

Training Consultant Handbook



Training Needs Assessment for Integrated Training Management FY 2011

Apr 2010

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Executive Summary

The Integrated Training Management (ITM) Process is an integrated approach to training and development planning that covers the following phases:

Phase 1: The Training Needs Assessment (TNA) helps organizations to identify critical needs through organizational analysis. Data-driven identification of an organization's competency gaps and other training needs helps the organization identify and acquire learning and development solutions. This process improves the use of training resources and allocation of training funds, while providing critical input for the DOE Annual Training Plan.

Phase 2: The Annual Training Plan (ATP) is a management planning tool designed to establish the framework of competency-centric development activities. Training planning significantly improves leadership, communications, team-building, business, and technical competencies by directing solutions to human capital needs. Training planning should be a critical component of the effort to improve project and program management at DOE.

Phase 3: The Annual Summary Report (ASR) serves as a performance measurement tool, comparing planned versus actual training performance. The ASR identifies gaps between planned and actual training activity and serves as a corrective measurement tool.

Roles and Responsibilities



- **TNA TC Champions**

Debbie Jones, Betty Warrior

- **Training Consultants**

Vanessa Anderson, Jackie Battle, Semi Bird, Bonnie Chin, Sergio Cianci, Evelyn Coleman, Cynthia Cole, Vicky Davis, Andrew Glodo, Brian Haynes, Steven Head, Wendi Howard, Sherri Jackson, GJ Johnson, Debbie Jones, Ann Mack, Steven Martinez, Sandy Merrill, **Lenora Porzillo**, Estela Rogholt, Betty Warrior, Debbie Williams

- **Customer Liaisons**

All Organizations that have been identified through the Customer Profile

- **Data Analyst**

Michelle Gonzales

- **Management Team (Core Team)**

Ernita Collins, Debbie Jones, Michelle Gonzales, Karen Lerma, **Tanya Lockett**, Johnny McChriston, **John Perreault**, Betty Warrior

TNA TC Champions

- Act as liaisons between TC's and the Management Team
 - Provide status updates of progress
 - Disseminate information from Management Team to the respective TC's
- Responsible for embracing and thoroughly understanding the ITM Process and TNA tool
- Communication link between TC's and Management Team
- First line of defense for TCs
 - example: coordinate request for delays from customers
- Help Service Teams resolve issues and elevate issues as necessary

Training Consultants

- Responsible for embracing and understanding the entire TNA process
- Subject Matter Experts on TNA
- Implement the ITM TNA process with the ETS customers
- Accurately communicate and coach the customers through the process
- Assist Customers with TNA Assessment Tool completion
- Understand TNA tools
- Conduct TNA training with each customer as required
- Conduct ongoing weekly follow-up TNA meetings with each customer
- Comply with Internal TNA Business Rules

Roles and Responsibilities

Customer Liaisons

- Engage management
 - Identify customer management stakeholders
 - Who must approve/sign plan
 - Who has authority over training resources
- Communicate Process
 - Be a resource for resolving questions and concerns
 - Identify “Internal Customers” who can supply data
 - Define and distinguish data sources
 - Communicate your needs and timeline
 - Remind your organization of TNA timeline deadlines
- Gather needs data and complete the TNA Assessment Tool
- Ensure training plan reflects strategic drivers and mission critical training needs

Data Analyst

- Develop databases, tools, and reports as necessary
- Support TCs in completion of the TNA Tools
 - Receive completed TNA data
 - Conduct quality check on Assessment Tool(.xls) and Data Reports(.pdf)
 - Assist TC’s in populating course and cost data
 - Coordinate with TC on returning TNA report to customers
 - Helping customer/TC’s define what final TNA report contains
- Data Analysis
 - Rollup DOE-wide data, report out to PMCDP, NTC, EOTA, Professional Skills, etc..
- Archive DOE and customer TNA data

Management Team (Core Team)

- Project management
- Ensuring appropriate funding and human resources are allocated
- Sets vision and tone and communicates with the senior executives in the Department
- Ensure staff are informed of department-wide strategic initiatives and priorities; provide policy guidance
- Issue resolution as needed
- Communicate management direction to TC Champions and TC’s
- Support TCs in execution of ITM Process
- Initiates TNA TC status meetings
- Updates Business Rules

Business Rules

TNA Tool & Training

- Assessment Tool distribution
 - distributed to TC's after attendance in a training session and are comfortable using the Tool
 - distributed to customers after attendance in training
- TC and customers should follow the *TNA Data Collection Process Flow*

Customer – TC meetings

- Recommended that service team members meet with customers as appropriate
- Follow up weekly with customers to gauge progress



TNA Completion Tracking

- Mandatory Status Meetings will be held by the Core TNA team with TC's biweekly starting the week of May 3rd
- The *TNA Completion Tracking* instrument should be used to document the status of each customers progress, this is an in-house tool used by the Core Team
- All FY2011 TNA documents should be filed in the following location on the P:drive in their respective customer folders
<P:\Common03\ETS\ITM - Integrated Training Management FY 2011>
- If an organization is not participating in TNA for FY2011 you will need to document and file a *Memo for Record* for that organization

Issue Resolution

Issue Resolution Point of Contact chain

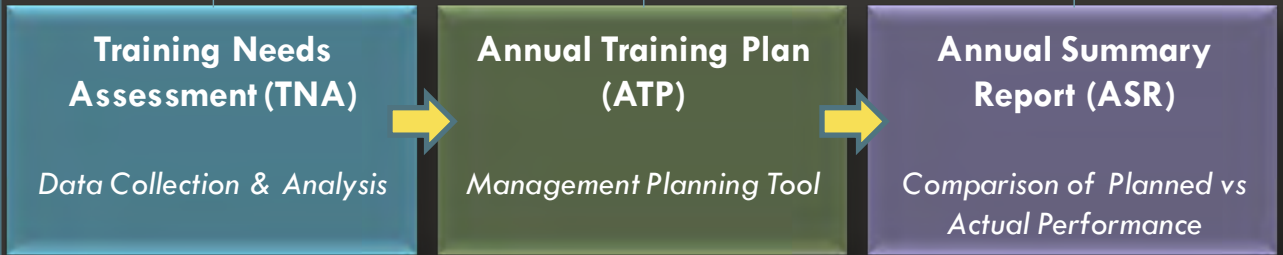
- TC's should use the following process when resolving issues with their customers
 1. TC's should work with their servicing teams to resolve or determine options for the customer
 2. If no resolution made then consult the TC Champions
 3. TC Champion will elevate as necessary

Documenting Issue Resolutions Real-time

- When an issue arises, document the process used to resolve it
- Give the documented process to the TC Champion
- The documented process will be archived as a Lessons Learned

ITM Timeline

Integrated Training Management (ITM)



Training Needs Assessment	Complete By
Kickoff Meetings with Managers	April 6 & 8
Training for TC's & Staff	April 13 & 14
Training for Customer Liaisons	April 20, 21, 22
Data collection	April 22 – June 4
Data Reports Finalized	June 30
Annual Training Plan	Complete By
ETS provides draft training plan template to customers	June 30
Customers provide comments and edits on training plan	July 17
Reconnect with customer to deliver and discuss plan	July 31
Customer management approve and sign plan	August 30
Coordinate with customer on training plan execution	October 1
Annual Training Summary Report	Complete By
Review implementation of previous FY training plan	November 15
ETS assist customer draft training summary report	December 1
Customers comment and edit on summary report	December 15
Customer management approve and sign report	December 31

TNA Process

Couple this process with

- TNA Process
- TNA Data Collection Process Flow

Expanded TNA Timeline

Training Needs Assessment	From	To	Complete By
TC Training			April 13 & 14
Training for Customer Liaisons			April 20, 21, 22
First Draft of TNA Assessment Tool	Customer	TC	May 7
Customer Profile on file	TC	Data Analyst	May 7
Updating of TNA Data collected			May 8 – June 4
TNA Status Meetings w/ Core Team	Core	TC	May 7, 21 & June 4
Final Data Report Submitted	Customer	TC	June 4
Final Data Report on file	TC	Data Analyst	June 4
Data Analysis & Rollup Data Reports	Data Analyst	TC	June 30

TNA Process

Couple this process with

- Expanded TNA Timeline
- TNA Data Collection Process Flow

TNA Process

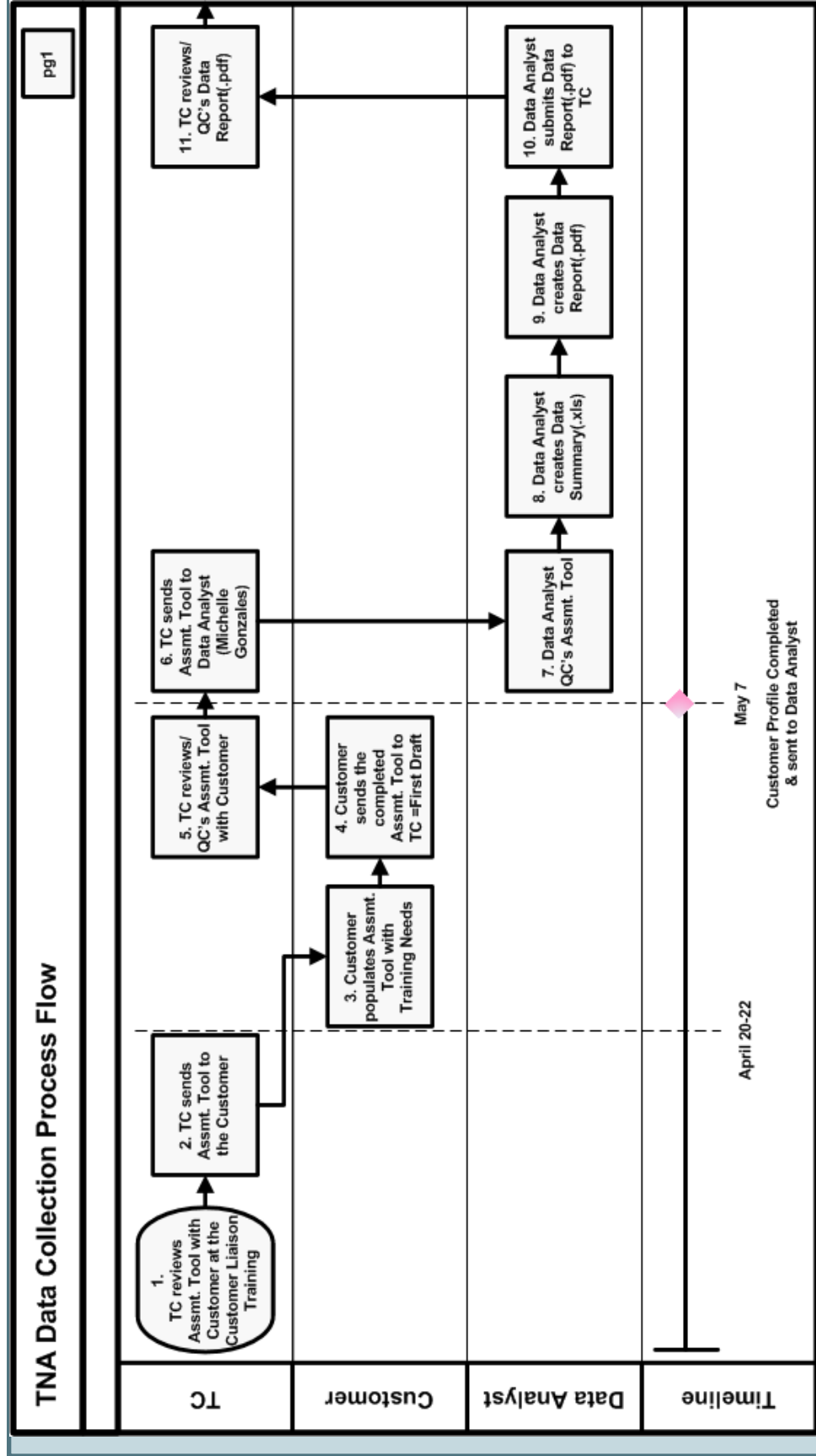
1. TC Training
2. Prep and review your customer information
 - Customer Profile
 - Review & understand the Customer Training presentation
 - Assessment Tool
 - Roles and Responsibilities
3. Customer Training
 - 4 sessions given by John Perreault/ETS staff
 - If your Customer Organizations do not attend, the TC will have the responsibility to give the Customer Training
 - Either scenario you will be responsible for :
 - Complete understanding and knowledge of the Customer Training presentation
 - Be prepared for Customer Organizations requests to train other individuals
 - Review of Assessment Tool with your Customer
4. Send out the Assessment Tool to Customer organizations
5. Follow the TNA Data Collection Process Flow
6. Have weekly status meetings with your Customers
 - Encourage ongoing weekly communication
 - Communicate with your Customer about their needs
 - Customers should be requesting support from you while they gather/compile the data
 - Encourage your customers to ask questions as they arise
7. Finalize the Data Report (.pdf). These are the Data Reports at the lowest organizational level your customer wished to review the data
8. Rollup Data Report (.pdf)
 - Work with your customer to decide at what level you will be providing the Rollup Data Report to your customers
 - Finalize the decided upon Rollup Data Report with your customer
9. The final Rollup Data Report now becomes Attachment 1 in the Annual Training Plan
10. Transition into developing the draft Annual Training Plan (ATP) for your Customers
 - Training Similar to this module will be conducted as we enter into the second phase of the ITM timeline



TNA Process

- Couple this process with
- Expanded TNA Timeline
- TNA Process

TNA Data Collection Process Flow

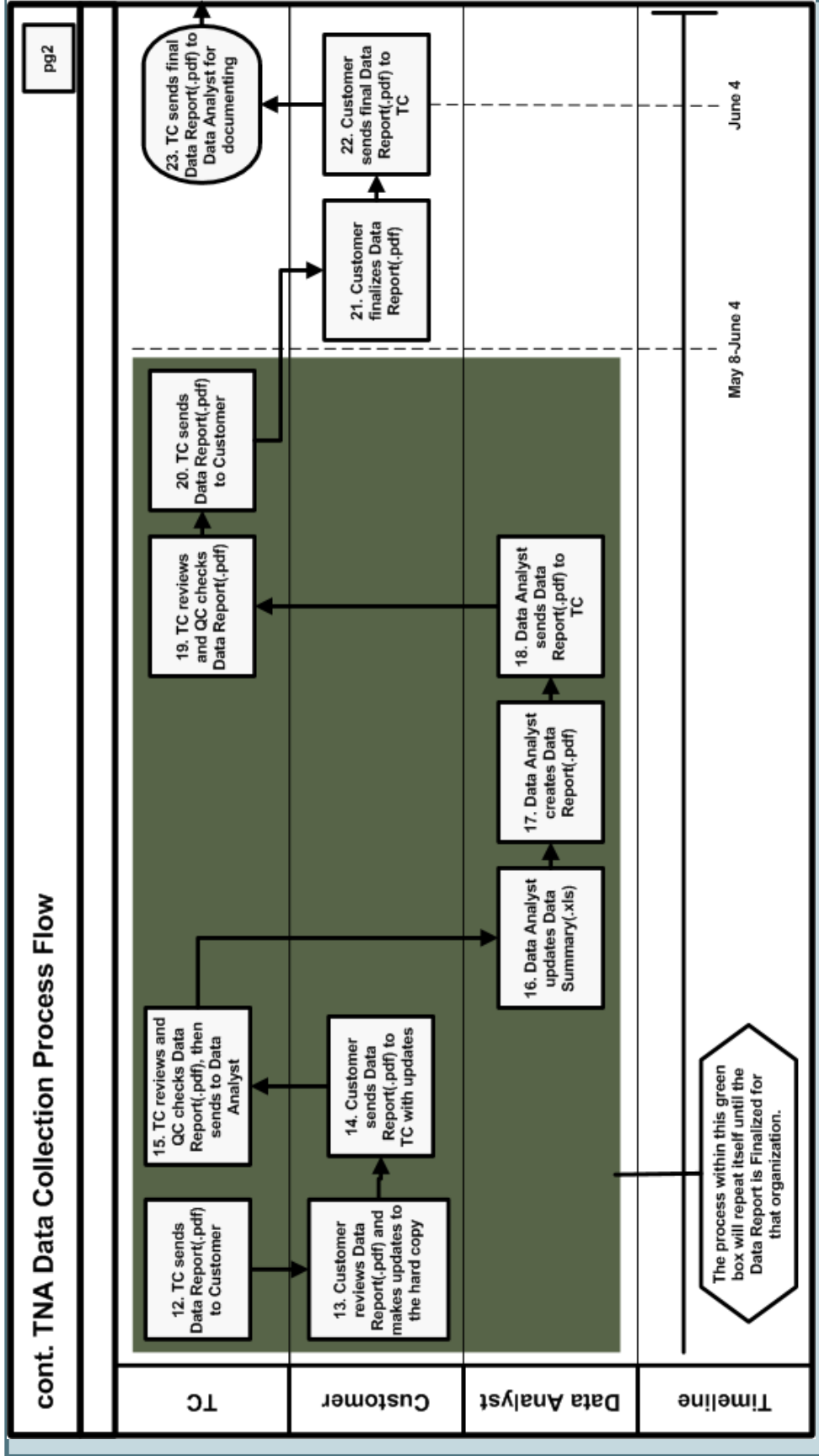


TNA Process

Couple this process with

- Expanded TNA Timeline
- TNA Process

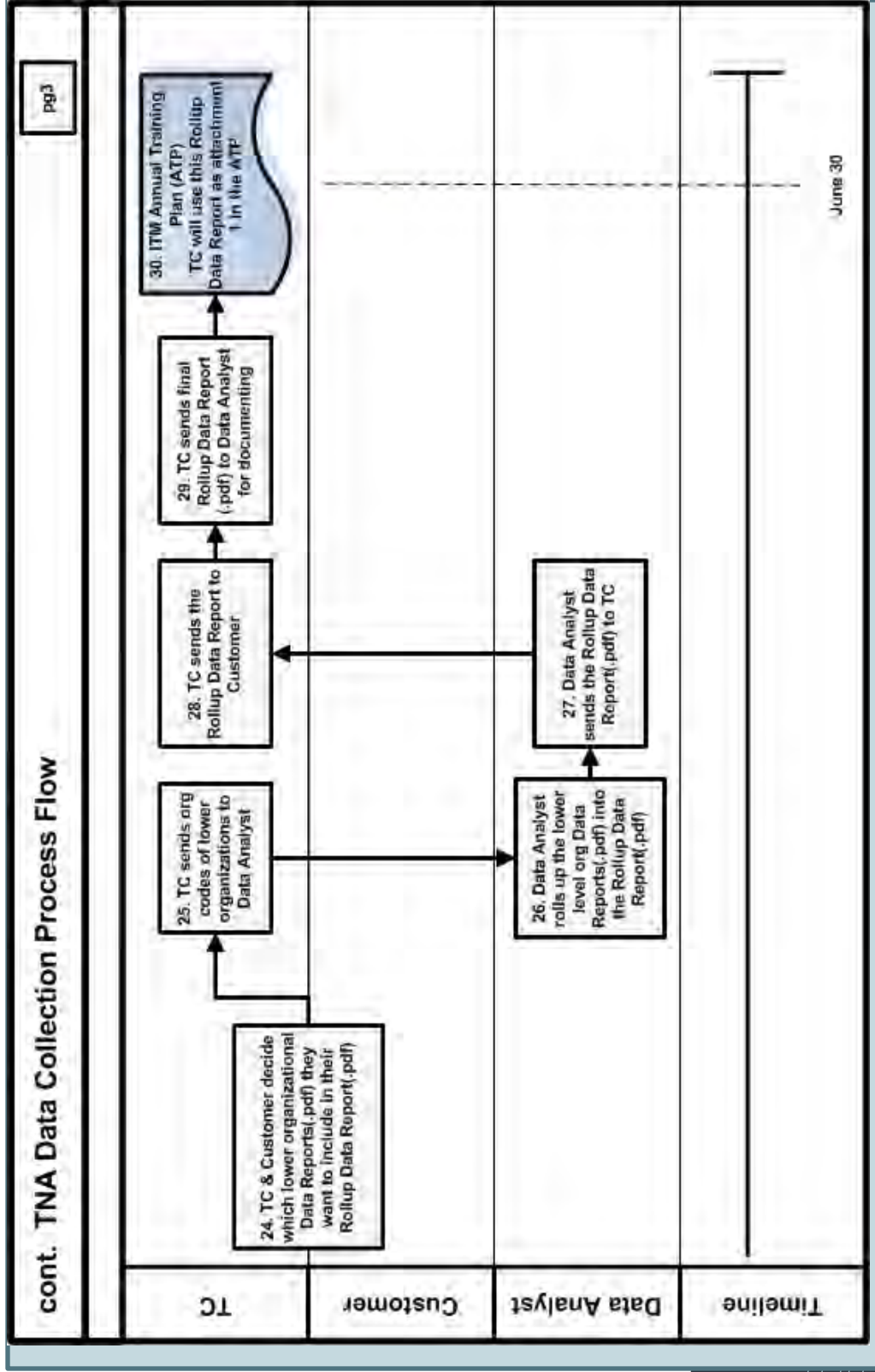
TNA Data Collection Process Flow



TNA Process

- Couple this process with
 - Expanded TNA Timeline
 - TNA Process

TNA Data Collection Process Flow



Key Points on TNA

Definition of TNA

Provides managers a systematic approach to determining critical training needs for the upcoming fiscal year through organizational analysis and review of employees Individual Development Plans (IDP). This snapshot allows managers to effectively utilize training resources to close critical skills gaps and improve organizational effectiveness.

TNA Requirements

- DOE Order 360.1B
- Identify critical needs
- Organizational analysis
- Review IDPs

Benefits & Value-add for the Customer

- Helps to identify organizational Mission Critical training
- Helps Customer effectively plan for upcoming training to meet mission requirements
- Easy approach to collect training data
- ITM as a whole will help organizations meet audit requirements
- Because of budget cuts, this tool will help the customer to better expend their training funds bringing in mission critical training..... “the best bang for your buck”



Tips and Q&A

TIPS

- Keep a pulse on the customer, do they have any questions or concerns
- Ensure you thoroughly review the Assessment Tool with your customer
- If the customer wants a breakout of the data by the departments within the organization ensure that they know how to capture the data by department at the lowest level– Refer to your org chart
- Not all organizations use IDPs but for those organizations that do, the TC should ensure that the IDP information is relevant to the upcoming FY as potential skill gaps to the organization



Bright Idea – if you have any trick or tip that would benefit your fellow TC’s or HRA’s in this process, pass it along to your TC Champion and they will distribute to the TC’s and HRA’s

Q&As

- Q: Where should we capture my customers training needs?
- A: If they can’t figure out where to place their training need in the Assessment Tool, instruct them capture it in one of the Sections and then when you review it with the customer you can help them find the best Section to place the need.

- Q: Where are the files for my customers? Where do I file or find TNA documents for FY2011?
- A: You will need to file all final documents on the P:drive/share drive. The folder in which you will file all your documents is located here: [P:\Common03\ETS\ITM - Integrated Training Management FY 2011](#)

- Q: Where can I find my customer organizations 10-digit org codes?
- A: You can locate them on DOEinfo. Ensure that you are gathering the 10-digit Organizational Code and NOT the routing symbol. There is also a document on the P:drive titled *OrganizationalCodes_2010* that lists organizational codes.

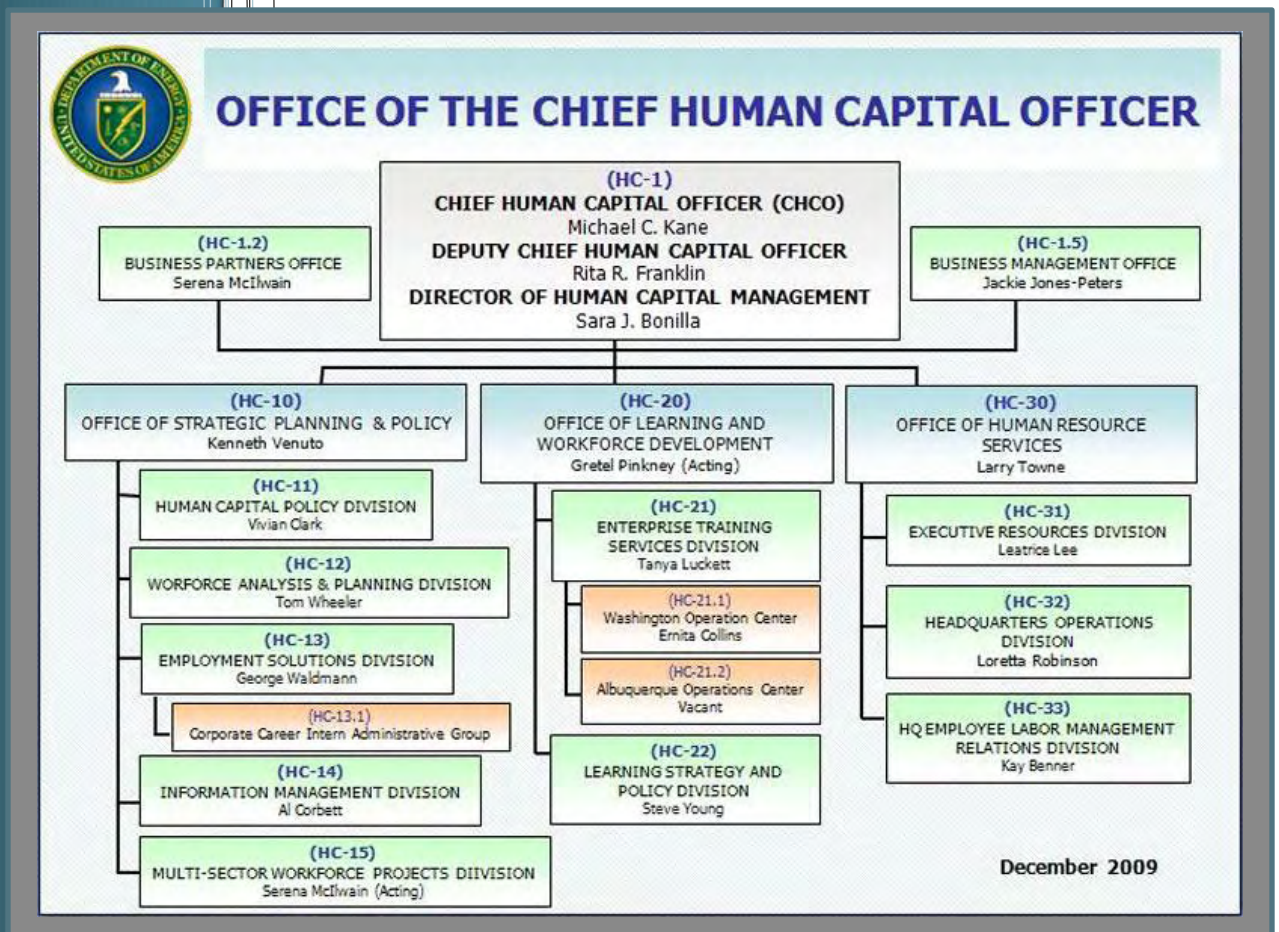
Terms

Term	Definition
ACMP	Acquisition Career Management Program, which is a DOE certification program for employees who are in the acquisition field. DOE Order 361.1A
Assessment Tool (.xls)	A Microsoft Excel Workbook used to capture the Training Needs data from our customer organizations
Competency	The measurable patterns of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to successfully perform work roles or occupational functions.
Customer Org. Chart	A tool to help the TC understand their customers organizational structure and utilize for identifying which organizational levels their customer would like to capture data
Customer Profile	Internal ETS document used by TCs to capture the nuances of their customer organizations, such as missions, goals, activities, and programs. This document is not just specific to TNA it is to be utilized year round as a living document to assist TC's in supporting their organizations.
Customer TNA Data Collection Map	The steps which the Customers should take when coordinating the data collection effort with their TCs and internal customers.
Data Report (.pdf)	An Adobe Acrobat .pdf file that presents the data collected in the Assessment Tool in a readable format. This format allows the data to be proofed without the loss of data integrity.
Data Summary (.xls)	A Microsoft Excel Workbook the Data Analyst uses to analyze data that was placed in the Assessment Tool. This becomes the source document for the customer organizations TNA data.
EOTA	Emergency Operations Training Academy, provides technical training for the DOE and NNSA
Mission Critical Need & Mission Critical Occupation (MCO)	Training that is critical to the organizations Mission, which will have been identified by the organization. MCO is a job position that is critical to the mission of the organization. For TNA, the organization should identify training needs to support that MCO.
NTC	National Training Center, provides safety and security training for the DOE and NNSA
PMCDP	Project Management Career Development Program, which is a DOE certification program for employees who are in the project management field.
Professional Skills	Courses that have been identified to support the organizations professional skills needs.
Rollup Data Report (.pdf)	An Adobe Acrobat .pdf file that presents the data collected in multiple Assessment Tools, essentially "rolled up" into one report. This report then becomes the Organization Data Report which is attachment 1 of the Annual Training Plan.
Skill Gap	The gap in training, knowledge, performance, or development that results from a comparison of the organizations current skills against the skills that have been identified as critical/preferred
TNA Completion Tracking	In-house ETS tool used to track the completion of ITM projects with each organization by Training Consultant. At this point in the ITM process, the tool will be utilized to capture completion of TNA deliverables.
TNA Data Collection Process Flow	The steps which the Training Consultants should take when coordinating the data collection effort with their customers and the data analyst.
TQP FAQs	Technical Qualification Program Functional Area Qualification Standards, which is a DOE qualification program that is part of the Federal Technical Capabilities Program (FTCP)
Training/ Training Need	The acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance.

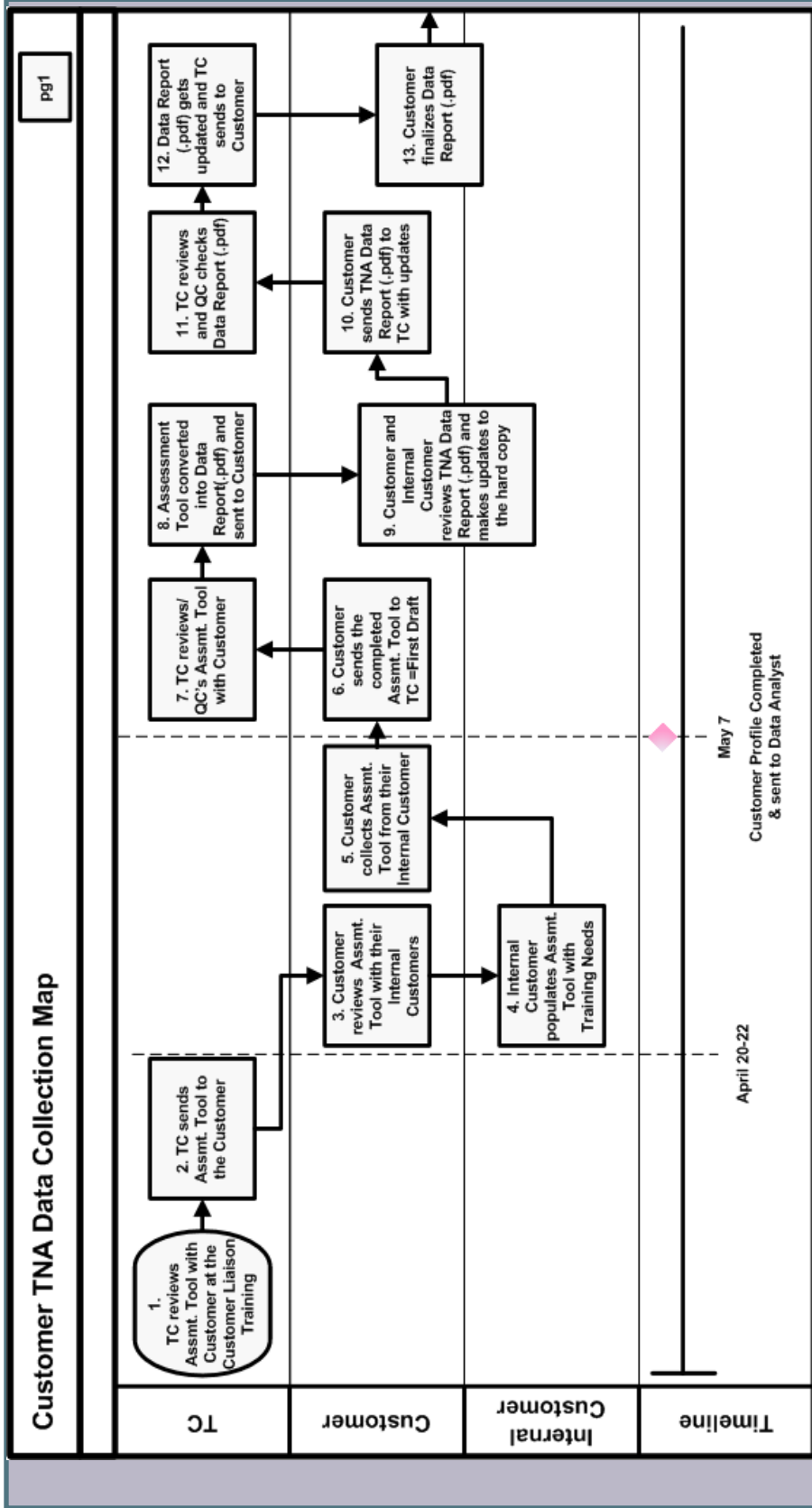
Customer Org. Chart Example

A tool to help the TC understand their customers organizational structure and utilize for identifying which organizational levels their customer would like to capture data

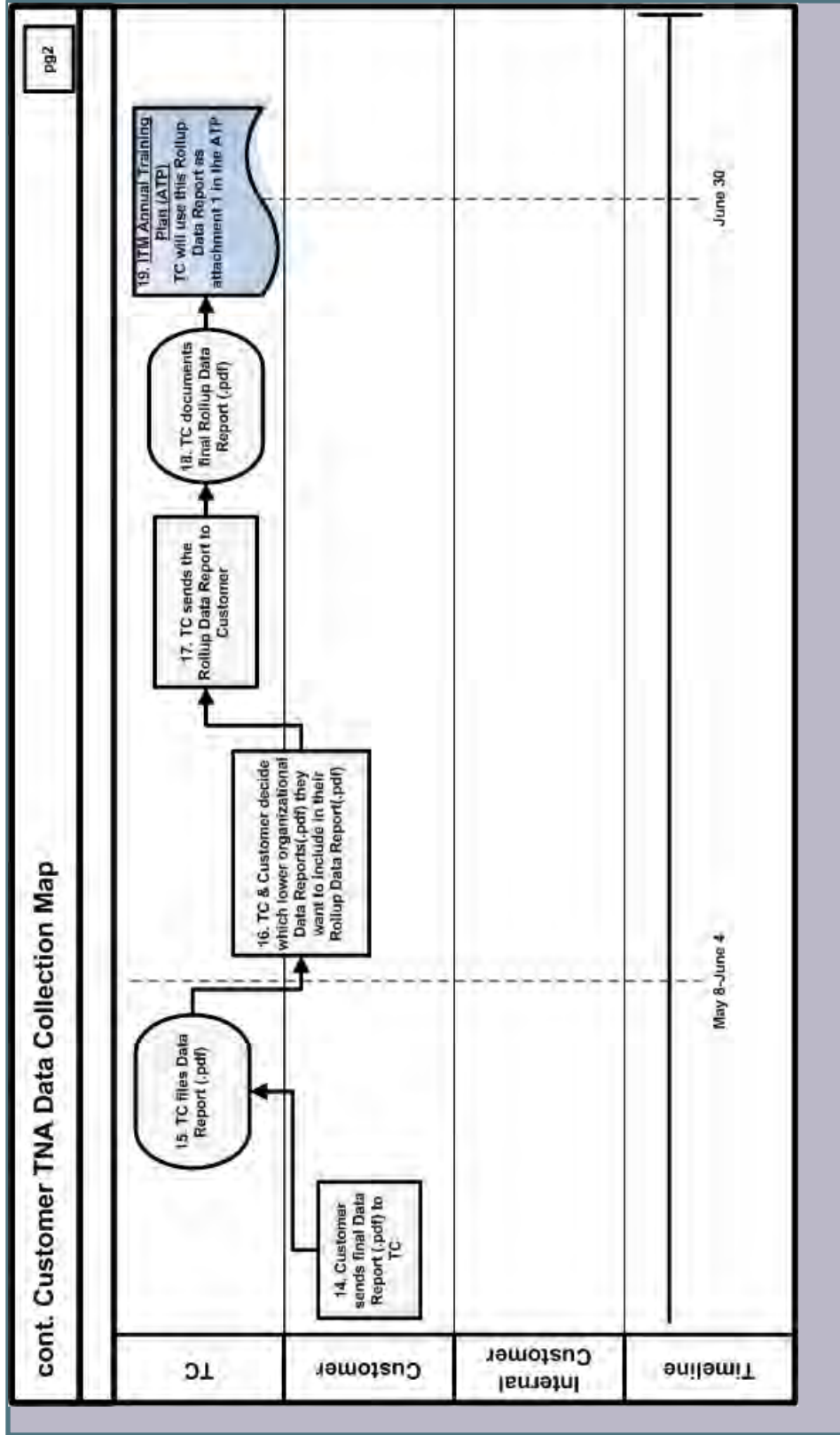
- Important to help determine the number of TNA tools to be submitted for Customer Organizations
- Each Office has a unique 10-digit org code
- Completing individual TNA tools for each Office helps provide comprehensive data analysis
- Recommend that each TC have an Org Chart for their Customer Organization when they meet with the Customer



Customer TNA Data Collection Map



Customer TNA Data Collection Map



Instructions Worksheet of FY2011 Assessment Tool

This document is designed to be used by your ETS Training Consultant (TC) as they guide you through this process.

GENERAL INSTRUCTIONS FOR ALL WORKSHEET SECTIONS:

- **Print and use these instructions to complete this Assessment Tool**
- Use only 1 organization code per Assessment Tool
- Space is limited in each section,
 - list only 1 course title per row
 - if additional space is needed use the worksheet titled "VI.OtherNeeds"
- Do not duplicate needs; only list the Training Need in one section. (i.e. if there is a Training Need that falls under Mission Critical Training and under Development Programs, only list the Training Need in one section)
- Do not delete or add any sections, rows, or worksheets
- If an area in the Assessment Tool is not applicable to your organization leave it blank
- For each Training Need you've identified:
 - identify a course title
 - If you can't identify a course title: list the course objective and your TC can help you identify a course
 - indicate the number of employees that require this Training Need
 - indicate the priority level (if your organization requires priority level) (see "Training Priority" in the reference worksheet)
 - if you wish to distinguish various priorities for multiple staff, please use an additional row

OVERVIEW OF WORKBOOK CONTENTS:

Instructions (Current Worksheet) detailed instructions to complete this Assessment Tool

Reference Lists Training Priority Levels, Glossy of Terms, TQP FAQs, and hyperlinks for reference

- Training Priority Levels
 - A table defining the Training Priority scale (1-4) that is used in the Assessment Tool (for organizations who choose to use this priority system)
- Glossary of Terms
 - Lists terms to be familiar with when filling out the Assessment Tool
- Technical Qualification Program (TQP) Functional Area Qualification Standards(FAQS)
 - Lists hyperlinks to the TQP FAQs as a reference when completing Section II A
- Links to Helpful Websites
 - Lists hyperlinks to various resources for aiding in completing this Assessment Tool

I.OrgInfo Identifying information for your organization

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section I. Organization Information
 - Ten Digit Organization Code: The 10-digit code of the organization for which you are completing this Assessment Tool, (Note: only 1 organization code per tool), please verify accuracy of the information
 - Organization Name: automatically populated when the 10-digit organization code is entered
 - Customer Liaison Name: the name of the customer filling out the Assessment Tool
 - Customer Phone: customer phone number
 - Customer Email: customer email
 - ETS Training Consultant: ETS Training Consultant that is guiding the customer through the TNA process

II.MissionCritical Mission Critical Training: includes Critical Occupations and DOE Certification Programs

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section II. Mission Critical Training
 - 1) Mission Critical Occupations (MCO)
 - Training that is critical to the organization's mission, which will have been identified by the organization. MCO is a job position that is critical to the mission of the organization. For TNA, the organization should identify training needs to support that MCO.
 - *Mission Critical Occupation Example: Nuclear Scientist job position - list a training/course that is critical to this occupation*
 - 2) DOE Certification and Qualification Programs
Training that supports certification or qualification programs for DOE
 - A) Technical Qualification Program (TQP)
 - Select a FAQs from the drop-down list
 - Then either select a course from the drop-down list or type in the Training Need
 - B) Project Management Career Development Program (PMCDP) For FPDs and candidates
 - If Non-PMCDP participant, select the course from the drop-down list
 - If PMCDP participant the courses and levels are listed
 - C) Acquisition Career Management Program (ACMP)
 - If Non-ACMP participant, select the course from the drop-down list
 - If ACMP participant the courses are listed

III.Dev.Pgrm Development Programs that are commonly used by DOE employees

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section III. Development Programs
These programs may be corporately sponsored by DOE or NNSA. Some programs have a maximum allotment for participation. Please consult with your TC for program allocations.

IV.CompetencyArea Competency Areas: includes Universal, Leadership, and Management competencies

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section IV. Competency Areas
The Department of Energy implemented the Competency-Centric Learning and Development Framework in February 2008. That framework organizes competencies into four families. The first, Mission Critical is covered in Section II above. The remaining three are addressed in this section.
 - Universal : competencies needed by every individual to be effective in today’s DOE work environment
 - Leadership: competencies necessary to execute leadership (not positional) functions throughout the organizational hierarchy
 - Management: business management competencies necessary to execute management (not positional) functions

V.DOE Training DOE Internal Training Providers: includes courses developed for DOE and NNSA missions to include: the DOE National Training Center (NTC), Professional Skills, and the NNSA Emergency Operations Training Academy (EOTA)

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section V. DOE Internal Training Providers
 - National Training Center - This area lists courses from the NTC catalog
 - select from the drop-down lists
 - Professional Skills - This area lists courses from the Professional Skills catalog
 - select from the drop-down lists
 - Emergency Operations Training Academy - This area lists courses from the EOTA catalog
 - select from the drop-down lists

VI.OtherNeeds This space is designated to capture additional needs as defined by your organization

When completing this Section also refer to the: GENERAL INSTRUCTIONS FOR ALL SECTIONS

- Section VI. Other Needs Areas
If you did not have sufficient space in any of the above areas to identify your Training Needs or if your Training Needs did not fall under any other sections please list them here
 - In the “Section of the Need Area” column select from the drop-down list the Section to which the Training Needs falls under
 - In the “Course Identified” column list the title of a course to meet the Training Need

Reference Worksheet of FY2011 Assessment Tool

Contents of this tab

1. Training Priority
2. Glossary of Terms
3. Technical Qualification Program (TQP) Functional Area Qualification Standards (FAQS)
4. Links to Helpful Websites

1. Training Priority

This table defines the Training Priority scale (1-4) that is used in the Assessment Tool.

- left column: priority to be used in the Assessment Tool. This is the priority level that management should consider when determining Training Needs for employees.

- right column defines the "Training Reason" descriptors located in CHRIS.

Training Priority	Training Reasons
Priority 1 - Training required by Federal, State, or Local law	Compliance - Training required by law or regulation
	Transition - Training provided to employees at closure sites to prepare them to perform different work
Priority 2 - Training required by Departmental Directives or other Government regulations or requirements	Directed by Management - Training prescribed by departmental official, such as supervisory training or the EEO/Diversity stand-down
Priority 3 - Training required by position-, organization-, or mission-specific requirements	Job Related - Training specific to an employee's work, such as a federal budget process course or on-the-job training
Priority 4 - Training desired for personal growth and professional enhancement	Development - Activities needed to develop or enhance new knowledge, skills, or abilities

2. Glossary of Terms

ACMP	Acquisition Career Management Program, which is a DOE certification program for employees who are in the acquisition field. DOE Order 361.1A
Competency	The measurable patterns of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to successfully perform work roles or occupational functions
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Training / Training Need	The acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance.

3. Technical Qualification Program (TQP) Functional Area Qualification Standards (FAQS)

Qualification Standard	Qualification Standard Number	FTCP Approved - Released
Aviation Manager	DOE-STD-1165-2003	2003-09
Aviation Safety Officer	DOE-STD-1164-2003	2003-09
Chemical Processing	DOE-STD-1176-2004	2004-01
Civil/Structural Engineering	DOE-STD-1182-2004	2004-03
Construction Management	DOE-STD-1180-2004	2004-03
Criticality Safety	DOE-STD-1173-2009	2009-04
Deactivation and Decommissioning	DOE-STD-1166-2003	2003-09
Electrical Systems and Safety Oversight	DOE-STD-1170-2007	2007-08
Emergency Management	DOE-STD-1177-2004	2004-01
Environmental Compliance	DOE-STD-1156-2002	2002-10
Environmental Restoration	DOE-STD-1157-2002	2002-11
Facility Maintenance Management	DOE-STD-1181-2004	2004-03
Facility Representative	DOE-STD-1151-2002	2002-04
Fire Protection	DOE-STD-1187-2007	2007-12
General Technical Base	DOE-STD-1146-2007	2007-12
Industrial Hygiene	DOE-STD-1188-2007	2007-11
Instrumentation and Control	DOE-STD-1162-2003	2003-06
Mechanical Systems	DOE-STD-1161-2008	2008-06
NNSA Package Certification Engineer	DOE-STD-1126-2009	2009-02
Nuclear Explosive Safety Study	DOE-STD-1185-2007	2007-09
Nuclear Safety Specialist	DOE-STD-1183-2007	2007-11
Occupational Safety	DOE-STD-1160-2003	2003-03
Quality Assurance	DOE-STD-1150-2002	2002-04
Radiation Protection	DOE-STD-1174-2003	2003-12
Safeguards and Security	DOE-STD-1171-2009	2009-05
Safeguards and Security General Technical Base Qualification Standard	DOE-STD-1123-2009	2009-07
Safety Software Quality Assurance	DOE-STD-1172-2003	2003-12
Senior Technical Safety Manager	DOE-STD-1175-2006	2006-10
Technical Program Manager	DOE-STD-1178-2004	2004-02
Technical Training	DOE-STD-1179-2004	2004-02
Transportation & Traffic Management	DOE-STD-1165-2002	2002-09
Waste Management	DOE-STD-1159-2003	2003-01
Weapons Quality Assurance	DOE-STD-1125-2008	2008-09

4. Links to helpful Websites

COR certification & re-certification information	http://humancapital.doe.gov/resources/2009-C-Lawrence-TrainCourses12-02v2.pdf
NTC Course information	http://ntc.doe.gov/shared/schedule.aspx http://ntc.doe.gov/shared/courses.aspx
EOTA Course information	http://eota.doeal.gov/EOTA/articles/eota_course_catalogue.pdf