>4. Create:</b>			
a. A “just-in-time” capability to address unplanned and emerging needs; and	Log Frame Project Timeline (Duration) (Timeline combines Items 4a and b)	J. Moore, Contractor	Yes
b. On-demand technologies	Log Frame Project Timeline (Duration) (Timeline combines Items 4a and b)	J. Moore, Contractor	Yes
<b>5. Strengthen staff core competencies</b>	Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c and e, 25 and 26b)	E. Beaulieu, Federal	Yes
<b>6. Upgrade facilities and equipment</b>	Log Frame Project Timeline (Duration) (Items 6 and 28 combined)	W. Adams, Contractor	Yes
<b>7. Refine and implement a curriculum development process</b>	Log Frame Project Timeline (with dates) White Paper	E. Beaulieu, Federal	Yes
<b>8. Evaluation: Benchmark and develop formal evaluation processes for NTC training services</b>	Log Frame Project Timeline (Duration)	E. Beaulieu, Federal	Yes

# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 2 – DOE’s Knowledge Leader for Health, Safety and Security Training

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
9. Develop and implement a process for submission of health, safety and security training courses by outside sources (subject matter experts) to NTC for potential endorsement	Log Frame Project Timeline (with dates)	E. Dunne, Federal/ C. Carson/P. Turcic, Contractor	Yes
10. Create a process for identifying and using subject matter experts (SMEs) who are suitable for evaluating external training	Log Frame Project Timeline (with dates) (Timeline combines Items 10 and 14)	E. Dunne, Federal	Yes
11. Establish a “Wiki” website for DOE customers	Log Frame White Paper (White Paper combines Items 11, 12 and 13) <sup>3</sup>	J. Moore, Contractor	No
12. Employ DOE social networking technologies to expand customer base through user forums	Log Frame White Paper (White Paper combines Items 11, 12 and 13) <sup>3</sup>	J. Moore, Contractor	No
13. Establish a “virtual library” for DOE-provided materials across the complex	Log Frame White Paper (White Paper combines Items 11, 12 and 13) <sup>3</sup>	J. Moore, Contractor	No
14. Develop process to offer SMEs to DOE sites	Log Frame Project Timeline (with dates) (Timeline combines items 10 and 14)	S. Guerrero, Chenega/ Charlie Lopez, Contractor	Yes

<sup>3</sup> This deliverable also includes approach for “On Demand” services and learning feeds.

# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 3 – Primary Proponent of Integrating Health, Safety and Security Training Throughout DOE

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
15. Identify Federal entities that have training immediately available for DOE-wide use (NIEHS, Volpentest HAMMER, OSHA, MSHA, etc.)	Log Frame Project Timeline (with dates) (Items 15 and 17 Combined)	E. Dunne, Federal/ P. Turcic, Contractor	Yes
16. Develop a complex-wide database of health, safety and security Departmental training resources that meet the established standards and criteria in order to eliminate redundancies in DOE-provided training (standardization)	Log Frame Project Timeline (Duration) (Items 16 and 18 Combined)	E. Dunne, Federal/ J. Moore/ P. Turcic, Contractor	Yes
17. Create and export a health, safety and security training portability system across the complex that will reflect completion of standardized training	Log Frame Project Timeline (with dates) (Items 15 and 17 Combined)	E. Dunne, Federal/ C. Lopez/ S. Guerrero/ P. Turcic, Contractor	Yes
18. Continuously evaluate training resources to maintain currency and incorporate best practices (standardization)	Log Frame Project Timeline (Duration) (Items 16 and 18 Combined)	C. Carson/ P. Turcic, Contractor	Yes

## SUMMARY OF ACTION ITEMS AND DELIVERABLES

### Theme 4 – Champion for Strengthened and Diversified Health, Safety and Security Training Partnerships

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
19. Internal: Strengthen partnerships with DOE Office of Human Capital, Office of the Chief Information Officer and within HSS program offices	Log Frame Project Timeline (Duration) (Items 19 and 22 Combined)	S. Guerrero, Contractor	No
20. External: Research and develop external partnerships with NIEHS, MSHA, OSHA and DHS (FLETC and EMI) in order to leverage and share relevant training resources	Log Frame Project Timeline (Duration) (Items 20 and 21 Combined)	S. Guerrero, Contractor	No
21. Engage in positive and assertive outreach to field sites	Log Frame Project Timeline (Duration) (Items 20 and 21 Combined)	S. Guerrero, Contractor	Yes
22. Develop internal and external communications plans focused on expanding outreach to customers and stakeholders through newsletters, field site visits and more effective use of existing DOE tools	Log Frame Project Timeline (Duration) (Items 19 and 22 Combined)	S. Guerrero, Contractor	Yes
23. Strategically develop and implement a “Work for Others” program that will (a) complement the primary mission and (b) provide resources to improve the NTC’s operating environment	Log Frame Project Timeline (with dates)	C. Lopez, Contractor	Yes



# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 5 – Management Excellence

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
<p><b>24. Maturing Human Capital: Develop and implement formal programs to recruit, train, reward and retain a highly competent NTC work force:</b></p>			
<p><b>a. Improve existing and establish new approaches to recruit, train, reward and retain</b></p>	<p>Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c, and e, 25 and 26b combined)</p>	<p>E. Beaulieu, Federal</p>	<p>No</p>
<p><b>b. Develop and implement a formal new employee orientation program</b></p>	<p>Log Frame Project Timeline (with dates)</p>	<p>D. Meeks-Nixon, Contractor</p>	<p>No</p>
<p><b>c. Strengthen supervisory and management training programs (both Federal and contractor)</b></p>	<p>Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c, and e, 25 and 26b combined)</p>	<p>E. Beaulieu, Federal</p>	<p>No</p>
<p><b>d. Use tools such as knowledge management systems to provide an accessible database for managers and supervisors (both Federal and contractor)</b></p>	<p>Log Frame Project Timeline (Duration)</p>	<p>J. Moore, Contractor</p>	<p>Yes</p>
<p><b>e. Develop career paths and assure that supervisors are developing individual development plans for NTC employees (both Federal and contractor)</b></p>	<p>Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c, and e, 25 and 26b combined)</p>	<p>E. Beaulieu, Federal</p>	<p>No</p>
<p><b>25. Develop plans for instituting succession planning with an emphasis on formal mentoring and coaching programs</b></p>	<p>Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c, and e, 25 and 26b combined)</p>	<p>E. Beaulieu, Federal</p>	<p>No</p>

# SUMMARY OF ACTION ITEMS AND DELIVERABLES

## Theme 5 – Management Excellence

Action Items	Deliverables (Attached)	NTC Action Officer	Included in Current Task Plans
26. Review current organizational alignments of Federal and contractor staffs in order to identify opportunities for improvement:			
a. Develop and finalize new Functions, Responsibilities and Authorities Manual (FRAM) for both NTC and the support services contractor to clarify roles and responsibilities; and	White Paper	M. Greene, Federal; L. Smith, Contractor	No
b. Develop organizational frameworks (both Federal and contractor) that align with NTC 2015 strategic planning initiatives	Log Frame Project Timeline (Duration) White Paper (Items 5, 24a, c, and e, 25 and 26b combined)	L. Smith, Contractor	Yes
27. Assure that the completion of the Learning Management System and the Integrated Management System remain a high priority and are on schedule in order to significantly improve the delivery of products and services (including communications plan)	Project Timelines (with dates)	E. Beaulieu, Federal/ J. Moore & V. Kestell, Contractor	Yes
28. Assure that the ten-year NTC Site Plan is a “living document” that is well aligned with current mission requirements as well as NTC 2015 strategic planning initiatives	Log Frame Project Timeline (Duration) (Items 6 and 28 combined)	W. Adams, Contractor	Yes
29. Review and enhance existing quality assurance programs in order to provide value-added information on effectiveness of management systems, processes and practices	Log Frame Project Timeline (Duration) White Paper	C. Carson, Contractor	Yes
30. Develop approach for institutionalizing NTC 2015 in order to assure that the vision, goals and objectives and action items are implemented on schedule	White Paper	L. Smith, Contractor	No



**NTC 2015 Logical Framework  
Theme 1, Items 1a and 2d**



<b>Training Needs Assessment</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Satisfactorily meet DOE current and emerging training needs</p>	<p><b>Goal Measures:</b></p> <p>Frequency of unscheduled training requests decreases</p> <p>Frequency of requests for NTC to develop new courses decreases</p>	<p><b>Goal Assumptions:</b></p> <p>NTC has sufficient funding to perform TNA indicated work</p>
<p><b>Purpose:</b></p> <p>Plan and execute a comprehensive safety and security training program and validate NTC curriculum</p> <ul style="list-style-type: none"> <li>a. Schedule delivery</li> <li>b. Schedule revision</li> <li>c. Schedule new development</li> <li>d. Support course retirement</li> <li>e. Support curriculum tracks</li> </ul> <p>Supports/justifies NTC budget requirements (support workload prioritization)</p> <p>Identifies site-specific needs that the NTC can support with subject matter experts (SMEs)</p>	<p><b>Purpose Measures:</b></p> <p>NTC comprehensive training schedule prepared in advance annually by X (including delivery, development and revision)</p> <p>NTC comprehensive training schedule undergoes no revision during performance year due to foreseeable causes</p> <p>Curriculum tracks reviewed/updated annually</p> <p>Work prioritized in accordance with TNA recommendations within budget constraints</p> <p>Sites receives NTC support (or NTC identifies appropriate SME) for site-specific needs 100% of time when requested</p>	<p><b>Purpose Assumptions:</b></p> <p>Viewed as important function in the organization</p> <p>Personnel held accountable to support TNA deliverable</p> <p>Must have DOE/NTC knowledge</p> <p>Sites can support identified needs (tied back to site certification)</p> <p>NTC identifies cadre of SMEs for site support</p>
<p><b>Outcome:</b></p> <p>Reliable and credible TNA process developed</p> <ul style="list-style-type: none"> <li>a. Goals and objectives identified</li> <li>b. Benchmarking completed</li> <li>c. Gap analysis against best-in-class performed</li> <li>d. Stakeholders identified</li> <li>e. Stakeholders weighted</li> <li>f. Validation metrics developed</li> <li>g. Questions written</li> <li>h. NTC TNA designed based on "ADDIE" model (SOP)</li> </ul> <p>Reliable and credible TNA delivered annually</p> <p>TNA validated with customers annually</p>	<p><b>Outcome Measures:</b></p> <p>Y sources benchmarked by X</p> <p>Stakeholders identified and weighted by X</p> <p>Metrics and questions developed by X</p> <p>TNA process development completed by X</p> <p>TNA acceptable to NTC director, delivered annually by X</p> <p>TNA conclusions validated annually with stakeholders achieving high correlation and scores on validation metrics</p>	<p><b>Outcome Assumptions:</b></p> <p>Management buy-in</p> <p>Dedicated resources</p> <p>Staffed assigned at appropriate level/offices within organization</p> <p>Reactivate working groups</p> <p>Curriculum tracks validated and in use</p> <p>Strategic plan implemented</p>

\* See timeline that follows.

# Training Needs Assessment

## Theme 1 Items 1a and 2d



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Develop TNA project plan	Done											
Identify TNA team	Done											
Identify goals and objectives		Done										
Identify methods for collection												
Identify sources for data												
Evaluate historical course data												
Conduct TNA interviews												
TNA data collected and evaluated												
TNA survey developed												
TNA survey distributed												
TNA survey results due												
TNA data validated												
TNA draft report written												
TNA draft report submitted for contractor review												
TNA report delivered												
Develop draft training schedule												
Deliver draft training schedule												

# Training Needs Assessment Theme 1 Item 1a and 2d



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Deliver TNA SOP						Jun 30						
Post approved schedule							Jul 1					
Deliver lessons learned report							Jul 15					
Follow up on TNA finds												
Collect goals and objectives for CY13 TNA												
Develop TNA project plan CY 2013									Sept 30			
Begin CY 2013 TNA process										Oct 1		

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**NTC 2015 Logical Framework  
Theme 1, Items 1b and c**



<b>Policy- and Mission-Driven Approach to Health and Safety Training</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become the premier provider for DOE mission-driven health and safety training</p> <p>Meet site health and safety training needs by blended approach of NTC and other training</p> <p>Improve efficiency and effectiveness of health and safety training</p>	<p><b>Goal Measures:</b></p> <p>NTC is the “go to” site for DOE-mandated health and safety training courses</p> <p>DOE-mandated health and safety course are unique to the NTC</p> <p>Costs per student decrease</p>	<p><b>Goal Assumptions:</b></p> <p>DOE embraces and supports the NTC mission- and policy-driven approach to health and safety training</p> <p>DOE-mandated health and safety training at the NTC does not become a contentious issue between HSS, DOE and the sites</p>
<p><b>Purpose:</b></p> <p>NTC becomes recognized leader for DOE-specific health and safety training</p> <p>Improves quality and depth of health and safety training</p> <p>Codifies NTC’s health and safety training role/niche in guidance</p>	<p><b>Purpose Measures:</b></p> <p>DOE directives specify that specific health and safety training is provided or sanctioned by the NTC</p> <p>NTC offers only DOE unique training</p> <p>Sites do not need to have commercial vendor teach DOE material</p>	<p><b>Purpose Assumptions:</b></p> <p>DOE supports NTC health and safety training mission</p> <p>DOE requires that selected health and safety training courses be provided by the NTC</p> <p>NTC develops and delivers DOE-mandated health and safety training courses that are unique to the NTC in quantity/modality needed</p> <p>NTC health and safety training does not conflict with site-offered training</p>
<p><b>Outcome:</b></p> <p>NTC health and safety training niche narrowed to existing curriculum tracks and nuclear safety</p> <p>NTC assists sites with identification of commercial health and safety training to meet broader needs</p> <p>Improved TNA further defines NTC’s health and safety training niche</p>	<p><b>Outcome Measures:</b></p> <p>Narrowed NTC health and safety curriculum adopted for FY 2012</p> <p>NTC begins identifying vendor courses to replace discontinued NTC courses by X</p> <p>2012 TNA validates evolving NTC health and safety training niche</p>	<p><b>Outcome Assumptions:</b></p> <p>Resources are available</p> <p>TNA process working</p> <p>SOP-312 working</p>

\* See white paper that follows.

**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 1, Items 1b and 1c  
Policy and Mission-Driven Approach to Health and Safety Training**

**Purpose**

The purpose of this document is to help define the proper health and safety training niche for the NTC, both for the immediate present and the future.

**Background**

The NTC has been the DOE's protective force training center of excellence since the mid-1980s. In the past decade, the NTC's mission focus has been expanded to include health and safety training. Starting from scratch and with no additional funding resources, the NTC has fielded a modest safety training program. Current course offerings are scattered throughout a number of subject areas without a particular unifying focus area. To best meet the needs of the DOE going forward within a constrained budgetary environment, NTC must narrow its safety training niche, focusing on policy and mission, in order to deliver effective, DOE-specific safety training that cannot be obtained as cost effectively elsewhere.

**Status**

On February 11, 2011, the NTC support services contractor provided a proposed calendar year 2011 Curriculum Track Standup Plan based on the current safety and security training offerings and projected future Departmental needs. At present, the NTC offers two viable safety curriculum tracks but retains a number of orphan subject courses. Further insight into DOE safety training needs will be identified via the fiscal year 2012 Training Needs Assessment, which is scheduled to be delivered to the NTC Director on May 2, 2011.

**Issues**

Given current budgetary constraints, the NTC cannot address all safety training needs within the DOE. Historically, the NTC safety training program has taken a "buckshot" approach, trying to cover a wide range of topics in order to respond to the widest audience. This approach has prevented the NTC from developing the depth of subject matter expertise necessary to offer viable curriculum tracks. To invest more heavily in the "critical few" subject areas in which the NTC can be considered the best source of training for DOE, the breadth of the NTC safety training program must be narrowed.

Narrowing the NTC's scope is not as daunting as it may initially seem. Many safety training courses can be purchased through commercial vendors. With a small, DOE-specific add-on training module, which could be provided within DOE, many of these commercial offerings could adequately meet DOE safety training needs. The NTC can help sites identify commercial course offerings that can be modified in this way.



## **DOE/HSS NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

Given the breadth of safety topics the NTC tries to address, subject matter expertise is also an issue. NTC currently lacks the course volume to justify hiring full-time safety training professionals in specific subjects – the NTC needs generalists. Narrowing the focus would allow NTC to base hiring decisions on the specific skills needed in its instructors, possibly reducing the reliance on expensive subcontractors and thereby extending the NTC safety training budget.

NTC could also benefit from current policy reform. The NTC is identified as the source for DOE protective force training but not for DOE safety training. If the NTC focuses its training on critical DOE subject matter safety training (rather than general topic safety training), the NTC should become the “go-to” source for safety training within DOE. This evolution in policy could eventually be codified in guidance.

### **Recommendation**

It is recommended that to enhance the NTC safety training program, its scope must be narrowed. Currently the NTC has two viable safety training curriculum tracks: the National Nuclear Security Administration Safety Basis Academy and the General Technical Base. For now, these should remain the focus, with the NTC evolving into the source for nuclear safety training within DOE. The NTC must also invest in modernizing these course offerings by adopting distance-learning modalities. This process will take some time. In the interim, an improved training needs assessment can help identify the subset of additional Departmental safety training needs that are not readily available commercially and can thus best be met by the NTC.

### **References**

- July 26 Guidance on Revision, Development and Delivery for 2011
- NTC Draft Curriculum Track Handbook dated 2/11/11
- 2012 Training Needs Assessment (scheduled for completion 5/2/11)
- Safety and Security Directives Reform
- Gap Analysis Report used to Determine Curriculum Weaknesses and Recommended Enhancements to Curriculum Tracks

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**NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 1, Item 2a  
National Training Center Steering Committee<sup>1</sup>**

**Purpose**

The purpose of this document is to describe the approach developed and recommended by the NTC 2015 Team to establish a high-level NTC Steering Committee at the level of the Office of the Chief Health, Safety and Security Officer. The Team believes that the Steering Committee can be a powerful agent for change by establishing a formal link between the NTC, HSS, and the program offices that form the NTC customer base.

**Background**

The NTC 2015 Team's assessment of the current state of the NTC, which included interviews with employees and stakeholders across the complex, identified the erosion of networks and contacts, both within DOE and with external stakeholders, as a commonly expressed concern. This institutional isolation, combined with the lack of a robust training needs assessment process, has led to the perception that NTC is "on an island" – lacking the processes and established networks that are so important to the delivery of training services and products. The NTC 2015 Team's discussions led to the conclusion that the revitalization initiative should include development of formal networks at the highest levels of the Department as well as at the grass roots level. The concept of a high-level NTC Steering Committee, chaired by the DOE's Chief Health, Safety and Security Officer or one of his key subordinates (HS-1.2), was thus developed.

The NTC 2015 Team also developed an action item that would revitalize a former network of field office working groups focused on more specific programs, activities, and topics. The Team believes that the synergy between a high-level steering committee and these grass-roots working groups is key to assuring that the NTC keeps step with current mission activities and is thus doing the work that is of most value to the Department. Although established as stand-alone entities, it will be important to assure that these working groups' activities are briefed and vetted through the NTC Steering Committee to assure alignment with high priority Departmental health, safety, and security initiatives. The NTC 2015 Team also envisions that the NTC Steering Committee could establish subgroups to work on new and emerging health, safety, and security topics of interest and concern.

**Status/Approach**

The Acting Director, NTC is preparing a draft letter to the Chief Health, Safety and Security Officer that includes a proposed draft charter and agenda for the first meeting.

As proposed in the draft charter, HS-1.2, through the NTC, would develop the meeting schedule and structure. The use of "proxy" attendees would be discouraged so as to

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<sup>1</sup> No Logic Framework was generated for this item – white paper only.

**NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

maintain the continuity of the membership and the integrity of the collaborative process. The NTC staff would support the administrative and logistical needs of the Committee.

The draft letter recommends that the membership include representation from the National Nuclear Security Administration and the Offices of Environmental Management, Science, Nuclear Energy, and Human Capital Management, as a minimum. Others would be included from time to time, depending upon the subject matter of the meeting.

The NTC Steering Committee would not exercise any budgetary approval or authority. It would exist as a high-level advisory body focused on establishing major Departmental health, safety, and security training priorities; recommending support for proposals; and monitoring the progress of major NTC training initiatives, such as:

- Implementing worker health and safety training integration (the “portability” project)
- Providing guidance on major Departmental initiatives, such as the ongoing transformation of DOE policies with respect to industry standards
- Determining emerging trends applicable to health, safety, and security training
- Developing new distance-learning technology approaches to training delivery
- Providing guidance and input on the newly established topical seminar program.

**Issues**

None identified.

**Recommendations**

A recommended path forward is included in the draft letter that is being finalized by the Acting Director, NTC.



**NTC 2015 Logical Framework  
Theme 1, Item 2b**

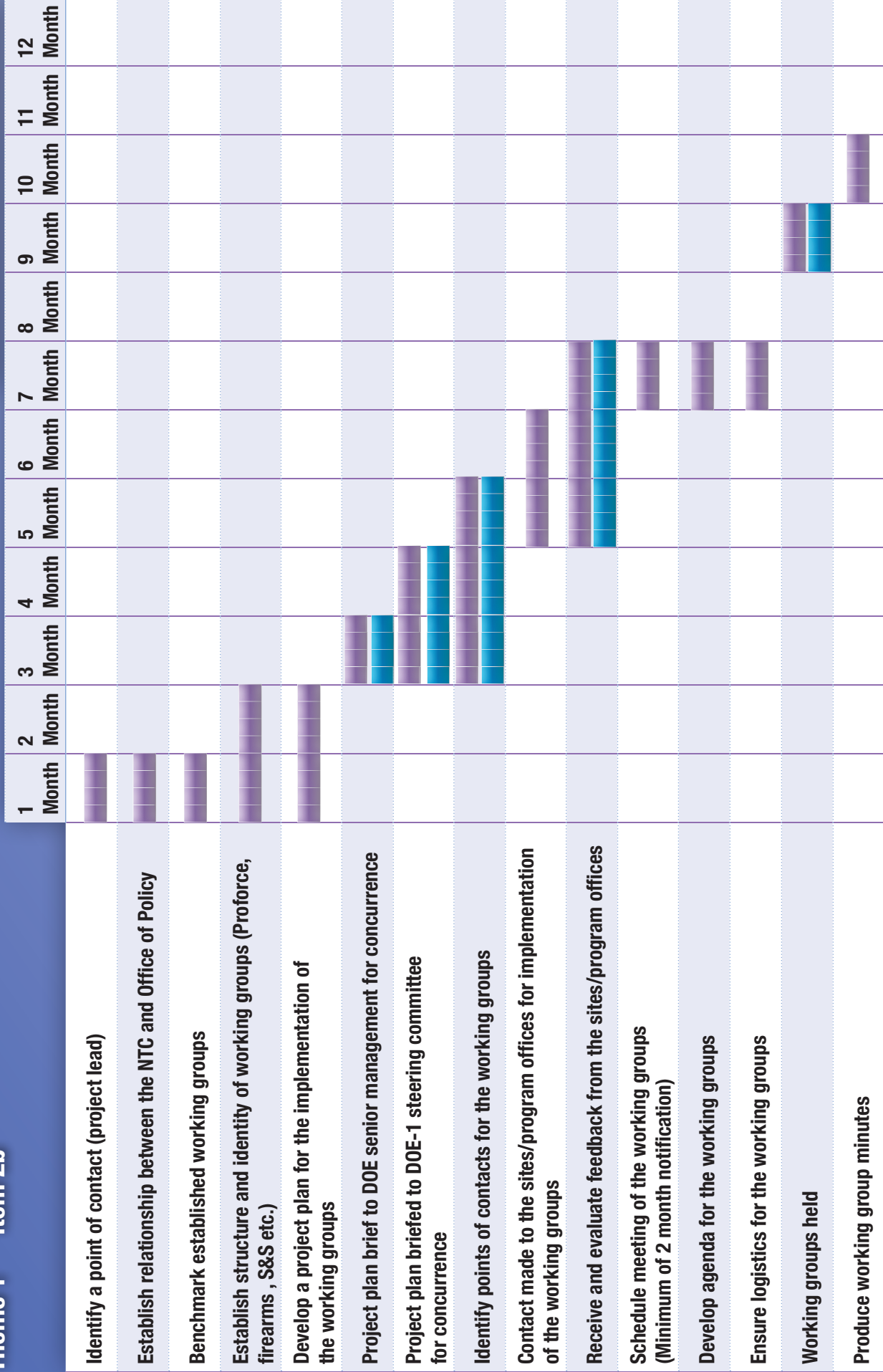


<b>Re-establish Working Groups</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Revitalize the NTC to become the provider of choice for mission-driven health, safety and security training programs designed to meet, with agility, DOE's 21<sup>st</sup> century challenges</p>	<p><b>Goal Measures:</b></p> <p>NTC becomes the recognized resource for department training needs</p>	<p><b>Goal Assumptions:</b></p> <p>HSS continues to fund and support the role of the NTC</p>
<p><b>Purpose:</b></p> <p>Provides working groups with a resource that creates a positive impact for DOE</p> <p>Improves communication at all levels of the Department to better understand complex-wide training and policy issues</p>	<p><b>Purpose Measures:</b></p> <p>List of recommendations in the areas of training and policy are produced by the working groups</p> <p>NTC utilizes the established working groups as a source of information for input and validation of the TNA</p>	<p><b>Purpose Assumptions:</b></p> <p>DOE complex-wide resources can support working groups</p> <p>Scheduling can occur so all sites can provide representation</p> <p>Approved charters are designed to mitigate complex-wide concerns before focusing on site-specific needs</p>
<p><b>Outcome:</b></p> <p>NTC partners with the Office of Policy to facilitate and organize the working groups</p> <p>NTC and Office of Policy provide a project plan for the implementation of the working groups</p> <p>-1 steering committee supports the project plan for the implementation of the safeguards and security, safety working groups.</p> <p>DOE field and program offices support the implementation of the working groups.</p> <p>Working groups meet on a semi-annual basis</p>	<p><b>Outcome Measures:</b></p> <p>Office of policy agrees to partner with the NTC by X date</p> <p>Project plan is developed by X date</p> <p>Project plan is submitted for review by the -1 steering committee by X date</p> <p>Project plan is submitted for review by the field and program offices by X date</p> <p>Working groups are scheduled to convene</p>	<p><b>Outcome Assumptions:</b></p> <p>Office of Policy agrees to the partnership</p> <p>-1 steering committee supports the establishment of the working groups</p> <p>All POC's are identified to participate in the working groups</p> <p>DOE complex-wide resources can support working groups</p>

\* See timeline that follows.

# Re-establish Working Groups

## Theme 1 Item 2b



# Re-establish Working Groups

## Theme 1 Item 2b



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Distribute working group minutes												
Identify future goals, agendas, etc.												
Establish charter												

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**NTC 2015 Logical Framework  
Theme 1, Item 2c**



<b>Topical Seminars</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<b>Goal:</b> Become DOE's knowledge leader Improve DOE safety and security	<b>Goal Measures:</b> DOE saves money (measurable) Improved oversight results	<b>Goal Assumptions:</b> NTC has resources to provide seminars Monetary measure is possible
<b>Purpose:</b> Maintains state of the art Emergent need Responds to events HS oversight response capability Enhances DOE site assistance Clarifies DOE policy	<b>Purpose Measures:</b> Receive X % of feedback forms X partnerships with DOE elements established Provide X % topical seminars annually	<b>Purpose Assumptions:</b> DOE elements want to deliver topical seminars and/or have NTC assist with their preparation
<b>Outcome:</b> NTC hosts topical seminars NTC offers capability to HSS entities	<b>Outcome Measures:</b> Provide 2 topical seminars for safety and security in 2012	<b>Outcome Assumptions:</b> DOE complex need is identified DOE complex is aware of NTC capability Topical seminars approved post classification review Topical seminars do not produce any sensitive unclassified information/classified discussion

\* See timeline that follows.

# Topical Seminars

## Theme 1 Item 2c



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Develop project plan	Contractor											
Develop procedure for workflow processes	Contractor											
Identify required skill sets (SMEs)	Contractor											
Identify supporting skill sets (administrative)	Contractor											
Identify supporting tools		Contractor										
Purchase/implement supporting tools not owned		Contractor										
Internal/external communication of new capability			Contractor									
NTC steering committee communicates capability			Federal Staff									
NTC implements new capability			Contractor									
NTC produces security topical seminar				Contractor								
NTC produces safety topical seminar						Contractor						
NTC establishes and maintains HSS partnerships (ongoing)			Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor
NTC markets capability (ongoing)			Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor



**NTC 2015 Logical Framework  
Theme 1, Item 3**



<b>eLearning</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become the DOE knowledge leader</p> <p>Improve DOE safety and security</p>	<p><b>Goal Measures:</b></p> <p>Successful eLearning program</p> <p>DOE saves money (measurable)</p> <p>Improved oversight results</p> <p>DOE partners with HC as related to eLearning</p>	<p><b>Goal Assumptions:</b></p> <p>Students want eLearning</p> <p>DOE entities want eLearning</p> <p>NTC and HC agree to different approaches and agree to a shareable database maintained respectively separate</p>
<p><b>Purpose:</b></p> <p>Provides anytime anywhere health, safety and security courses/knowledge to the DOE community</p>	<p><b>Success Measures:</b></p> <p>Annual eLearning course completion statistics increase</p> <p>Requests made on student feedback forms for specific instructor-led training courses to be developed into an eLearning course</p> <p>Training Managers Working Group and Training Advisory Committee identifies new and current materials for eLearning courses</p>	<p><b>Purpose Assumptions:</b></p> <p>Students want eLearning</p> <p>DOE entities want eLearning</p> <p>NTC wants/is able to spend more money on bandwidth</p>
<p><b>Outcome:</b></p> <p>eLearning department established</p> <p>NTC eLearning product defined</p> <p>eLearning toolset for production activities identified</p> <p>SOPs to identify streamlined approach for developing and launching eLearning courses developed</p> <p>NTC end state vision of eLearning program established</p>	<p><b>Outcome Measures:</b></p> <p>Personnel are dedicated to the eLearning function</p> <p>Requirement for eLearning courses identified</p> <p>eLearning department identifies software and hardware needs to produce eLearning courses</p> <p>Instructor-led training courses identified for transitioning into eLearning program</p>	<p><b>Outcome Assumptions:</b></p> <p>NTC approves organizational changes and/or hires additional FTEs</p> <p>NTC approves budget for new department</p> <p>NTC able to identify and sacrifice the sacred cows due to organizational changes (e.g., instructor-led training transitioned to eLearning, functions, support, courses, etc.)</p>

\* See timeline that follows.

# eLearning Theme 1 Item 3

	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
NTC reorganizes to form new eLearning Department	Done											
Create new job descriptions	Done											
Current eLearning projects identified	Done											
eLearning courses added to CY 2011 course revision and development schedule	Done											
Add course revision and development schedule into IMS												
Create eLearning SOP for ILT conversion												
Create eLearning SOP for subcontracted work												
Identify CY 2011 resource constraints												
Define low, medium, high interactivity levels												
Identify/purchase eLearning development tools												
Identify/purchase/attend training for development tools												
Perform work on the eLearning projects												
Author NTC eLearning platform guide												
Identify and migrate courses from Force 10 system												
Use TNA data to develop CY 2012 workload												
Identify and create tests for ILT												
Identify and assist with TAS automation												
Use TNA data to develop CY 2012 workload												



**NTC 2015 Logical Framework  
Theme 1, Item 4a**



<b>Just in Time</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become the premier provider for DOE mission driven health, safety and security training</p>	<p><b>Goal Measures:</b></p> <p>NTC becomes the "go to site" for DOE employees and contractors as related to "Just in Time"</p> <p>"Just in Time" is touted by DOE as the model for immediately addressing urgent and emergent safety and security issues</p>	<p><b>Goal Assumptions:</b></p> <p>Sites receptive to outsiders</p> <p>DOE has no issues to address</p> <p>Budgetary constraints</p>
<p><b>Purpose:</b></p> <p>Provides rapid response (as related to training and performance improvement issues) to DOE-centric issues</p>	<p><b>Purpose Measures:</b></p> <p>DOE community notified of "Just in Time" availability</p> <p>"Just in Time" addresses urgent (and emergent) DOE needs</p> <p>DOE (both Federal and contractor staff) receives vital and timely training and performance improvement interventions</p>	<p><b>Purpose Assumptions:</b></p> <p>Sites receptive to outsiders</p> <p>Away team chooses right intervention</p> <p>DOE has no issues to address</p> <p>Budgetary constraints</p> <p>Availability of away team</p>
<p><b>Outcome:</b></p> <p>"Away teams" (away teams are defined as a cadre of training and performance improvement professionals [composed of NTC employees as well as partner DOE departments and/or other agencies] who have out of the box and critical thinking skills and the resilience and custom tailor interventions to meet a need based on a graded approach) established</p> <p>Tools to meet the training/performance improvement need established</p> <p>"Just in Time" process for away teams developed</p> <p>Communication/marketing plan for "Just in Time" developed</p>	<p><b>Outcome Measures:</b></p> <p>Away team established in 6 months</p> <p>Tools (i.e., website, internet based VTC/chat/messaging, email distribution, hosted video, telecommunications, instructor-led training, blended approaches, job aids, panels, etc.) identified in 3 months</p> <p>50% of custom tools developed within 6 months</p> <p>50% of remainder custom tools developed within 6 months after the initial set</p> <p>"Just in Time" process created within 3 months</p> <p>"Just in Time" communication/marketing plan created within 3months by marketing/outreach program</p> <p>Partnerships created within 6 months</p> <p>Away teams able to respond within the prescribed timeframes of need</p>	<p><b>Outcome Assumptions:</b></p> <p>DOE supported initiative</p> <p>NTC supported initiative</p> <p>Budgetary constraints</p> <p>Personnel skill sets attainable</p> <p>Personnel are able to be trained in order to be viable participants of the away team</p>

\* See combined timeline that follows.

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**NTC 2015 Logical Framework  
Theme 1, Item 4b**

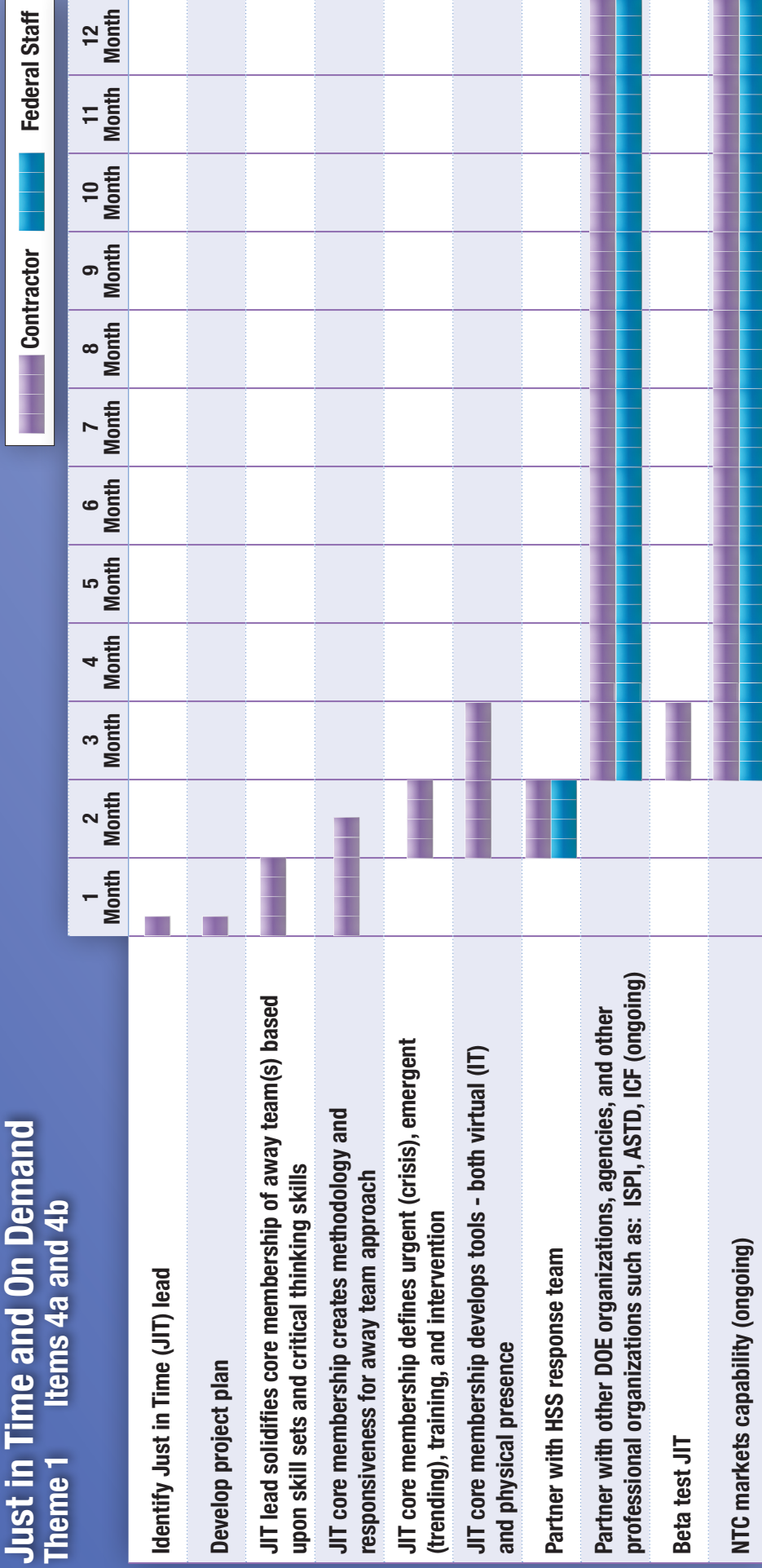


<b>On Demand</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<b>Goal:</b>  Become DOE's knowledge leader	<b>Goal Measures:</b>  "On Demand Services" expands into various multi-media internet driven formats across multiple subject areas  "On Demand Services" is touted by DOE as the central source in on demand training services	<b>Goal Assumptions:</b>  DOE site-specific training related information is useful across the DOE complex  "On Demand Services" is an internet site  Sites can view learning information items without cyber security hindrance
<b>Purpose:</b>  Provides up-to-date collaborative health, safety and security knowledge to the DOE community	<b>Purpose Measures:</b>  DOE community notified of NTC "On Demand Services"  Past, yet, relevant NTC learning information items being reutilized over the internet	<b>Purpose Assumptions:</b>  Fractional DS-3 may need to be updated to a full DS-3 (increased bandwidth)  Multi-media juke box may need to be developed or YouTube-type channel for NTC may need to be implemented
<b>Outcome:</b>  "On Demand Services" identified  "On Demand Services" built  "On Demand Services" offered via web page	<b>Outcome Measures:</b>  Identify 10 learning information items in a multi-media type format that can be shared via the internet within 1 month of project start  Convert 10 learning information items into internet capable multi-media format within 1 month of identification  Offer the 10 learning information items on new web page within 2 weeks of multi-media conversion	<b>Outcome Assumptions:</b>  Resources (programmer, graphics artist, video/audio producer, database administrator and cyber security) available to build both site and administrative processes for use  Learning items have no security restrictions and are not copyrighted  Learning items still relevant as training materials

\* See combined timeline that follows.

# Just in Time and On Demand

## Theme 1 Items 4a and 4b







**NTC 2015 Logical Framework**  
**Theme 1, Item 6 and Theme 5, Item 28**



<b>Facilities and Equipment Upgrades and 10-Year Site Plan</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Improve the delivery of services and products from the NTC to enhance HSS mission success</p>	<p><b>Goal Measures:</b></p> <p>Requests for NTC courses hosted at the NTC increase</p>	<p><b>Goal Assumptions:</b></p> <p>Funding is available for the upgrades and life cycle replacements</p>
<p><b>Purpose:</b></p> <p>Improves NTC operational efficiency</p> <p>Upgrades facilities and equipment to enhance NTC courses, training delivery and business practices</p> <p>Improves workforce morale</p>	<p><b>Purpose Measures:</b></p> <p>Rating on student feedback forms increase</p> <p>Annual employee survey</p>	<p><b>Purpose Assumptions:</b></p> <p>Funding is available for the upgrades and life cycle replacements</p>
<p><b>Outcome:</b></p> <p>10-year site plan reviewed and updated annually</p> <p>Life cycle plan produced capturing DOE and manufacturer recommendations</p> <p>Formal project plan for the current NTC upgrades developed</p> <p>Maintenance compliance documented</p>	<p><b>Outcome Measures:</b></p> <p>10-year site plan is reviewed by the Federal and contractor staff annually</p> <p>Life cycle plan is submitted for review and approval by X date</p> <p>Project plan is submitted for the current upgrade projects by X date</p> <p>Compliance documentation submitted on X basis</p>	<p><b>Outcome Assumptions:</b></p> <p>Funding is available for the upgrades and life cycle replacements</p> <p>All life cycle requirements are identified</p> <p>Future budgets reflect the life cycle requirements</p>

\* See timeline that follows.

# Facilities and Equipment Upgrades and 10 year Site Plan

Theme 1 Item 6

Theme 5 Item 28



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Review/Update HSS/NTC TYSP (modify format and revise text as appropriate - include annual review)		Contractor	Contractor	Contractor	Contractor							
Develop/Implement "life cycle" project plan (identify DOE life cycle requirements and equipment for implementation and budgeting - include annual review)				Contractor	Contractor							
Benchmark other DOE sites for best practices/ lessons learned - include annual review							Contractor					
Documentation of routine maintenance activities (inquire report from the Computerized Maintenance Management System (CMMS))												
Formal tasking/project plan implementation (define RRs -as-sign task and enter into project plan as appropriate)												



**NTC 2015 Logical Framework  
Theme 1, Item 7**



<b>Curriculum Development Process</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Meet DOE safety and security training needs more effectively and efficiently</p>	<p><b>Goal Measures:</b></p> <p>NTC asked by DOE to provide more services for development and delivery research</p> <p>Cost per student training day decreases</p> <p>Higher % current on requirements</p> <p>NTC used more frequently to remediate events (safety/security) across DOE</p> <p>More professional development supported by curriculum</p>	<p><b>Goal Assumptions:</b></p>
<p><b>Purpose:</b></p> <p>NTC delivers the right course at the right time/place in the right volume/modality</p>	<p><b>Purpose Measures:</b></p> <p>Requests for new courses decrease</p> <p>Change Control Board requests decrease</p> <p>Delivery schedule modification requests decrease</p> <p>Student no shows decrease</p> <p>Total students trained increases</p> <p>TAS relevance to job/scores, knowledge of subject increases</p> <p>Schedule TBDs decrease</p>	<p><b>Purpose Assumptions:</b></p> <p>Adequate resources (\$/people)</p> <p>Quality TNA</p> <p>Institutionalized/buy-in</p> <p>TNA #1 priority</p> <p>Sites provide TNA data</p> <p>NTC understands safety and security curriculum</p>
<p><b>Outcome:</b></p> <p>NTC corporate process for establishing the NTC curriculum is developed</p> <p>Annual training planning and review approach tied to TNA institutionalized</p> <p>NTC courses support curriculum for safety and security professional training</p> <p>Ensure balanced 3-year curriculum track scheduled</p>	<p><b>Outcome Measures:</b></p> <p>NTC curriculum SOP written, approved and supports infrastructure (IMS, LMS, TNA, working groups) in place and resourced by X</p> <p>By X annually, contractor delivers proposed revised curriculum for upcoming year supported by thorough/thoughtful analysis</p> <ul style="list-style-type: none"> <li>• Thorough means: list of sources for input proposed weighted, validated and done</li> <li>• Thoughtfulness means: analysis of TNA data cycled back to sources to validate NTC drawn to conclusions, weighing that feedback and resource considerations into final recommendations</li> </ul>	<p><b>Outcome Assumptions:</b></p> <p>Quality TNA (see TNA Logical Framework)</p> <p>Curriculum POC competent to manage task</p> <p>Institutionalized/management buy-in</p> <p>Statistical sampling/weighting agreed upon</p>

\* See timeline and white paper that follows.

# Curriculum Development Process

## Theme 1 Item 7



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Professional Enhancement Program (PEP) stopped notice provided		Feb 16										
Standup curriculum advisory group and appoint chair			Mar 7									
Curriculum advisory group meets to develop roles and responsibilities			Mar 9									
NTC Director approves curriculum advisory roles and responsibilities			Mar 23									
Training Needs Assessment (TNA) report delivered to NTC Director - contains recommended course curriculum enhancements					May 2							
Curriculum advisory group meets to review TNA recommendations					May 2							
Provide written response on TNA recommendations to NTC Director					May 9							
Provide written direction to contractor					May 16							
Deliver curriculum track updates and training delivery schedule to NTC Director for approval						Jun 1						
NTC Director approves						Jun 9						
Update curriculum						Jun 16						
Update training delivery schedule						Jun 16						
Deliver TNA SOP to curriculum advisory group for review						Jun 30						
Deliver curriculum track maintenance SOP for curriculum advisory group for review						Jun 30						
Update curriculum and post updates - communicate to sites and points of contact							Jul 1					

# Curriculum Development Process

## Theme 1 Item 7



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Deliver lessons learned report on TNA							Jul 1					
NTC Director approves TNA and curriculum track SOP							Jul 15					
Deliver lessons learned report on curriculum track update							Jul 15					
Budget and schedule impacts on course development, revision and retirements are provided to curriculum advisory group committee							Jul 15					
Curriculum advisory group meets to make recommendations on course development, revision and retirements to NTC Director							Jul 15					
Curriculum advisory group provides recommendations on FY 2012 course development, revision and retirements - budget recommendations to NTC Director							July-22					
Draft task plans are provided to contractor to review and price										Oct 1		
Contractor prices tasks												Dec 1
New tasks finalized and curriculum managed through IMS		Feb 15 2012										

**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 1, Item 7  
Curriculum Development Process**

**Purpose**

The purpose of this document is to recommend the Federal Training Directors and Training Operations Manager, with advice from the contractor training managers, perform the role of a corporate curriculum advisory group to the NTC Director. On an annual basis, the Training Needs Assessment (TNA) findings are provided to the NTC Director. The TNA provides recommendations associated with the enhancement of NTC curriculum, delivery of an annual training delivery schedule, recommendations on new course development, and course revisions and retirements. The responsibilities of the advisory group would be to ensure the recommendations are corporately reviewed and to provide the Director with prioritizations and trade-offs required to carry out the findings of the report.

**Background**

On July 26, 2010, the NTC Director provided guidance to the contractor on the CY 2011 scope of NTC course revision and development. The guidance incorporated the NTC courses and categorized them into curriculum training tracks. The guidance described the courses that supported core and electives within these tracks, recommendations for new course development required to fill gaps, course schedule delivery updates, course recommendations for site certification, courses to keep in-house and courses that should be put onto the NTC portal and no longer maintained but made available to DOE entities interested in downloading the courses for their use. The guidance provided the contractor with a list of course development and revision priorities.

**Status**

On February 11, 2011 the contractor provided a proposed CY 2011 Curriculum Track Standup Plan as well as responding to the guidance laid out in the July 26, 2010 guidance. The Federal Training Directors will provide their input to the NTC Director who will respond to the contractor on the proposed CY 2011 recommendations. The 2012 training needs assessment is scheduled to be delivered to the NTC Director on May 2, 2011.

**Issues**

Until this past year, there has not been an integrated approach that provides for a review of TNA findings, weighing them against the mission priorities in order to make recommendations to the Director on how to strengthen the NTC curriculum. The NTC has lacked the ability to clearly define its training niche and determine a well defined approach for achieving its training mission. In July 2010 in order to better define the NTC niche, a curriculum training track approach was defined by the NTC Director and provided to the contractor to stand up.

The concern is that there is no institutionalized annual training planning and review approach that corporately ties to the annual TNA recommendations. There has not been an ability to corporately manage and prioritize the curriculum tracks. The NTC Federal and contractor managers have not acted corporately to determined NTC priorities. They have tended to operate as separate training

## **DOE/HSS NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

entities concerned primarily with their individual training departments (Safety and Security) rather than looking at the institutional needs as a whole.

### **Recommendations**

It is recommended that the Training Directors form a charter describing the role of the advisory group prior to the delivery of the TNA and that the first meeting of the advisory group take place during the week May 2, 2011 to review the findings and recommendations of the TNA. It is recommended that an annual training planning calendar be established and institutionalized with known deliverables identified. The advisory group would meet at a minimum annually to review and recommend mission priorities associated with the training curriculum.

The following are recommendations for roles and responsibilities of the curriculum advisory group:

- Report to the NTC Director;
- Meetings would take place to coincide with the annual program reviews as well as a meeting to review the TNA findings;
- Provide recommendations on NTC curriculum (new course development and course revision; removal of courses or additional curriculum tracks);
- Ensure effective curriculum to support training competency needs of students;
- Approve core, electives and enhancements to the NTC curriculum;
- Provide input to TNA report requirements needed to support the ability for the advisory group to make recommendations;
- Help resolve curriculum track conflicts and provide inputs on priorities for development; and
- Ensure a balanced three year training schedule is maintained to ensure students can complete their tracks in a minimum of 18 months.

### **References**

- July 26 Guidance on Revision, Development and Delivery for 2011
- NTC Draft Curriculum Track Handbook dated 2/11/11
- 2012 Training Needs Assessment - scheduled for completion 5/2/11
- Formal Evaluation Process Feedback Report
- Safety and Security Directives Reform
- Course Assessments
- Gap Analysis Report used to Determine Curriculum Weaknesses and Recommended Enhancements to Curriculum Tracks
- Strategy and Plan for moving NTC Curriculum to a Blended/eLearning Environment
- Annual Training Delivery Schedule

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**NTC 2015 Logical Framework  
Theme 1, Item 8**



<b>Evaluation (Impact of NTC Courses)</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Improve employee job performance</p> <p>NTC is the training institute of choice</p>	<p><b>Goal Measures:</b></p> <p>Fewer adverse events occur due to human error</p> <p>Better survey (HS-60 external inspection) results increase</p> <p>NTC is used more frequently</p> <p>Fewer mistakes/reportable events</p> <p>Level 3 supervisor feedback increases</p>	<p><b>Goal Assumptions:</b></p> <p>Right audience in courses</p>
<p><b>Purpose:</b></p> <p>NTC training becomes more relevant to employees jobs</p> <p>NTC training becomes more effective, greater impact</p> <p>Gaps/redundancies in courses addressed, quality</p> <p>Curriculum tracks supported through TNA</p>	<p><b>Purpose Measures:</b></p> <p>Repetitive comments/concerns about courses decline in evaluations over time</p> <p>Survey results in L3 (supervisor) and L4 (senior DOE leadership) evaluations increase</p>	<p><b>Purpose Assumptions:</b></p> <p>Right audience in courses</p> <p>Standard survey tool used year to year</p>
<p><b>Outcome:</b></p> <p>Kirkpatrick training evaluation model (evaluation levels 1-4 conducted) fully implemented by NTC</p> <p>Evaluation findings consistently analyzed and applied to improve training fed to TNA</p>	<p><b>Outcome Measures:</b></p> <p>By year 1 – 100% of courses evaluated at Levels 1 and 2; % of courses at level 3; and % of courses at level 4</p> <p>Years 2-4 - Level 3 and 4 conducted increase by X %</p> <p>Year 5 – Level 3 and 4 conducted 100% of the time for each course</p> <p>By X evaluation data reflected in TNA report. X% of courses revised based upon analysis – sign off on Condition Assessments, suite of NTC courses evolves (revised, retired, developed)</p>	<p><b>Outcome Assumptions:</b></p> <p>Quality TNA (see Log Frame)</p> <p>Process followed/buy-in</p> <p>POC assigned overall to manage trained staff</p> <p>Resources (time in schedule to do this)</p>

\* See timeline that follows.

# Evaluation (Impact of NTC Courses)

## Theme 1 Item 8



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Assign point of contact and resources	Contractor											
Develop staff evaluation skills (ongoing)	Contractor											
Develop NTC Evaluation Program and implementation plan proposal for NTC Director approval												
<ul style="list-style-type: none"> <li>Link into Learning Management System (LMS)</li> <li>Link to Training Needs Assessment (TNA)</li> <li>Link Quality Assurance Program and link to the Corrective Action Tracking Program (CATS)</li> </ul>	Contractor	Contractor										
Review and approve evaluation proposal			Federal Staff									
Review current training assessment survey tool and after action report to determine how to improve and link back to the improvement of the TNA	Contractor											
Roll out Evaluation Program												
<ul style="list-style-type: none"> <li>Pilot</li> <li>Adjust</li> <li>Implement</li> </ul>			Contractor									
Explore partnership with DOE Office of Human Capital to utilize Kirkpatrick Level 3 evaluation data from CHRIS	Contractor											
Conduct evaluations of courses Level 1 – 4 (ongoing)	Contractor											
Provide quarterly status reports to NTC management			Contractor			Contractor			Contractor			Contractor
Ensure implementation of corporate evaluation process across NTC training departments (ongoing)					Contractor							
Analyze data												
<ul style="list-style-type: none"> <li>Improve courses</li> <li>Feed data to TNA process (ongoing)</li> </ul>				Contractor								
Analysis feed to TNA					Contractor							
Brief Steering Committee						Federal Staff						



**NTC 2015 Logical Framework  
Theme 2, Item 9**



<b>Health, Safety and Security Validation Process (Subject Matter Experts)</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE’s knowledge leader</p>	<p><b>Goal Measures:</b></p> <p>NTC becomes the “go to” site for health, safety and security training from approved outside agencies</p>	<p><b>Goal Assumptions:</b></p> <p>HSS continues to support NTC initiative to vet courses from outside agencies</p> <p>Sufficient interest by outside providers sustains program</p>
<p><b>Purpose:</b></p> <p>Establishes a procedure for continuing comprehensive review and approval of health, safety and security training submitted by outside sources to the NTC</p>	<p><b>Purpose Measures:</b></p> <p>Training providers notified of procedure for submitting health, safety and security training for NTC review and approval</p> <p>Training providers seek NTC approval of health, safety and security training courses</p>	<p><b>Purpose Assumptions:</b></p> <p>Outside providers of health, safety and security training desire to have their courses vetted by NTC</p> <p>DOE does not object to NTC recommending courses from outside providers</p>
<p><b>Outcome:</b></p> <p>Develop and implement a process for submission of health, safety and security training courses by outside sources to NTC for potential endorsement</p> <p>Create a process which identifies and uses subject matter experts who are suitable to evaluate external training</p> <p>Develop a process to offer subject matter expert expertise to DOE program offices and field sites for assistance in managing and evaluating their training programs</p> <p>Review and update SOP-312</p>	<p><b>Outcome Measures:</b></p> <p>Procedure developed for NTC review and approval of health, safety and security training from outside sources within six months of project start</p> <p>Following providers contacted within two months of procedure approval:</p> <ul style="list-style-type: none"> <li>• FLETC</li> <li>• OSHA</li> <li>• NIEHS</li> <li>• MSHA</li> <li>• EPA</li> <li>• Volpentest HAMMER</li> <li>• Environmental Training Center</li> <li>• DHS, DOJ security training</li> <li>• Selected commercial safety and security training providers</li> </ul> <p>Identify initial cadre of subject matter experts to evaluate external training or assist in developing field training programs</p>	<p><b>Outcome Assumptions:</b></p> <p>HSS provides resources to NTC to ensure capability for comprehensive review and approval of outside training courses</p> <p>Outside providers of health, safety and security training will submit selected training courses for NTC review and approval</p>

\* See timeline that follows.

# Subject Matter Experts

## Theme 2 Items 9



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Process to identify external training for potential NTC endorsement</b>												
Review and update SOP 312 to address how NTC evaluates external training courses				Contractor								
Constitute SOP 312 committee				Contractor Apr 30								
Contractor seeks out vendors/courses to address identified training needs gaps.					Contractor							
Contractor identifies training needs gaps					Contractor							
Contractor employees SMEs from SME database for course evaluation and identification					Contractor							
Identify list of potential courses from outside providers to meet NTC training gaps							Contractor					
Contact potential providers and invite course submission for consideration under NTC procedure									Contractor			
Evaluate submission(s)										Contractor		
Publish approved vendor/course information											Contractor	



**NTC 2015 Logical Framework  
Theme 2, Items 10 and 14**



<b>Subject Matter Expert External Training Evaluation Identification Process and Offering Subject Matter Experts to Department of Energy Sites</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Meet DOE safety and security training needs more thoroughly</p>	<p><b>Goal Measures:</b></p> <p>Requests for training that NTC does not have the means to provide decrease</p> <p>DOE training costs decrease</p>	<p><b>Goal Assumptions:</b></p> <p>Vendor courses are meeting NTC standard</p>
<p><b>Purpose:</b></p> <p>NTC successfully evaluates external courses</p> <p>NTC provides site support</p> <p>NTC addresses training gaps</p>	<p><b>Purpose Measures:</b></p> <p>Subject matter experts identified for every NTC training area</p> <p>Annually NTC identifies and evaluates X vendor courses</p> <p>Sites receive NTC support (or NTC identifies appropriate SME) for site-specific needs 100% of time when requested</p>	<p><b>Purpose Assumptions:</b></p> <p>Vendors submit adequate TNA (i.e., training needs)</p> <p>Training gaps identified by empirical data</p> <p>Subject matter experts available for site visits</p>
<p><b>Outcome:</b></p> <p>Subject matter expert/Instructor database created and maintained</p> <p>SOP-312 updated and implemented</p> <p>Process to offer subject matter experts assistance to sites developed</p>	<p><b>Outcome Measures:</b></p> <p>By X of project start database initially populated</p> <p>100% of time database is up-to-date to include additions, deletions and updates in accordance with established review requirements</p> <p>By X of project start SOP-312 will be updated</p> <p>100% of time vendor submissions are evaluated within established SOP timeframes</p> <p>Measure to address identified training gaps</p> <p>By X process for subject matter expert site assistance developed</p>	<p><b>Outcome Assumptions:</b></p> <p>Appropriate resources available</p> <p>Management buy-in</p> <p>Subject matter experts available</p>

\* See combined timeline that follows.

# Subject Matter Experts

## Theme 2 Items 10, 14



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>SME/Instructor Database (Item 10)</b>												
Training departments solicit currently known names and contacts for initial database population	Done											
Database built by IT												
Database populated												
Establish process to maintain currency of database in SOP 312					May 31							
Database goes active						June 30						
Contractor accepts vendor initiated requests to evaluate their courses for potential NTC endorsement												

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>SME site assistance (Item 14)</b>												
Utilizing TNA, identify site assistance needs best met via SMEs vice training					May 20							
Compare needs to database of SME to find suitable fit						June 15						
Put sites in contact with SMEs						June 30						



**NTC 2015 Logical Framework  
Theme 2, Item 11**



<b>Wiki</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE's knowledge leader</p>	<p><b>Goal Measures:</b></p> <p>"WikiNTC" becomes the "go to site" for DOE employees and contractors as related to training</p> <p>"WikiNTC" touted by DOE as model for collaboration and training</p>	<p><b>Goal Assumptions:</b></p> <p>DOE embraces social networking</p> <p>"WikiNTC" is Internet site</p>
<p><b>Purpose:</b></p> <p>Provides up-to-date collaborative health, safety and security knowledge to the DOE community</p>	<p><b>Purpose Measures:</b></p> <p>DOE community notified of launch of "WikiNTC"</p> <p>NTC external participants register for "WikiNTC" use</p> <p>New NTC external participants populate WikiNTC with informative and current DOE training information</p>	<p><b>Purpose Assumptions:</b></p> <p>DOE "buys into" collaborative approach of a wiki</p> <p>DOE wants/needs this type of collaborative tool</p> <p>Information presented on wiki does not violate DOE cyber security policies</p>
<p><b>Outcome:</b></p> <p>"WikiNTC" built</p> <p>"WikiNTC" initial contributors identified</p> <p>"WikiNTC" launched</p>	<p><b>Outcome Measures:</b></p> <p>"WikiNTC" collaborative site built within 5 months of project start</p> <p>External and internal contributors ready to populate "WikiNTC" by launch date</p> <p>"WikiNTC" launched within 6 months of project start with a menu of active topics</p>	<p><b>Outcome Assumptions:</b></p> <p>Resources (programmer, database administrator, business analyst and cyber security) available to build both site and administrative processes for use</p> <p>NTC personnel identify proper initial contributors for data set population and contributors agree to use</p> <p>All DOE contributors vetted</p> <p>DOE Office of General Counsel approves "social networking" type of technology</p> <p>Certification and Accreditation approval/ Interim Authority to Operate (IATO)</p>

\* See combined white paper that follows Item 13.



**NTC 2015 Logical Framework  
Theme 2, Item 12**



<b>Social Networks</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE's knowledge leader</p>	<p><b>Goal Measures:</b></p> <p>NTC collaborative website becomes "go to site" for DOE employees and contractors as related to training</p> <p>NTC collaborative website touted by DOE as model for collaboration and training</p>	<p><b>Goal Assumptions:</b></p> <p>DOE still embraces social networking type of technologies</p> <p>Forums section does not become contentious cyber security issue</p> <p>Forums section accessed only by username/password with encryption in place in order to secure data set</p>
<p><b>Purpose:</b></p> <p>Provides up-to-date collaborative knowledge to the DOE community</p>	<p><b>Purpose Measures:</b></p> <p>DOE community notified via DOECAST and NTC website of launch of forums section to the collaborative NTC website</p> <p>NTC external participants register for forums use</p> <p>NTC external participants populate website with informative and current DOE training information as well as frequently asked questions about NTC training</p>	<p><b>Purpose Assumptions:</b></p> <p>DOE sites "buy into" a DOE-wide collaborative approach to training rather than site specific training</p> <p>DOE employees and contractors want/need this type of collaborative tool</p> <p>Information presented does not violate DOE cyber security policies</p>
<p><b>Outcome:</b></p> <p>Forums section added to an NTC collaborative website</p> <p>Subject areas and moderators identified</p> <p>Forums section launched</p>	<p><b>Outcome Measures:</b></p> <p>Forums section built within 2 months of project start</p> <p>NTC staff identifies subject area and moderators by X</p> <p>Forums section launched within 3 months of project start</p>	<p><b>Outcome Assumptions:</b></p> <p>Resources (programmer, database administrator, business analyst and cyber security) available to build both site and administrative processes for use</p> <p>NTC personnel identify subject areas and moderators in order to initially populate data set</p> <p>All DOE contractors have a doe.gov type email address</p> <p>DOE Office of General Counsel approves "social networking" type of technology</p>

\* See combined white paper that follows Item 13.





**NTC 2015 Logical Framework  
Theme 2, Item 13**



<b>Learning Feeds</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE's knowledge leader</p>	<p><b>Goal Measures:</b></p> <p>"Learning Feeds" becomes "go to site" for DOE employees and contractors to seek site specific training related information</p> <p>"Learning Feeds" touted by DOE as central source in identifying current training programs from around complex</p>	<p><b>Goal Assumptions:</b></p> <p>DOE site-specific training related information is useful across the DOE complex</p> <p>"Learning Feeds" is Internet site</p>
<p><b>Purpose:</b></p> <p>Provides up-to-date collaborative health, safety and security knowledge to the DOE community</p>	<p><b>Purpose Measures:</b></p> <p>DOE community notified of launch of "Learning Feeds"</p> <p>Site training information updated monthly</p> <p>New DOE sites want to share site training related data</p>	<p><b>Purpose Assumptions:</b></p> <p>DOE "buys into" collaborative approach of sharing site related training data</p>
<p><b>Outcome:</b></p> <p>"Learning Feeds" web page built</p> <p>Automated information collection methods identified</p> <p>Automated information collection methods implemented</p> <p>"Learning Feeds" web page launched</p>	<p><b>Outcome Measures:</b></p> <p>"Learning Feeds" web page built within 1 month of project start</p> <p>Screen scrapes, uploads, emails, etc. identified for 5 sites within 1 month of project start</p> <p>Automated information collection methods implemented on web page within 1 month of information collection methods identified</p> <p>"Learning Feeds" web page launched within 1 week of integration of automated information collection methods implemented</p>	<p><b>Outcome Assumptions:</b></p> <p>Resources (programmer, database administrator, business analyst and cyber security) available to build both site and administrative processes for use</p> <p>NTC IT personnel identify proper site POCs (training and IT) who can assist in getting their site information to NTC</p> <p>Sites want to share their training related information</p> <p>Training information relevant and wanted/needed by personnel outside of site</p> <p>Site cyber and physical security are not impediments</p>

\* See combined white paper that follows.

**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 2, Items 11, 12 and 13  
Wiki, Social Networks and Learning Feeds  
(Expanded Web Presence)**

**Purpose**

To expand upon the existing NTC web presence (encompassing the following capabilities: on demand technologies, learning feeds, social networking, and wiki technologies) in order to strategically position the NTC in meeting the following themes: (1) Premier provider for DOE mission-driven health, safety, and security training; (2) DOE's knowledge leader for health, safety, and security training; and (3) primary proponent of integrating health, safety, and security training throughout DOE.

**Background**

The NTC's web presence has been limited to both the NTC and SPOTC websites with the NTC website having the slightly expanded capability to provide portal accounts which has allowed a select DOE customer audience the ability to collaborate with NTC staff concerning training and training related information.

**Status**

The NTC 2015 Committee has recognized the need to expand the NTC's web presence into more of an interactive and collaborative role within DOE in order to fulfill its training niche within the health, safety and security training arenas. The web presence expansion needs to take into account the following technologies: on demand, learning feeds, social networking, and wiki technologies.

On demand technologies was selected to not only complement the current videography capabilities but to also expand upon it by utilizing its output on the Internet as well as to integrate with other types of recorded video output from recommended webinar type technologies. On demand videos could be disseminated via the Learning Management System (LMS), website, video jukebox type technology or via social networking type of technologies, i.e., You Tube. The goal would be to provide health, safety and security training on an on-demand basis, ultimately integrating into the LMS in order to support blended learning, distance learning and eLearning.

As related to learning feeds, the NTC 2015 Committee envisioned an area off the main NTC website that would be dedicated to hosting training related information from around the complex as related to health, safety and security topics. The intent of this capability is to allow for an automated means for data population of health, safety and security related training topics on a monthly basis, thus creating a focal point for DOE customers to become aware of training opportunities throughout the complex and to better utilize training opportunities sponsored by DOE.

## **DOE/HSS NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

To better leverage on demand technologies, just-in-time training opportunities and topical seminars, the NTC needs to utilize social networking technologies in order to be the DOE knowledge leader within the training realm as well as communicating better with DOE and its customers. Social networking technologies can be used to offload server and bandwidth demands for unlimited and unrestricted data transmission; an example of this is with hosting videos on youtube.com. Another social networking example would be with facebook.com (as well as twitter.com); this technology could be employed to better communicate with both students as well as employees of the NTC. The facebook.com type of social networking technology dovetails into wikis.

Wikis can be used in a manner similar to facebook.com; however, this technology would be based off the servers at the NTC. This technology would be seeded with internal data sets with topics such as curricula, TNA, NTC usage, competency based training, etc.; however, the vision would be to have NTC customers populate and mold the data sets into a venue which would be more useful and focused for them (i.e., where to stay, eat, what to bring to class, what is helpful, etc.) and would ultimately make their training experience at the NTC the best it can be.

### **Issues**

The following potential issues have been identified: (1) human resources (current workload versus future workload), (2) software/hardware limitations, (3) increased bandwidth concerns, and (4) cyber security approvals.

In order to implement the technologies mentioned above, there would be a potential for a human resource bottleneck as related to work currently being performed to that of future potential work. Specifically, multimedia personnel would need to spend more time associated with digitizing videos (both current and historical) so that they could be in the proper format to be used as well as additional time being spent on web development in order to create and integrate the above technologies within the current web architecture (i.e., not only the creation of the expanded web architecture but also standardization with authentication mechanisms between the existing and new NTC web presence resources).

The second potential issue would be with the current software/hardware utilized by both the multimedia personnel and web development personnel. For the most part, this would be relatively minimal, but must be mentioned since NTC does not have a complete turnkey system at present.

The third potential issue would be of sufficient bandwidth concerns. Currently, the NTC utilizes a fractional DS-3 (10 MBPS) to the Internet. With the addition of video technology, there may be a need to upgrade from the current fractional DS-3 to a full DS-3 (45 MBPS). This could be done in stages. As a note, there are no hardware concerns in supporting a full DS-3; this can be done with the current equipment in place.

## **DOE/HSS NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

The last concern would be these technologies being approved for use by cyber security. This concern would also be the only one which could delay implementation.

### **Recommendations**

1. Approve the NTC 2015 suggestions, relying heavily on the integration of social technologies to reduce cost and times associated with implementation of the aforementioned technologies;
2. Identify the human resource bottlenecks associated with the implementation of the aforementioned technologies and compare these needs against current workload and new/proposed workload (i.e., NTC 2015). Find the commonalities in needed resources and hire accordingly, assuring a steady and continuous workload versus a one-time need;
3. Where necessary, purchase software/hardware in order to fill resource needs;
4. Monitor bandwidth usage for trending increased usage; when usage hits 70% of capacity, plan for increased bandwidth;
5. Work with cyber security on the approval of the aforementioned technologies by utilizing a risk based approach in order to get it approved and implemented in a timely manner; and
6. Keep the newly established NTC Steering Committee and the revitalized training working groups advised of the new capabilities being offered by the NTC in order to better support the Department's needs as related to health, safety and security training.

### **References**

- Draft National Training Center Revitalization Action Plan
- On Demand – Theme 1 – Logic Framework
- Learning Feeds - Theme 2 – Logic Framework
- Social Network – Theme 2 – Logic Framework
- Wiki – Theme 3 – Logic Framework



**NTC 2015 Logical Framework  
Theme 3, Items 15 and 17**



<b>Federal Entities and HSS Training Portability System</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Provide cost savings, improve safety, reduce redundancy and create efficiency throughout DOE complex</p>	<p><b>Goal Measures:</b></p> <p>Training hours and dollars are reduced</p> <p>Safety improved</p> <p>Job vacancies and turnaround time decreases within Department</p> <p>Course duplication reduced</p>	<p><b>Goal Assumptions:</b></p> <p>Sites capture data to demonstrate savings</p> <p>Financial issues can be worked to allow sites to share resources (i.e., mock ups)</p>
<p><b>Purpose:</b></p> <p>DOE safety training is accepted by numerous entities within a given site</p> <p>Additional safety courses are added by sites through Safety Portability Training Program</p>	<p><b>Purpose Measures:</b></p> <p>Framework and process accepted by X number of sites by X date with X number of courses recognized</p> <p>80% of participating sites meet course goals</p> <p>X % of additional sites increase per year</p>	<p><b>Purpose Assumptions:</b></p> <p>Participating parties embrace concept (unions, contractors, etc.)</p>
<p><b>Outcome:</b></p> <p>NTC, in partnership with NIEHS and HAMMER, develops and implements a program for safety portability training to be used within DOE sites</p> <p>Program is piloted</p> <p>Program launched under NTC leadership</p>	<p><b>Outcome Measures:</b></p> <p>Provide accepted concept for framework and process for safety portability training program by X</p> <p>Program piloted by X</p> <p>X number of sites sign an MOA for use of safety portability training program</p>	<p><b>Outcome Assumptions:</b></p> <p>Assignment of appropriate resources</p> <p>-1 steering committee embraces</p> <p>Straw-man poll gets approved</p> <p>Pilot conducted at Oak Ridge</p>

\* See timeline that follows.

# Federal Entities and HSS Training Portability System

## Theme 3 Item 15 & 17



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Submit "straw man" to DOE Leadership for approval to proceed	Feb 3											
Gain "straw man" approval												
Brief Oak Ridge leadership on proposed pilot/gain buy-in			Mar 15									
Conduct OR pilot												
Establish NTC infrastructure to manage and track the portability program												
Share approved "straw man" with stakeholders			Mar 25									
Stakeholder comments due				Apr 24								
Conduct webinars with stakeholders												
Issue pilot report												
Revise program based upon stakeholder comments/input/pilot results (ongoing)												
Present revised program to DOE leadership												
Gain approval/implement												



**NTC 2015 Logical Framework  
Theme 3, Items 16 and 18**



<b>Complex-wide Database and Continuously Evaluate Training Resources</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<b>Goal:</b>  Improve standardization  Improve efficiency (use of training in era of budget reduction)	<b>Goal Measures:</b>  X % of partnered sites begin to share training opportunities	<b>Goal Assumptions:</b>  Sites allow cross enrollment  Lesson plans shared  Steering committee support to sharing training support
<b>Purpose:</b>  Expands NTC course offerings (i.e., safety basis) from data (mine data)	<b>Purpose Measures:</b>  X # of courses are adopted or incorporated into NTC curriculum  X % of sites surveyed have indicated that database server their needs  Data useful in TNA  X # of courses identified for portability	<b>Purpose Assumptions:</b>  Is needed – sites aren't already doing  Sites will use this tool  Sites want NTC approval to take specific courses  Social networking maintains currency  TNA working
<b>Outcome:</b>  Database of safeguards and security and nuclear safety courses offered throughout DOE complex are developed  Database/information made available complex wide	<b>Outcome Measures:</b>  X % of DOE contributing to database during first year  Certain # of DOE organizations utilizing as useful tool  Receive positive feedback from Training Managers Working Group, training working groups and D-1 committee	<b>Outcome Assumptions:</b>  Steering committee supports  Sites share information fully  Criteria established

\* See timeline that follows.

# Complex-wide Database & Continuously Evaluate Training Resources

## Theme 3 Item 16 & 18



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Define system requirements	Contractor											
Develop pilot database concept and identify resources required to standup the database	Contractor	Contractor	Contractor									
Present pilot database proposal to the steering committee			Federal Staff									
Populate the database with existing courses			Contractor									
System approval via cyber security			Contractor									
Develop communication plan												
Announce Database												
<ul style="list-style-type: none"> <li>• TMWVG</li> <li>• TAC</li> <li>• FTCP</li> <li>• Working Groups</li> <li>• Training POCs</li> <li>• Sites</li> <li>• Email notification</li> <li>• Website notification</li> <li>• NTC Steering Committee</li> <li>• Lab Director's Meeting</li> </ul>			Contractor									
Determine applicability to TNA as part of TNA lessons learned						Contractor						
Analyze participation and usefulness and report to NTC Director									Contractor			
Evaluate performance of database survey												Contractor
Report back to steering committee												Federal Staff





**NTC 2015 Logical Framework  
Theme 4, Items 19 and 22**



<b>Internal Communication</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Improve productivity</p> <p>Improve retention</p> <p>NTC becomes mission-centric rather than organization-centric</p>	<p><b>Goal Measures:</b></p> <p>Performance on award fee increases</p> <p>Turnover decreases</p> <p>On-time deliverables increase</p> <p>Unit of week/hour increases</p> <p>Retribution/retaliation decreases; feedback is open and thoughtful</p> <p>Commitment to NTC increases; excitement/"can do" attitude is present</p>	<p><b>Goal Assumptions:</b></p> <p>Contract stability</p> <p>Management stability</p>
<p><b>Purpose:</b></p> <p>Improves internal communication</p> <p>Improves trust</p> <p>Clarifies roles and responsibilities</p> <p>Improves morale</p>	<p><b>Purpose Measures:</b></p> <p>Surveys (annual) indicate increased communication</p> <p>Federal and contractor communication improves; issues are discuss</p> <p>Clarity regarding roles and responsibilities and authority and accountability demonstrated in survey</p> <p>Fewer questions regarding who does what; fewer missed assignments</p> <p>Out-process survey of departing employees does not indicate morale as cause</p> <p>Annual employee satisfaction survey is completed and indicates improvement</p>	<p><b>Purpose Assumptions:</b></p> <p>Consistency</p> <p>Management by walking around (MBWA) evolves; less command and control</p> <p>Retribution not tolerated</p> <p>Loyalty demonstrated</p>
<p><b>Outcome:</b></p> <p>External organizational consultant/survey conducted (consider 360 assessments)</p> <p>Corrective action taken in response to survey findings</p> <p>Communication plan developed</p> <p>Communication plan implemented</p>	<p><b>Outcome Measures:</b></p> <p>By X study completed and recommendations received</p> <p>By X corrective action plan completed</p> <p>By X communication plan assessing gaps developed</p> <p>By X communication plan implemented</p> <p>Plan/Corrective action plan addresses 100% of study recommendations</p>	<p><b>Outcome Assumptions:</b></p> <p>Federal and contractor management support</p> <p>DOE culture understood</p> <p>Available resources</p> <p>Employee willingness</p>

\* See timeline that follows.

# Internal Communication

## Theme 4 Item 19 and 22



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Identify external consultant	Contractor											
Survey criteria developed	Contractor											
Contract let		Contractor										
Survey performed		Contractor										
Results published			Contractor									
Identify project lead			Contractor									
Corrective Action Plan (CAP) developed in response to survey				Contractor								
CAP performed					Contractor							
CAP validated						Contractor						
Communication team assembled						Contractor						
GAPS/needs identified							Contractor					
Plan written/delivered								Contractor				
Metrics for success developed								Contractor				
Communication resources assigned									Contractor			
Communication plan socialized										Contractor		
Communication plan implemented											Contractor	
Metrics assessed												Contractor
Improvements identified												Contractor



**NTC 2015 Logical Framework  
Theme 4, Items 20 and 21**



<b>External Partnerships and Assertive Outreach</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<b>Goal:</b>  Revitalize NTC  Improve training	<b>Goal Measures:</b>  Recognized for excellence (reputation)  Retain employees/decrease turnover  Training requirements mandated in orders  Adequate funding continues	<b>Goal Assumptions:</b>  NTC can deliver on promises  Adequate NTC budget to meet identified needs
<b>Purpose:</b>  Improves TNA  Broadens networks  Enhances partnerships	<b>Purpose Measures:</b>  By X accurate training POCs identified for each customer NTC serves  Training feedback metrics developed for communication on evaluation reports show X % improvement by X  Cancellation rate of courses decreases  New course requests decrease (additional)  Sites actually attend requested training  DOE receives less safety and security deficiencies  Best subject matter experts in classroom  Chenega hiring improves  X partnerships developed	<b>Purpose Assumptions:</b>  Travel budget available  Functional TNA process  Potential partners willing to collaborate
<b>Outcome:</b>  Communication officer hired  Plans benchmarked  NTC communications needs identified  Communication strategies developed for each of the 5 themes  Plan written  Communication plan implemented	<b>Outcome Measures:</b>  By X communication officer in place  By X 3 good plans benchmarked  By X needs validated and prioritized  By X strategies developed for each theme addressing X % of identified needs  By X plan written	<b>Outcome Assumptions:</b>  HQ willing to invest in communication officer  Mission essential function nature recognized  Funding or slots available  Identify/recruit right person  Contractor cooperates  Position is Federal or key hire  Federal staff cooperates

\* See timeline that follows.

# External Partnership and Assertive Outreach

## Theme 4 Item 20 and 21



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Communication officer approved	Contractor, Federal Staff											
ID skills needed	Contractor											
Write position description		Contractor										
Get approval		Contractor	Contractor									
Recruit/hire				Contractor								
Onboard				Contractor	Contractor							
Determine reporting chain					Contractor, Federal Staff							
NTC communication needs identified – Analysis, Design, Development, Implementation, Evaluation (ADDIE)							Contractor					
Other plans benchmarked							Contractor					
Gap analysis of NTC needs vs. best in class							Contractor					
Identify needs to close gaps								Contractor				
Communication strategies developed for each of the 5 themes									Contractor			
ADDIE against each of the 5 themes											Contractor	
Plan written												Contractor



**NTC 2015 Logical Framework  
Theme 4, Item 23**



<b>Work for Others Program</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become the champion for strengthened and diversified health, safety and security training partnerships</p>	<p><b>Goal Measures:</b></p> <p>Entities within DOE and other government agencies utilize NTC as training resource</p>	<p><b>Goal Assumptions:</b></p> <p>NTC continues to receive support and funding from HSS</p>
<p><b>Purpose:</b></p> <p>Complements primary mission of NTC by interaction with other government agencies</p> <p>Provides resources to improve operating environment</p> <p>Assists in developing NTC reputation as DOE training leader</p>	<p><b>Purpose Measures:</b></p> <p>Other government agencies solicit NTC for training</p> <p>Funds are provided back to NTC based on cost recoverable model</p> <p>Other entities within DOE use WFO program to assist with their WFO projects</p>	<p><b>Purpose Assumptions:</b></p> <p>Other government agencies have training funds available</p> <p>WFO program marketing strategy is successful</p>
<p><b>Outcome:</b></p> <p>Business model development and approved</p> <p>SOP developed, approved and implemented</p> <p>Marketing plan developed, approved and implemented</p>	<p><b>Outcome Measures:</b></p> <p>New customers scheduled with available NTC resources without negative impact to NTC health, safety and security training mission</p> <p>SOP submitted for approval within first quarter of CY 2011</p> <p>Marketing materials developed by second quarter of CY 2011</p>	<p><b>Outcome Assumptions:</b></p> <p>Program supported on all levels within NTC Federal and contractor management</p> <p>Other government agencies use NTC as training resource</p>

\* See timeline that follows.

# Work for Others Program

## Theme 4 Item 23

Contractor Federal Staff

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Identify and assign responsibilities for the NTC WFO Program (Program manager and Federal oversight)	Done											
Develop a business model for the NTC WFO Program	Done											
Present the WFO Program model for approval from NTC Federal and contractor management	Done											
Develop a WFO SOP			Mar 18									
Obtain feedback from other NTC managers			Mar 25									
Submit the NTC WFO SOP for approval			Mar 31									
Develop and implement a WFO web page that will appear on the NTC website						Jun 30						
Develop marketing material (brochures, promotional videos etc.) to distribute to potential WFO Customers						Jun 30						
Research and recommend to NTC senior management the feasibility of attending tradeshow, conferences etc. for the purpose of marketing the NTC WFO Program									Sept 30			
Review and update the NTC WFO SOP on an annual basis												Dec 31



**NTC 2015 Logical Framework**  
**Theme 5, Items 24a, c and e, 25 and 26b and Theme 1, Item 5**



<b>Maturing Human Capital and Organizational Assessment</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE’s premier training institution where people want to come and work</p> <p>Improve quality of instruction</p> <p>Improve NTC reputation</p>	<p><b>Goal Measures:</b></p> <p>Average time to fill vacancies drops by X %</p> <p>Feedback on NTC training improves (i.e., TAS scores rise)</p> <p>NTC requested more frequently to provide special circumstance training as “the place to go”</p>	<p><b>Goal Assumptions:</b></p> <p>NTC continues to receive resource support from Department</p> <p>NTC seen as security and safety training institution for Department</p>
<p><b>Purpose:</b></p> <p>Recruits and retains high-caliber, skilled NTC employees</p> <p>Improves current NTC employees’ skills</p> <p>NTC operates more efficiently and effectively due to improved management</p> <p>Improves smoothness of personnel turnover due to improved succession planning</p>	<p><b>Purpose Measures:</b></p> <p>Employee turnover decreases by X %</p> <p>Fewer man hours required to perform routine activities (due to more skilled workforce)</p> <p>NTC performs constant volume of work with fewer FTE or more work with the same due to improved skills (measured after training against baseline)</p> <p>Average time to fill critical vacancies decreases by X %</p>	<p><b>Purpose Assumptions:</b></p> <p>NTC contract remains stable</p> <p>NTC resources are stable</p> <p>Management supports employee training</p> <p>Management held accountable</p>
<p><b>Outcome:</b></p> <p>Career pathways for NTC employees established with associated skill competencies identified</p> <p>NTC staff competency increased</p> <p>NTC staff management and leadership training program established</p> <p>NTC hiring practices revised to improve:</p> <ol style="list-style-type: none"> <li>a. Recruitment</li> <li>b. Retention</li> <li>c. Employee recognition</li> <li>d. Succession planning</li> </ol>	<p><b>Outcome Measures:</b></p> <p>New restructured contractor career pathways system approved and in place by X</p> <p>Employee training program(s) instituted and managed by X</p> <p>Rotational assignment program instituted and two rotations take place each calendar year (HQ or site office to NTC and vice versa) beginning by X</p> <p>Management and leadership training program implemented by X</p> <p>New performance management system in place by X</p> <p>Recruitment plan and networks established by X</p> <p>Restructured reward system in place by X</p>	<p><b>Outcome Assumptions:</b></p> <p>Available staff</p> <p>Current staff competency level sufficient to perform work</p> <p>Funding available to allow for standup and sustainment of initiatives (i.e., training and detail assignments)</p> <p>HQ and contractor management support new initiatives</p>



**NTC 2015 Logical Framework**  
**Theme 5, Items 24a, c and e, 25 and 26b and Theme 1, Item 5**



<b>Maturing Human Capital and Organizational Assessment</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
	Intermittent part-time program strategy developed to augment NTC workforce needs by X  Succession planning program established by X	

\* See timeline and white paper that follows.



# Maturing Human Capital and Organizational Assessment

Theme 5 Item 24a, 24c, 24e, 25 and 26b  
 Theme 1 Item 5



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Conduct organization assessment (workforce analysis)												
• Develop set of core competencies all employees must have to perform work	Contractor											
• Develop set of core competencies for managers	Contractor											
• Develop set of core competencies for leadership	Contractor											
Organization assessment report briefed		Contractor										
Adjust human resources goals to support organization assessment recommendations and support to NTC 2015 Revitalization goals												
• Update position descriptions and performance plans to contain core competencies			Contractor									
• Contractor personnel system restructured to support Individual Development Plans (IDP)												
Restructure employee award process to focus on contribution made to contract deliverables												
Appraise employees quarterly on performance and ensure annually IDP developed for each employee				Contractor								
Propose leadership development program	Contractor											
Approve proposal for leadership development program		Contractor										
Deliver first course in leadership development program			Contractor									
Review job descriptions to determine career paths - review salary compensation					Contractor							
Provide proposal to NTC Director to restructure positions to support career paths					Contractor							
Provide feedback to contractor on proposed career paths					Contractor							
Establish rotational assignment program - 2 employees annually have been assigned	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor
Enhance employee appraisal process	Contractor											

**NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 5, 24a, c, e and 26b and Theme 1, Item 5  
Maturing Human Capital and Organizational Assessment**

**Purpose**

The purpose of this document is to describe an approach developed by the NTC 2015 Team to enhance NTC Federal and contractor human capital management and organizational alignment processes, as outlined in the NTC 2015 Revitalization Action/Implementation Plan. The enhancement of human capital management and the organizational frameworks that support the NTC's mission are essential to meeting the envisioned goals and objectives of the NTC 2015 initiative. From an organizational perspective, the goal is a Federal oversight staff and a contractor scope and staffing plan that is well aligned with the mission and vision set forth in the NTC 2015 initiative.

**Background**

During the development of the themes for the NTC 2015 initiative, several action items emerged that address the importance of enhancing existing systems and processes, as well as developing new programs, that focus on human capital management and organizational alignment – the structure that supports the people, products, and services of the organization. These action items focus on strengthening core competencies of both instructional and support staff; succession planning; formal mentoring and coaching; formal processes for developing and training NTC staff; and developing a supervisory and management training program. A “Maturing Human Capital” work group, including both Federal and contractor representatives, has been formed as a subgroup of the NTC 2015 Team to develop an integrated strategy for advancing these systems and processes.

**Status**

The work group has developed an overall framework and work breakdown structure for moving forward with the identified action items as delineated in the accompanying timeline. When the NTC 2015 Revitalization Action/Implementation Plan is approved, these activities will be further assessed in terms of resource requirements and incorporated into the contractor's Integrated Management System, rather than being executed as individual stand-alone projects. The activities identified are to:

- Evaluate the knowledge, skills, and abilities of existing staff; identify strengths and weaknesses; and develop an approach to strengthen core competencies.
- Improve existing and establish new approaches to recruit, train, reward, and retain a highly competent and well-qualified Federal and contractor workforce.
- Develop supervisory/management training programs.
- Develop career paths and assure that supervisors use individual development plans for NTC employees.

**NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

- Assess existing organizational frameworks within the context of the approved NTC 2015 Implementation Plan in order to propose and recommend an evolving contractor scope and staffing level consistent with the revitalized vision and mission (a phased approach).

**Issues**

During the development of the NTC 2015 initiative, the contractor organization made some organizational changes specifically to address the high-priority action items identified by the NTC 2015 Team. These changes will continue to evolve after the plan is approved and the Federal oversight process becomes a formal part of the NTC organization. There have also been some organizational reassignments within the Federal staff. However, these changes are incremental in nature. What is envisioned by the NTC 2015 charter is a broad, longer-term assessment of both the Federal staff and its oversight role and the contractor's scope, including organization and staffing levels, through fiscal year 2015.

**Recommendations**

Once the NTC Revitalization Action/Implementation Plan is approved, the activities of the "Maturing Human Capital" work group will continue within the framework of the institutionalized NTC 2015 Committee.

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**NTC 2015 Logical Framework  
Theme 5, Item 24b**



<b>New Employee Orientation</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<b>Goal:</b> Improve productivity more rapidly Morale improves	<b>Goal Measures:</b> Supervisor survey of new hire process by X New employee survey Turnover reduced	<b>Goal Assumptions:</b> Program maintained regardless of contractor
<b>Purpose:</b> Integrates new NTC employees more quickly	<b>Purpose Measures:</b> New hire orientation survey for employees completed 90 days after start of work	<b>Purpose Assumptions:</b> Managers buy-in to process Employees participate
<b>Outcome:</b> New employee welcome package developed Comprehensive desktop procedure for new employees deployed (checklist attached) New employee NTC tours implemented	<b>Outcome Measures:</b> By X welcome package in use By X desktop procedure developed and implemented By X quarterly tours commence	<b>Outcome Assumptions:</b> Resource impact accepted

\* See timeline that follows.

# New Employee Orientation

## Theme 5 Item 24b



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Identify needed welcome package documents	Done											
Conduct welcome package research (Including Air Force POC)		Contractor										
Gather welcome package documents		Contractor										
Build welcome package	Contractor		Contractor									
Coordinate with departments (security, IT, logistics, facilities, HR) regarding developing a comprehensive desktop procedure				Contractor								
Write desktop procedure				Contractor	Contractor							
Develop checklist (desktop procedure attachments)	Done											
Implement desktop procedure (annual review)							Contractor	Contractor	Contractor	Contractor	Contractor	Contractor
Identify tour resources	Done											
Develop tour schedule			Contractor									
Book tour resources (eBook)		Contractor										
Announce tour schedule					Contractor							
Implement tour (ongoing)						Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor



**NTC 2015 Logical Framework  
Theme 5, Item 24d**



<b>Knowledge Management</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>Become DOE's knowledge leader</p>	<p><b>Goal Measures:</b></p> <p>Like organizations within DOE want to model their knowledge management system activities after NTC's</p> <p>NTC becomes succession planning role model</p>	<p><b>Goal Assumptions:</b></p> <p>Other organizations in DOE challenged by knowledge management issues within respective organizations</p> <p>NTC knowledge management system activities known by DOE elements</p>
<p><b>Purpose:</b></p> <p>Provides instant electronic access to NTC's documented base of facts, sources of information, courses and supporting information that can be readily utilized and understood by new employees as well as used by current employees to assist and streamline their work duties</p>	<p><b>Purpose Measures:</b></p> <p>Employees rely upon collection of tools and information for daily work as well as updating information to reflect current work</p>	<p><b>Purpose Assumptions:</b></p> <p>NTC has budget to support initiative</p> <p>NTC personnel update system of tools and keep it useful and relevant</p>
<p><b>Outcome:</b></p> <p>Knowledge management system requirements defined</p> <p>Current systems benchmarked</p> <p>System built/implemented</p> <p>System usefulness assessed</p>	<p><b>Outcome Measures:</b></p> <p>NEXUS reorganized/rebuilt to highlight: SOPs, metrics, viewable integrated management system extracts, task assignments (current and historical), flow charts of business processes and information/links to both course management and records management</p> <p>Benchmarking findings reflected in final product</p> <p>Approach to centrally manage courses implemented</p> <p>Official NTC record set available and used by NTC</p> <p>Web-based contact management system</p>	<p><b>Outcome Assumptions:</b></p> <p>Knowledge management system taken to mean a system or collection of tools used to support the creation, capture, storage and dissemination of information</p> <p>Resources (funds and personnel) available</p> <p>Electronic records management system approved for use and purchase and has been integrated onto network as either a document management system or a related system to a document management system</p> <p>Additional purchase of other systems (content management, authentication for portal accounts, etc.)</p>

\* See timeline that follows.

# Knowledge Management

## Theme 5 Item 24d



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
NTC defines Knowledge Management System (KMS)	Contractor											
All activities/elements of KMS delineated	Contractor	Contractor										
POC identified		Contractor										
Requirements gathered to update or rebuild NEXUS		Contractor										
Absent data sets identified		Contractor	Contractor									
Absent data sets built/maintained			Contractor	Contractor								
Data sets updated				Contractor								
Investigate current systems for expanded functionality as well as analyze the use of its current functionality			Contractor	Contractor	Contractor							
Identify absent systems/tools				Contractor	Contractor							
Build requirements of new systems as well as verify current requirements of system					Contractor	Contractor						
Analyze build versus buy for new required systems					Contractor	Contractor						
Provide recommendations for new systems					Contractor	Contractor						
Purchase new systems and identify new owners					Contractor	Contractor						
Alter current systems						Contractor	Contractor	Contractor				
Implement new systems								Contractor				
Self assess usefulness of KMS									Contractor	Contractor	Contractor	Contractor
Recommendations for improvement made											Contractor	Contractor



**NATIONAL TRAINING CENTER REVITALIZATION  
ACTION/IMPLEMENTATION PLAN**

**Theme 5, Item 26a  
Functions, Responsibilities and Authorities Manual<sup>1</sup>**

**Purpose**

The purpose of this document is to describe the action taken by the HSS NTC to develop, staff, and implement a Functions, Responsibilities and Authorities Manual (FRAM) that delineates the direct lines of responsibilities and authority for both the NTC Federal and contractor organizations.

**Background**

In August 2010, the NTC Revitalization Project Manager recommended that the NTC Federal staff develop and implement a FRAM addressing both Federal and contractor responsibilities and authorities in order to clarify functional roles. The NTC had drafted an earlier FRAM addressing Federal roles and responsibilities, but it was never implemented. The new FRAM, which is in the final stages of review and approval, is structured to include both Federal and contractor roles and responsibilities. It provides a roadmap for the flow of actions and responsibilities down from the NTC Director, through the action officers, and to the contractor. Additionally, the FRAM addresses external roles and influences, where applicable, to illustrate the relationship between the NTC and its parent organization, HSS, as well as to other government agencies and stakeholders that receive or influence NTC services.

**Status**

The Acting NTC Director approved the recommended approach and action, and a draft FRAM was developed and staffed through appropriate HSS organizations (primarily HS-1.2). The resulting FRAM was submitted to the contractor organization for review and comment in November 2010. Comments from the contractor were received on February 11, 2011, and will be incorporated into the final document. Once that is completed, the document will be submitted to the Acting NTC Director and HS-1 for approval and publication as an organizational element of the HSS FRAM.

**Issues**

None identified.

**Recommendations**

None pending; action is essentially complete.

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<sup>1</sup> No Logic Framework was generated for this item – white paper only.

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# Learning Management System

## Theme 5 Item 27

\*Timeline Only



# Learning Management System

## Theme 5 Item 27

\*Timeline Only



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Create SQL stored procedures for NTC Course Catalog and Schedule on NTC Website; for Room Reservation Schedule on Nexus; and LFR location list for LFR Website						Contractor						
Create Learning Management System (LMS) reports				Contractor	Contractor	Contractor						
Configure LMS email notifications				Contractor	Contractor	Contractor						
Develop desktop references and LMS guides					Contractor	Contractor						
Perform operational readiness review					Contractor	Contractor						
Data migration: Final migration/differential					Contractor	Contractor						
Launch LMS						Contractor	Contractor					
Provide content for site certifications						Contractor	Contractor					
Configure site certifications						Contractor	Contractor					
Provide content for instructor certifications						Contractor	Contractor					
Configure instructor certifications						Contractor	Contractor					
Provide content for TAP program								Contractor				
Configure TAP program								Contractor				
Provide content for feedback forms								Contractor				
Configure feedback forms								Contractor				
Configure curriculum tracks								Contractor				
Deploy Thin Client architecture								Contractor				

# Learning Management System

## Theme 5 Item 27

\*Timeline Only



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Provide content for Instructor Led Training (ILT) feedback forms									Contractor			
Configure ILT feedback forms									Contractor			
Set-up classroom for automation pilot									Contractor			
Conduct automation pilot									Contractor			
Provide content for Vision software									Contractor			
Configure Vision software									Contractor	Contractor		
Identify additional need for LMS customizations										Contractor		

# Integrated Management System

## Theme 5 Item 27

### \*Timeline Only

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Identify all 2015 activities			Mar 15									
Identify 2015 activities already in 2011 Tasks 1-4				Apr 1								
Identify remaining 2015 activities for 2011 (Task 5)				Apr 1								
Schedule Task 5 activities				Apr 15								
Resource Task 5 activities				Apr 30								
Identify resource conflicts					May 6							
Employ Change Control Board (CCB) to reprioritize activities					May 16							
Employ CCB to deconflict resources					May 16							
Receive amended taskings.						Jun 30						
Amend scheduled activities in Integrated Management System (IMS)						Jun 15						
Develop reports library to status all associated activities (ongoing)												
Brief NTC Director							Jul 15					
Receive federal approval of 2011 schedule							Jul 30					
Status IMS (weekly following approval) – (ongoing)												
Provide monthly status report (ongoing)												
Provide quarterly program review reports (ongoing)												
Provide annual status report for self assessment (ongoing)												
Project and schedule out year activities (ongoing)												

Feb 2012



**NTC 2015 Logical Framework  
Theme 5, Item 29**



<b>Quality Assurance Program</b>		
<b>Objectives</b>	<b>Measures</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>NTC operates more effectively and efficiently</p> <p>Instill quality culture</p>	<p><b>Goal Measures:</b></p> <p>More courses with less money/resources expended</p> <p>Accident rate decreased</p> <p>Fewer maintenance emergencies</p>	<p><b>Goal Assumptions:</b></p> <p>Focus sustained and institutionalized</p> <p>Can survive contractor turnover</p>
<p><b>Purpose:</b></p> <p>Provides improved process and product</p> <p>Increases accountability and formality of operations</p> <p>Gains efficiencies (less rework)</p>	<p><b>Purpose Measures:</b></p> <p>Development and revision hours decrease</p> <p>Total number of Level II and III course revisions decrease</p> <p>Reportable corrective action tracking system entries decrease over time</p> <p>% errors in documents (course/ correspondence) decrease</p>	<p><b>Purpose Assumptions:</b></p> <p>Accountability enforced</p>
<p><b>Outcome:</b></p> <p>Assessment portion of quality program expansion implemented (entire NTC responsible for quality, self-assessment/QA program/external)</p> <p>Corrective action tracking system use becomes universal</p> <p>Federal oversight program implemented</p> <p>Validation of closed corrective action tracking system actions implemented (Federal/contractor)</p>	<p><b>Outcome Measures:</b></p> <p>100% of self assessment conducted on time, QA office reviews all self-assessments</p> <p>100% of self-assessments QA assessments, external assessment and Federal oversight assessments closed as scheduled</p> <p>100% of employees attend corrective action tracking system training by X</p> <p>100% of scheduled Federal oversight assessments conducted</p> <p>X % of closed corrective action tracking system actions validated to ensure reported corrective actions completed</p> <p>100% of reported closed corrective action tracking system actions completed</p>	<p><b>Outcome Assumptions:</b></p> <p>Management supports QA program (including Federal staff)</p> <p>Workforce buy-in (including Federal staff)</p> <p>Time set aside to assess, correct and validate</p> <p>Training conducted 100%</p>

\* See timeline and white paper that follows.

# Quality Assurance Program

## Theme 5 Item 29



	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Annual review/revision (ongoing)												
Develop Self-Assessment Schedule, 2011	Contractor											
1st Quarter Assessments	Contractor	Contractor	Contractor									
2nd Quarter Assessments				Contractor	Contractor							
3rd Quarter Assessments							Contractor	Contractor				
4th Quarter Assessments									Contractor	Contractor	Contractor	Contractor

### Develop NTC-PM-500, Quality Assurance Plan, 2011

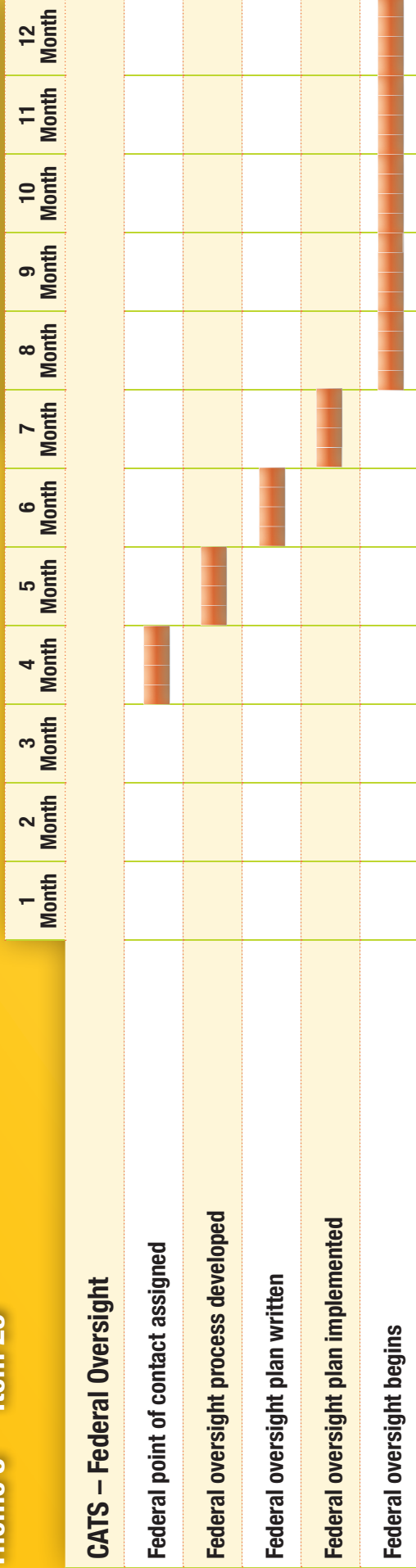
	1 Month	2 Month	3 Month	4 Month	5 Month	6 Month	7 Month	8 Month	9 Month	10 Month	11 Month	12 Month
Beta test CATS	Contractor											
CATS roll-out		Contractor										
Staff training/completion of CATS guide			Contractor	Contractor								
CATS use universal				Contractor	Contractor	Contractor						
Continue enter/close corrective actions (ongoing)							Contractor	Contractor	Contractor	Contractor	Contractor	Contractor

### Corrective Action Tracking System (CATS)



# Quality Assurance Program

## Theme 5 Item 29



**DOE/HSS NATIONAL TRAINING CENTER  
REVITALIZATION ACTION/IMPLEMENTATION PLAN**

**Theme 5, Item 29  
Total Quality Management**

**Purpose**

The purpose of this document is to discuss the institutionalization of a total quality management culture at the NTC by 2015. NTC Federal and contractor personnel will be encouraged to implement a total quality program that aims to produce zero defects in the training products it develops and delivers. The NTC will be able to demonstrate that employees are rewarded for improving operations and providing the Department with the highest-quality safety and security training available in the government.

**Background**

DOE has had ongoing success instituting total quality improvement initiatives throughout its organizations. Most recently, this was evidenced in December 2010 when the DOE Kansas City Plant won the Malcolm Baldrige award. The Baldrige Quality Award is considered one of the highest honors bestowed upon an organization. It is given to an organization that demonstrates innovation and performance excellence. Participants who apply for the award are examined in seven categories: leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; process management; and results.

During the past few years, Sandia National Laboratories has institutionalized the Lean Six Sigma<sup>1</sup> approach to their manufacturing processes. They are recognized throughout the Department for their Lean Six Sigma manufacturing approach and the training they provide their employees. Their programs are available to DOE Federal and contractor employees who ask to participate in the training.

**Status**

NTC management has begun the first step toward quality by proposing and beginning to implement its Corrective Action Tracking System and applying a more structured quality control process to activities beyond the basic mission. While this is far from instituting a total quality approach, it is a milestone toward instilling a corporate culture that values quality as one of its core strategic themes. Theme 5, "Management Excellence," envisions that the NTC will become a total quality organization by 2015.

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<sup>1</sup> Lean and Six Sigma are widely recognized business improvement tools that focus on improving systems and processes within an organization.

## **DOE/HSS NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

### **Issues**

The NTC has not yet made total quality a strategic initiative and has not hired or trained personnel who possess the philosophy and skills required to institute a total quality culture within the NTC.

To encourage a total quality approach within the NTC, the philosophy must be part of the management culture, and the NTC leadership team must be committed to ensuring that employees have the opportunity to become familiar with the concepts through training and adopting the philosophy in their daily work environment.

### **Recommendations**

The NTC 2015 Team recommends that a total quality management approach be identified by NTC leadership as a major strategic initiative within the framework of the NTC 2015 Revitalization Project, to be implemented by:

- Benchmarking other institutions within DOE that have successfully instituted a total quality approach.
- By September 2011, developing a detailed approach for achieving a total quality organization by 2015 for the approval of the NTC Director and HS-1.2. The approach should emphasize:
  - ✓ A focus on DOE needs in health, safety, and security training
  - ✓ Improving management systems to focus on problem prevention instead of corrective actions
  - ✓ Training employees through a recognized total quality training provider in order to give them the necessary tools to practice total quality in their work environment, rewarding employees and teams who make improvements, and encouraging team approaches to improving how NTC does business.
- Rewarding the support services contractor in the 2011 NTC contract and award fee plan for instituting a total quality philosophy within the organization, and requiring that the Federal and contractor staff provide tangible evidence that a quality culture exists at the NTC.

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# NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN

## Theme 5, Item 30 Institutionalizing the NTC 2015 Process<sup>1</sup>

### Purpose

The purpose of this document is to describe the approach developed and recommended by the NTC 2015 Team to assure that the vision, goals, objectives, and action items that comprise the NTC 2015 Revitalization Action/Implementation Plan are implemented on schedule.

### Background

A fundamental guiding principle of the NTC 2015 Revitalization Initiative has been to develop a five-year plan to achieve the stated vision and mission for the organization – a plan that does not “sit on the shelf and collect dust.” This has been the charge of the NTC 2015 Team from the DOE Chief Health, Safety and Security Officer (HS-1). The implementation of the Action Plan has become one of the most significant and challenging aspects of the NTC 2015 process. An important element of assuring that the Action Plan becomes fully integrated within the NTC’s formal planning and operational processes is to sustain the strong and productive Federal-contractor relationship that has evolved as a result of the NTC 2015 effort. This relationship serves as a model for achieving a “seamless” NTC organization – one that is characterized by a workforce that is well integrated, well informed, and dedicated to achieving the NTC 2015 vision.

### Status/Approach

The NTC 2015 Team has developed and is recommending an approach to institutionalize the NTC Revitalization process by establishing a permanent NTC 2015 Committee with the charge to:

- Review the status of the NTC 2015 Implementation Plan to assure that schedules are on track.
- Recommend the resolution of issues that impede the implementation of the action items.
- Serve as interface with high-level Federal and contractor officials regarding the status of the NTC 2015 action items and issues resolution.
- Provide periodic updates to the NTC workforce on the status of the NTC 2015 actions.

The permanent NTC 2015 Committee should include members from both the Federal and contractor organizations. To assure a high-level focus on the implementation process, it should be chaired by the HSS Director, Office of Resource Management, who now serves as the Acting Director of the NTC. When a permanent NTC Director is selected, the NTC 2015 Committee should include that position as a member. To sustain and seed into the

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<sup>1</sup> No Logic Framework was generated for this item – white paper only.

## **NATIONAL TRAINING CENTER REVITALIZATION ACTION/IMPLEMENTATION PLAN**

permanent organization the positive dynamics of the NTC 2015 Action Planning Team, members of the permanent NTC 2015 Committee should be selected from the existing NTC 2015 Team and rotated on an annual basis. Ad hoc members could include outside subject matter experts to provide guidance and assistance. Formal minutes of meetings should be posted on the NTC website to keep employees informed about the NTC 2015 Initiative's progress.

In addition, the NTC 2015 Team's approach envisions that formal responsibilities for managing and implementing the NTC 2015 Revitalization Action/Implementation Plan should be included (1) within the position descriptions of key NTC Federal and contractor employees, (2) within the contractor's award fee plan, and (3) within the support services contract as a separate task.

### **Issues**

If the recommended approach is accepted, the Acting Director of the NTC should assign responsibility for the development of an NTC 2015 Committee charter and standard operating procedures for the approval of HS-1. The NTC support services contractor should be consulted to identify any issues or concerns. The creation of the permanent NTC 2015 Committee should be synchronized with the dissolution of the NTC 2015 Revitalization Planning Team, estimated to occur in late June or early July 2011.

### **Recommendations**

The Acting Director of the NTC should take action to:

- Develop and staff a proposed charter and standard operating procedure for the establishment of a permanent NTC 2015 Committee by July 2011.
- Formalize responsibilities for managing and implementing the NTC 2015 process within the position descriptions of the Director, NTC and the General Manager of the support services contractor, and require flow down to appropriate subordinates of those officials. Appropriate metrics should be included in performance appraisals of those individuals.
- Include in the contractor's award fee plan appropriate metrics for achieving goals, objectives, and timetables for the NTC 2015 Revitalization Action/Implementation Plan, and weight the evaluation criteria to reflect the importance of the NTC 2015 process as a high priority HSS organizational initiative.

# IT Department



# Auditorium





# Construction



# Construction



# New Classroom Desks



# Strategic Planning Committee

