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Office of Enterprise
Assessments

**OFFICE OF ENTERPRISE ASSESSMENTS
COMPOSITE ADVERSARY TEAM
PROGRAM MANUAL**



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**OFFICE OF ENTERPRISE ASSESSMENTS
COMPOSITE ADVERSARY TEAM
PROGRAM MANUAL**

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Acronyms

Acronym	Definition
ATV	All-Terrain Vehicle
CAT	Composite Adversary Team
CFR	Code of Federal Regulations
DOE	U.S. Department of Energy
EA	Office of Enterprise Assessments
ESS	Engagement Simulation Systems
FA	Federal Agent
FOF	Force-on-Force
GFE	Government Furnished Equipment
LSPT	Limited-scope Performance Test
NTC	National Training Center
OIC	Officer in Charge
OST	Office of Secure Transportation
PPE	Personal Protective Equipment
RSO	Range Safety Officer
S&S	Safeguards and Security
SPO	Security Police Officer

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Section 1: Program Management

General Information

The U.S. Department of Energy (DOE) Office of Enterprise Assessments (EA), provides feedback to internal and external stakeholders through independently evaluating the effectiveness of Safeguards and Security (S&S) Policies and Programs throughout DOE, including the National Nuclear Security Administration. In support of this mission, EA plans and conducts a variety of assessment activities that include performance testing, which incorporates a broad range of threats and scenarios to provide a complete and realistic evaluation of a site's S&S system readiness to protect DOE assets. The Composite Adversary Team (CAT) supports the EA mission by simulating realistic threats consistent with DOE design basis threat policy during the conduct of limited-scope performance tests (LSPTs) and force-on-force (FOF) testing. This CAT program manual establishes the management and operations of the CAT in support of EA assessments and other sanctioned activities. See the [EA Appraisal Guide](#) for planning and coordination.

Responsibilities

The CAT is comprised of DOE security police officers (SPOs) and Office of Secure Transportation (OST) Federal agents (FAs) referred to as "Field CAT", and a dedicated full-time EA staff referred to as the "Core CAT". The following is a summary description of the primary roles and responsibilities for the positions directly associated with the CAT program:

- **CAT Program Manager (Program Manager)** – EA Federal staff member responsible for the CAT program, ensures program processes and procedures align with EA objectives and the CAT is prepared to execute its mission.
- **CAT Coordinator** – Core CAT technical staff member responsible for the administration of the CAT program, including training and operations.
- **Core CAT** – Dedicated technical staff specifically selected, trained, and capable of simulating realistic threats consistent DOE design basis threat policy; these staff are responsible for planning and executing CAT program operations.
- **Field CAT** – Qualified DOE SPO or OST FA specifically selected, trained, and capable of simulating realistic threats consistent DOE design basis threat policy.
- **Safety Officer** – Technical staff member that advises the EA Federal and contractor staff in safety considerations for the safe conduct of Engagement Simulation Systems (ESS) support program activities.
- **Support Personnel** – Qualified staff that augment the CAT Program.

Section 2: Selection and Assignment

Core CAT Selection

EA requires members of the Core CAT to possess the knowledge, skills, and abilities to formulate, execute, and train others in tactical planning and execution; understand DOE firearms safety procedures and FOF exercise safety principles; have knowledge of ESS firearms and other specialized equipment. Previous experience as a DOE instructor or related experience is also important in the selection of Core CAT personnel.

Field CAT Selection

Field CAT members must be current DOE qualified SPOs or FAs (i.e., they must meet physical fitness and firearms requirements and possess an active DOE Q clearance). Field CAT selection is an objective process designed to encourage participation across all DOE sites and organizations.

The CAT Coordinator monitors the CAT composition and notifies the Program Manager when the CAT needs new members. The Program Manager or designee solicits nominations from S&S directors (or equivalent) of participating DOE sites/organizations. DOE sites/organizations submit recommendations for personnel to be considered as a Field CAT with an understanding of the requirements associated with Field CAT duties and confidence in a nominee's ability to meet the demanding challenges of the assignment. (Reference [CAT Nominee Packet.](#)) Nomination requests include guidelines that specify the skills and qualifications required of nominees.

Upon receiving the nominations, the CAT Coordinator or designee conduct interviews using a standardized CAT candidate questionnaire that is maintained by the CAT Coordinator. The CAT Coordinator and designees evaluate nominee suitability as a Field CAT based on their qualifications, experience, professionalism, and motivation. The CAT Coordinator provides results of interviews to the Program Manager for consideration.

The Program Manager sends a formal letter of selection to new members, the DOE Field Office and the CAT member's employer. The notification letter includes dates of upcoming CAT training and general guidance on member duties and conduct. Individuals must attend new CAT orientation and annual CAT training and must also support one FOF performance test during an EA assessment before being designated an official Field CAT member.

Field CAT members are encouraged to serve for a minimum of two years or at the discretion of the Program Manager and CAT Coordinator. Generally, attrition and scheduled rotation of Field CAT members (e.g., transfers, promotions) provide opportunities for new candidates to become Field CAT members. Field CAT members from the same site should be rotated at different intervals to maintain an adequate experience base.

Section 3: Training

General Information

Field CAT members are highly trained and qualified SPOs and FAs within the DOE. EA provides the Field CAT additional training unique to the CAT mission. CAT training focuses on instructing CAT members how to operate as an adversary team and are trained in the tactics and techniques necessary to support an EA assessment.

New CAT Orientation

New CAT members participate in an orientation course to provide initial training and facilitate integration with incumbent CAT members. The training includes an overview of the CAT program manual, weapons familiarization, convoy ambush techniques, special operations theory, team roles and responsibilities, and use of specialized equipment. New CAT members also participate in an all-terrain vehicle (ATV) safety institute rider course and are issued equipment in accordance with Section 4, *Operations and Logistics*.

Methodology

The CAT team designed the training program using the DOE instructional system design process (reference [CAT Instructional Design Process and Methodology](#)) and maintains Training Approval Program certification through the National Training Center (NTC). The curriculum provides instruction on how to perform specific mission-essential adversary tasks under simulated combat conditions. Core CAT members are DOE and NTC-certified instructors and use NTC lesson plans, developing new ones when necessary following NTC guidelines. The CAT Coordinator approves new or revised lesson plans, and the Core CAT and EA Safety Officer review them annually.

Training covers critical tasks based on CAT training needs analysis and CAT function analysis, which are reviewed and updated annually or as needed. Training includes the following topics:

- Zeroing weapons
- Adversary tactics
- Conducting rehearsals
- Performing movement to target by foot and vehicle
- Breaching obstacles
- Creating distractions/diversions
- Providing security/support functions
- Performing ambushes
- Performing actions on the objective (radiological sabotage/theft)
- Exfiltration of team/objective
- Protective force personnel engagement
- Using night optical devices and thermal optical devices
- Weapons handling.

The training uses a building block approach to allow the participants to initially focus on individual tasks before combining skills in a team environment and participating in numerous FOF exercises. Training blocks may overlap to maximize training time. Each training block begins with a discussion between the instructor and CAT members. Where applicable, instructors demonstrate the skill before the CAT

members practice it. CAT members participate in “hands-on” sessions to become proficient in each area. Instructors immediately correct training deficiencies and provide remediation training as needed. CAT members that continue to fail to achieve training standards are referred to the Program Manager, CAT Coordinator, and Core CAT to determine whether to continue remediation or remove the individual from the program.

The CAT trains annually, and as needed, to maintain the skills necessary to support EA assessment objectives. The following section identifies considerations and processes in preparation and conduct of sustainment training.

Planning

Site Selection

The Core CAT evaluates potential training locations using the following considerations:

- Availability (schedule)
 - CAT training is considered when EA develops the EA assessment schedule
- Cost
- Size
 - Buildings capable of facilitating close-quarters combat
 - Open areas for conducting a variety of lane drills
 - Roads with various curves and straightaways to facilitate mobile combat and convoy testing
 - Structures for cleaning and maintaining ESS equipment
 - Areas for test firing and demonstrating ESS equipment and props
 - Areas out of the elements for participants to rest and eat between activities
 - Areas for the CAT to assemble, plan, and practice tasks.
- Accessibility (site owners facilitate facility use)
 - Participants and vendors/caterers should be able to access the location with minimal delays, reducing costs and getting the most benefit from the training.
- Environment/Climate
 - Inclement weather, such as excessive heat, cold, and rain, negatively affects the successful achievement of the training objectives. Costs may also increase to mitigate and control the conditions.

Safety and realism are important to ensure the conduct of valid, useful training and must be considered during site selection.

After identifying a potential training location, the CAT Coordinator forwards that information, along with potential dates for a planning visit to the site, to the Program Manager for consideration. The Program Manager, CAT Coordinator, Core CAT (optional), Safety Officer, and representatives from the ESS support program and field administrative support staff conduct a site visit to meet site management personnel/owners, gather site information, identify possible safety hazards, begin scenario planning, and identify local amenities (e.g., sufficient lodging, food service). (Note: If a site has never been used for CAT training, the Core CAT conducts a one-day site survey to evaluate site feasibility before conducting a planning trip.

In addition to verifying and visually evaluating the criteria discussed above, the following topics/activities should also be considered during the planning visit:

- Site access and training requirements
- Site procedures and communication requirements for emergencies, weather conditions, etc.
- Physical conditioning (heat/cold stress), as well as the type of training with regard to time of year and expected weather conditions
- Reporting requirements for injuries, discovered safety hazards, wildlife, etc.
- Medical and emergency response availability, response times, and procedures
- Firefighting equipment and procedures
- Training objectives, as well as walkdowns of the proposed training areas by the Range Safety Officer (RSO) and site Officer in Charge (OIC)
- RSO and OIC certification classes (if required)
- General industry hazards, i.e., industrial, radiological, environmental (solid waste management units), and biological (flora and fauna).

After the planning visit, the CAT Coordinator submits a trip report to the Program Manager with the proposed site, associated information, and recommendations for where to conduct the training.

Training Plan

The CAT Coordinator and other Core CAT personnel determine the scope of the training/work to be performed. The Program Manager approves the training plan, which includes the training course, planned activities, goals, objectives, training methods, schedule, documentation and evaluation, safety considerations, cleanup, and logistical requirements. In conjunction with the Safety Officer, Core CAT personnel plan activities and develop the Training Plan, excluding activities or environments that are considered unacceptable hazards or dangers. During the initial planning phase, the Core CAT mitigates, and addresses identified hazards that cannot be eliminated by using engineering, substitution, or administrative controls.

Training goals and objectives must be relevant to the assigned mission of the tested personnel. The existing function analysis developed for the CAT program is the basis for training activity goals and objectives, and a subsequent training needs analysis is developed for the CAT members. Once the goals and objectives of each activity are identified, they must be communicated effectively to ensure that they are clearly understood and that the training is subsequently conducted with the goals and objectives in mind. The Program Manager must approve any deviation to the approved EA training and schedule.

Personnel Support

The CAT Coordinator receives authorization from the Program Manager to request EA assessment personnel and experts in the field of protective forces and adversary capabilities to participate as support staff for the training course. These personnel act as protective force role players and augment instructors. To verify the availability of support cadre personnel, the CAT Coordinator sends an email requesting support during the proposed training dates. Based on responses received, the CAT Coordinator, in conjunction with the Safety Officer, reviews the staff assignments to ensure personnel participating in training have been medically cleared to participate in training.

Conduct

CAT Training is conducted according to DOE standards under the direction of DOE-certified instructors who are accountable to the CAT Coordinator and CAT Program Manager. Participants comply with procedures and specific safety precautions associated with training activities.

CAT members participate in hands-on sessions that allow each participant to practice and become proficient in each skill, technique, and tactic. Participants then demonstrate their knowledge, skills, and abilities during individual, group, and FOF exercises. Senior CAT members are used as team leaders with support from another CAT member as assistant team leaders.

Team leaders brief their teams before mini-FOF and final FOF exercises to prepare CAT members for scenario brief-backs during EA assessment performance tests. Mini-FOF briefings are short, cover mission execution and team performance, and are given to Core CAT and instructors, who then offer feedback. For final FOF exercises, team leaders or assistant team leaders deliver a formal brief-back using the CAT briefing matrix, detailing the situation, mission, execution, logistics, command, keys to success, and controller calls. This replicates EA mission briefings. After these briefings, senior advisors question the team leader on mission planning, rehearsals, and contingency plans.

After training, participants clean the training areas, removing blank and expended ammunition, trash, and equipment. Additionally, at the end of training/assessment, team members search their equipment bags and tactical vests to ensure they do not have government-furnished equipment (GFE) or training devices, including blank ammunition, smoke grenades, rocket signature simulator sleeves, rubber grenade simulators, and fuses.

Supplemental Training

The Program Manager and appropriate EA management may approve additional supplemental training to CATs, the support cadre, and instructors based on mission needs. Supplemental training should be used to enhance the performance of assigned tasks.

Feedback and Improvement

At the completion of the training course, Core CAT requests feedback from the CAT members, instructors, Safety Officers, and a select group of support cadre participants regarding the effectiveness, suitability, quality, and safety of the training. The Core CAT writes after-action reports, with input gathered from the Safety Officer and medic, and evaluates the effectiveness of training and instruction, support, and execution of training based on student and staff feedback.

The Core CAT compiles the pertinent information gathered during hot washes and after-action reports, specifying whether the controls, as implemented, were adequate and/or suggesting methods of improvement, into a final report and submits it to the Program Manager. The Program Manager uses these reports for continuous improvement of the program, and Core CAT uses the reports as part of a training needs analysis for future training sessions.

Training Records Management

The CAT Coordinator maintains CAT training session rosters, including specific equipment training. The rosters identify the training location, dates, instructors, and attendees. Associated tests and LSPT documentation are filed with the rosters. LSPT performance records are only maintained if a failure has

been documented. The course documentation for each training session is kept on file with the CAT Coordinator and labeled with the month, and year the training occurred. On occasion, the Core CAT uses the vendor-provided curriculum to certify trainees and retain individual records of completion/certification. On completion of such courses, the CAT Coordinator ensures completion certificates are copied and placed in the records of the individuals receiving the training.

Section 4: Operations and Logistics

EA Assessment Planning

The Program Manager provides the EA assessment schedule to the CAT Coordinator who works with the EA Performance Testing Assessment Team to coordinate details of support required specific to each assessment (Reference [EA Appraisal Guide](#) section 2.5, *Performance Testing*).

The CAT Coordinator contacts Field CAT members requesting their availability to support performance testing. (Reference [Initial Request for CAT Support of EA Performance Testing](#)). Upon confirmation of availability, the CAT Coordinator determines the Field CAT best suited to support the assessment. Considerations include:

- Number of Field CAT members required
- Skills required (e.g., snipers, breachers, and ATV operators)
- Assessment location (Field CAT members from the assessed facility are ineligible)
- Participation history (the goal is an equal number of assessments for each Field CAT member).

The CAT coordinator formally notifies the Field CAT members, their supervisors, and their Site Field Office of the Field CATs that have been selected as primary and alternates to support the EA assessment. (Reference [CAT Member Request for Support](#).) The CAT Coordinator also notifies the EA Office of Analysis and Evaluation (EA-40) to facilitate travel costs reimbursement for Field CAT. The CAT coordinator also notifies the EA field administrative support staff responsible for travel arrangements, access control, and training requirements for the EA assessment team.

The EA field administrative support staff addresses travel, logistics, and site access and site-specific training requirements, including DOE badging requirements, required number of hotel rooms, and distribution of pertinent coordinating instructions (see [EA Appraisal Guide](#)). Lodging reservations for the CAT may extend three days beyond their expected release date to allow for unexpected delays in the testing schedule.

As part of the *CAT Member Request for Support* email, Field CAT members receive lodging information, car rental assignments, schedules, maps, and specific logistical information. Individuals supporting CAT activities are responsible for making their own travel and car rental arrangements and contacting the designated hotel to guarantee their rooms. Field CAT members submit travel authorization per their site policies and procedures for authorization and reimbursement of travel expenses.

As soon as team members arrive on-site, the team develops detailed plans, completes safety walkdowns, and rehearses. Planning includes day and night windshield tours of the target site, review of adversary operations orders, and gather insider information, including information that could be available to adversaries as described by DOE threat guidance.

CAT members rehearse operations orders, including walkthroughs and full-dress rehearsals at half and full speeds, at a mock facility. If a similar facility is unavailable, the CAT team simulates the target area with chalk/tape/rope outlines. Terrain models may be used. The CAT team can modify and refine detailed tactical plans as required. The Safety Officer conducts walkdowns in accordance with responsibilities described in Section 5, *Safety*. The CAT Coordinator and the EA performance test director and coordinator establish effective primary and alternative communication methods.

After rehearsals and before the test, the CAT team leader responsible for each scenario provides a briefing to the site exercise director and controllers, Federal oversight personnel, CAT participants and controllers, EA Safety Officer, and other personnel as directed by the EA performance test director and coordinator. The briefing generally follows the five-paragraph order format and includes information regarding the situation, mission, execution, administration and logistics, command and signal, keys to success, and critical controller calls. The CAT team leader verifies critical controller calls, task times, and simulation events with the site senior controller, exercise director, and CAT controllers. After the briefing, the CAT team leader answers questions to ensure all participants understand the plan.

The ESS support program representative and CAT Coordinator ensure that equipment and other support elements are available before testing begins. Equipment is not removed from the ESS workspace or vehicles without the knowledge and authorization of the responsible ESS support program representative. The accountability of all ESS equipment is verified at the conclusion of testing activities and before the CAT is released.

After performance testing is completed, the CAT team provides a detailed debrief, or hotwash, of its actions to the EA performance test director and coordinator, the site test director and senior controller, ESS support program representative, CAT participants, EA Safety Officer, and other personnel as directed by the EA performance test director and coordinator. The CAT team leader gives an operation overview, and each CAT participant presents their specific actions during the operations, including location and status at the time of exercise termination, method of “kill” (harness or controller call), engagements on protective force personnel (including vehicles and fighting positions), and any ESS equipment-related issues.

Uniforms, Equipment, and Activities

EA provides all necessary equipment and covers travel expenses for CAT assignments. EA-issued equipment, including uniforms and GFE, are for exclusive use in support of EA mission activities; personal use is not authorized.

Purchase

Uniform and equipment purchases should be accomplished on a two-year fiscal year planning cycle and as directed by EA. The CAT Coordinator or designee conducts research and recommends uniform and equipment purchases, including vendors, types, sizes, quantities, individual item cost, and justification to the government as needed. These recommendations are presented to the Program Manager and Director, Office of National Security Assessments for consideration before being submitted to the EA contracting officer’s representative for approval.

Issuance

The CAT Coordinator or designee issues uniforms and non-ESS equipment in accordance with the [CAT Uniform and Equipment Matrix](#), except as directed by the Program Manager. EA may authorize Core CAT and support personnel to purchase specific equipment and obtain reimbursement in accordance with applicable acquisition procedures and concurrence by the Program Manager. EA distributes field CAT uniforms and non-ESS equipment during new CAT orientation. All CAT support program personnel sign for items received and acknowledge usage and care requirements on a [CAT Uniform and Equipment Issue Form](#). The CAT Coordinator, or designee, maintains a hardcopy of all signed forms until the equipment is returned. Based on the CAT Coordinator recommendation and Program Manager approval, uniform and equipment items may be re-issued when they are no longer serviceable.

EA replaces worn or damaged uniforms and non-ESS equipment on an as-needed basis. Personnel who are issued uniforms and non-ESS equipment are responsible for the care and maintaining the items in accordance with the manufacturer instructions and ensuring that these items are available to support CAT program activities. Personnel supporting multiple roles (e.g., support cadre and EA managers) receive a single issue of designated equipment required of the highest duty category. Upon separation from the CAT program, personnel may retain personal items like uniforms, hats, and boots. See the [ESS program manual](#) for management, protection, control, and use of GFE ESS equipment.

Inventory

The CAT Coordinator, or designee, maintains an accountability/tracking system of all uniforms and GFE, ensuring equipment inventory is maintained at a level to effectively support operational needs. The CAT Coordinator removes personnel-retained items from the inventory spreadsheet/database upon staff departure.

Section 5: Safety

General Information

A fundamental principle of the CAT program is that all participants, regardless of the activity, prioritize their safety and the safety of others. The CAT Program follows DOE Order 440.1B, *Worker Protection Program for DOE (Including the National Nuclear Security Administration) Federal Employees*, and 10 Code of Federal Regulations (CFR) 851, *Worker Safety and Health*. The Safety Officer collaborates with the Program Coordinator to evaluate all working environments for potential hazards and eliminates or mitigates them to a reasonable level. The Safety Officer maintains a consolidated [Job Hazard Analysis Matrix](#) and [safety risk assessments](#) for all CAT and ESS operations which the ESS support program manager approves.

During EA assessment performance testing and other EA sanctioned activities, CAT members adhere to the rules, regulations, and procedures of the site/organization being supported. Each CAT member participating in the activities receives mission-specific safety briefs based on the sites/organization's safety and health program. If testing can result in personnel being put at high risk or if the site's safety assessments do not appear to be thorough or address the areas of concern, the CAT Coordinator notifies the EA performance test director of the concern. Willful violation of safety rules, policies, or procedures during any CAT program activities may result in removal from the CAT program.

EA provides realistic testing and training for the Field CAT while maintaining a high level of safety and concern for the environment. All CAT members and support cadre participants must attend ESS, FOF and daily safety briefs before participating in training operations. These safety briefs cover various topics, including site- or area-specific safety rules, personal protective equipment (PPE), firearms safety, and vehicle safety.

Participant Physical Requirements

CAT training and performance testing activities include the use of a support cadre as protective force roll players, controllers, augment instructors, and evaluators. Occasionally, these activities require more physical activity than is required in a normal workday. EA requires all support cadre personnel and evaluators to have an annual medical examination before participation. The two types of examinations are fixed response, for personnel in static positions or mobile security patrol vehicles, and mobile response, for personnel in the Field CAT or foot patrols. An individual who is cleared as a mobile response role player may also participate in moderate response positions.

The moderate response examination is sufficient for support cadre personnel performing actions associated with a static defensive position or from a mobile security patrol vehicle under both day and lowlight conditions. Anticipated significant physical activities include operating semi-automatic and fully automatic blank-fire weapons from a stationary position; rapid motor functions, such as reloading firearms in a simulated combat environment; wearing and/or carrying approximately 15 pounds of tactical weapons and equipment; and quickly maneuvering distances less than 25 yards, with assigned equipment. Sustained activity at these levels will typically range from approximately 15 to 20 minutes.

A mobile response examination is required for support cadre personnel performing actions associated with the Field CAT or with a foot patrol or mobile security patrol vehicle under both day and lowlight conditions. Anticipated significant physical activities include intense simulated gun battles, wearing and carrying approximately 35 pounds of tactical weapons and equipment, and quickly maneuvering distances of

approximately half a mile. Sustained activity at these levels will typically range from approximately 15 to 20 minutes.

All personnel participating in CAT training must have a medical examination and completed [medical release form](#). New participants immediately submit their medical release forms to the Program Manager, and recurring participants submit them no later than 13 months from the previous submittal date. The Program Manager forwards completed medical release forms to the CAT Coordinator, who maintains the signed forms for a period of at least two years and maintains a current [medical release status roster](#) indicating the participant's name, medical release classification, and date of last medical exam.

Field CAT personnel are active SPOs and FAs selected from OST and DOE sites. These individuals are currently enrolled in fitness and medical programs in accordance with 10 CFR 1046, *Medical, Physical Readiness, Training, and Access Authorization Standards for Protective Force Personnel*, and, therefore, do not require additional medical examinations to participate in CAT training. Additionally, uniformed professionals from the military, or other non-DOE facilities, who may periodically be invited to participate as part of the support cadre or Field CAT during training are typically enrolled in an approved safety and health program and are allowed to participate after submitting a signed [visiting participant medical release form](#) to the CAT Coordinator.

Hazard Identification and Mitigation

The Safety Officer develops and maintains [safety risk assessments](#) that document hazards and control measures associated with CAT training and CAT-specific equipment. Lessons learned from previous training activities should significantly influence this process. The Safety Officer develops RAs using the five core functions of the integrated safety management system, and RAs identify and specify controls for hazards using the typical hierarchical approach of elimination, substitution, engineering, administration, and PPE. (Reference the consolidated [Job Hazard Analysis Matrix](#)). Substitution with less hazardous products or activities is always the first consideration (e.g., using a "safer" distraction device). If a substitution is not possible, an engineering control, such as barriers, is the next consideration. If neither substitution nor engineering controls are practical, an administrative approach, such as limiting time of exposure will be used. PPE is used as a last resort. Field CAT personnel are highly trained and qualified DOE SPOs and FAs, and instructors are DOE- and NTC-certified; therefore, RAs can recognize "the skill of the worker" as a risk modifier. Additionally, weapons used in training are ESS-dedicated weapons with engineering controls that prevent the introduction of live ammunition.

Personnel are responsible for protecting themselves from hazards during activities, following postings and safety signs, and reporting unsafe acts, conditions, or practices following the normal chain of command lines. Personnel must be able to recognize potential hazards and know how to limit or avoid exposure. Potential exposure to hazardous materials and chemicals shall be maintained as low as reasonably achievable. Personnel should never enter an area unless they know and understand all the hazards and how to protect themselves. All personnel, regardless of the nature of their involvement with the training, have the authority and responsibility to stop any activity if they:

- Notice unsafe conditions
- Observe any unsafe condition or practice that would directly impact their safety or the safety of others
- Observe any unsafe condition or practice that would directly result in a significant adverse impact on the environment.

(Note: Per 10 CFR 851, personnel have the right to remain anonymous when reporting workplace hazards, without reprisal. This can be done by contacting the DOE Office of Inspector General hotline at 1-800-541-1625.)

In addition to the controls and measures developed to address site- or venue-specific locations and environments, the baseline safety controls described in the [safety risk assessments](#) must be disseminated and understood by all participants before starting CAT program activities.

Emergencies and Accident/Injury Reporting

This section applies to CAT program-related emergencies and accidents/injuries that may occur during training activities and while supporting performance testing, including official government travel, and/or in conjunction with CAT program work-related activities at the service support contractor ESS Facility. A copy of this manual will be readily available at the service support contractor ESS Facility and during all training iterations. All emergencies and accidents/injuries must be reported immediately, including:

- Slips, trips, or falls
- Muscle strains
- Chemical or radiation exposure
- Cuts, broken bones, or bruises
- Motor vehicle accidents
- Food poisoning
- Occupational illnesses
- hospitalizations for a work-related accident, injury, or illness.

When participating in DOE field site activities, EA personnel follow the site accident, illness, and injury reporting requirements. When participating in EA training activities at other agency sites, the EA procedures for reporting accidents, illnesses, and injuries will be followed. Personnel who are present during an emergency or injury should provide the appropriate level of medical treatment within their training and ability as necessary (i.e., first aid, transport to the nearest medical facility, or notifying 911 or the appropriate emergency contact at the location). Personnel should immediately report emergencies and accidents/injuries to the CAT Coordinator or Safety Officer, who then notifies the Program Manager. All accidents are reported even if they do not result in an injury. When professional medical evaluation is determined necessary, the injured individual is accompanied by a person designated by the CAT Coordinator. The injured individual and escort are instructed to obtain copies of discharge papers (to include diagnosis, treatment plan, medications, follow-up appointment instructions, restrictions, etc.) for use in injury reporting.

The CAT Coordinator and Safety Officer maintain blank [DOE F 5484.3, Individual Accident/Incident Report](#) while at any EA work location. An injured employee, with assistance from the CAT Coordinator and/or Safety Officer, must complete this form and site-specific paperwork (if any). If the injured employee is unable to complete the necessary paperwork, they may designate an individual to act on their behalf.

- Both EA Federal and support service contractor work related injuries or illnesses are recorded on DOE F 5484.3 for input by the Safety Officer into the DOE [Computerized Accident/Incident Reporting System \(CAIRS\)](#). EA service support contractors may need to complete additional OSHA forms or steps as directed by their management.

- Work-related injuries or illnesses occurring to field CAT, EA observers or augmentees (Federal or contractor) from other DOE organizations or agencies are recorded on DOE F 5484.3 and forwarded to their sponsoring or home organization (supervisors) for input into CAIRS or their injury or illness database.
- Injured Federal employees (EA, other DOE organizations, other agencies) seeking emergency medical treatment request supervisor authorization for medical treatment (when time is of the essence) and follow up with submitting U.S. Department of Labor form CA-16, *Authorization for Examination and/or Treatment* (obtain a copy from the workers compensation division) and take the form with them during treatment.

The Program Manager and CAT Coordinator, with assistance from the Safety Officer, must investigate all CAT program-related emergencies and accidents/injuries. The CAT Coordinator or Safety Officer completes DOE F 5484.3 sections 38, 39, and 41, in accordance with DOE Order 440.1B. The designated accident injury investigator collects completed DOE F 5484.3, a written statement from the injured employees, written witness statements, [safety risk assessments](#), lesson plan(s), and scenario plan(s), and conducts in person interviews. All collected data are analyzed to determine whether the injury resulted from a work-related activity and whether other factors contributed to the cause and a summary report is developed.

The investigation summary report and supporting investigation documentation is provided to the Program Manager for record. Completed summary reports, DOE F 5484.3, and supporting site-specific paperwork are marked and protected as Controlled Unclassified Information-Personally Identifiable Information (CUI//PRVCY). As such, they will remain in custody of the Program Manager or Safety Officer until they can be securely transmitted (e.g. encryption).

The Program Manager reviews and authorizes the Safety Officer to proceed with internal and external processing. The Program Manager and the Safety Officer work with appropriate DOE personnel to determine whether additional reporting is required. If so, reports are disseminated through appropriate reporting channels, such as the [Occurrence Reporting Processing System](#), the [CAIRS](#), and lessons learned.

After the investigation, the CAT Coordinator and Safety Officer must identify and implement corrective actions, or compensatory corrective actions, as necessary to prevent the recurrence of injury or illness.

Training

The Safety Officer develops [safety risk assessments](#) for specific CAT training activities. The Safety Officer, Core CAT, and instructors conduct walkdowns of the rehearsal area and training areas and review the Training Plan to identify hazards and develop methods to mitigate hazards. The Safety Officer coordinates with the CAT Coordinator and provides safety oversight for rehearsals and prop development/modification, as well as safety briefings and oversight during the actual training exercises. The Core CAT and instructors perform a walkdown of the training area each morning to verify that nothing has changed.

The Safety Officer is consulted during research on potential locations for training and participates in the planning visit to the potential training site. The Core CAT and Safety Officer conduct multiple walkdowns of the area during the planning visit to:

- Understand the physical aspects of the site in relation to how the planned training/activities will be conducted

- Discuss specific site requirements with the RSO and/or OIC
- Communicate requirements for emergencies, weather conditions, etc.
- Consider physical conditioning (heat/cold stress), as well as the type of training with regard to time of year and expected weather conditions
- Review site reporting requirements for injuries, discovered safety hazards, wildlife, etc.
- Assess site medical and emergency response availability, response times, and procedures
- Check site firefighting equipment and procedures
- Review general hazards, i.e., industrial, radiological, environmental (solid waste management units), and biological (flora/fauna).

As a result of the initial visit and walkdowns of the area, if necessary, the Safety Officer modifies the existing RAs or creates a new RA if the topic is unique. Using the same information, the Safety Officer develops a location-specific safety brief to be given to all personnel attending the training. Information that is not unique to the location or activity may be included in a “general” safety brief that is provided via email to all personnel associated with the training before they arrive at the training site. Personnel receiving this information should review it and have a good understanding of the content. The Safety Officer also obtains and provides the CAT Coordinator with any safety-related information requested or required by the host location.

When assigning individual duties for training activities, the Safety Officer and CAT Coordinator review the medical release forms to ensure assignments match medical classifications. (Note: The CAT Coordinator and Safety Officer have the authority to prohibit any individual from participating if there is no evidence of a signed medical release form.)

The medic ensures an automated external defibrillator and multiple first aid kits are present during annual training. Before each session, the first aid kits must be checked against an established list of necessary items, and missing items must be replaced before training begins. (Reference [CAT First Aid Kit Inventory List](#).) When multiple training activities are conducted simultaneously, a first aid kit will be available at each location.

Visitors/observers must check in with the training site OIC upon arrival at the training area and remain with and/or follow the directions from the OIC or designee. The OIC or designee will brief visitors on the applicable safety requirements, such as eye and ear protection.

Other EA Sanctioned Activities

The CAT Coordinator and Safety Officer will ensure that activities involving CAT program representatives are conducted in accordance with the general safety requirements described in this manual. Each participant is responsible for the safe conduct of activities and following site- and location-specific rules and regulations.

Section 6: Awards

Colonel Sydnor Memorial Award

The Colonel Sydnor Memorial Award recognizes Field CAT members who demonstrate exemplary performance while participating as part of the team. Colonel Elliott P. (Bud) Sydnor was instrumental in establishing the CAT program. His lifetime accomplishments and legacy remain an inspiration to the program; accordingly, the award is bestowed in his memory.

Award Considerations

For award consideration, Field CAT members must meet all the following CAT membership requirements and attributes:

- Be physically fit
- Display motivation and a positive attitude
- Demonstrate a willingness to work long hours under adverse conditions
- Be mission-oriented
- Be a team player
- Demonstrate and maintain exemplary performance as a CAT member
- Complete a probationary period by participating in at least one training session and supporting one FOF performance test during an EA assessment.

Nominations for the Colonel Sydnor Memorial Award may be submitted for individual Field CAT members who demonstrate exemplary leadership abilities, including:

- Character
- Ability to motivate others
- Aggressiveness in mission completion
- Willingness to assume responsibility
- Tactical skills
- Rapport with fellow members.

Nominations and Selection

During CAT training, the Program Manager, CAT Coordinator, Core CAT, support cadre, or EA management may nominate a Field CAT member for the Colonel Sydnor Memorial Award. There can only be one awardee per year and there is no requirement for the award to be presented each year.

Other Recognition Awards

Various forms of recognition are presented to individual support personnel and/or organizations for their contribution to CAT program activities. These awards include challenge coins, plaques, and flags.