

IDENTIFICATION BADGES

In designating badges to be used, it is suggested that consideration be given the adoption of a combination color scheme and number system which will clearly indicate to all persons observing the badge, the Department in which the bearer is employed, his authority to enter certain portions of the plant, and his payroll number. This may be accomplished through the adoption of one of several systems.

The most practical, perhaps, is the use of a badge having two or more colors, one color to indicate the Department in which the wearer is regularly employed and the second color to indicate the privileges extended to that employee insofar as entering restricted areas in the plant is concerned. The number on the badge may be identical with the employee's payroll number. It is not suggested that these numbers be identical with the employee's employment number, in view of the fact that such numbers consist of several digits.

Plants adopting a badge system should establish definite rules regulating the use of the badges. These rules should provide for the following:

- (A) That the badge be worn in a uniform place on the outside of the employee's clothing.
- (B) That all persons wear a badge when within the confines of the plant property.
- (C) That all visitors be issued a temporary special badge when entering upon plant property.

- (D) That all official and administrative personnel wear badges at such times as they are on the plant.
- (E) That all employees and members of the guard force be advised that there are to be no exceptions to these rules and any person observed in the plant without proper identification, irrespective of official rank, should be immediately reported to a member of the guard force.
- (F) That employees reporting for work without their badges will be instructed to return to their residences for them.
- (G) That a suitable penalty be inflicted upon any employee losing his badge.
- (H) That all employees are responsible for the enforcement of these rules.

Plant officials should, under no circumstances, consider themselves as being exempt insofar as these rules are concerned and may consider the desirability of making irregular checks on the effectiveness of the badge system by attempting to enter the plant or restricted areas without their badges attached to their clothing as provided in the regulations. If plant officials find this possible, appropriate corrective action should be taken. This policy will definitely indicate to members of the guard force and all employees that no one is exempt

and that there are no exceptions to the company rules covering the admission of officials, employees or visitors to the plant.

IDENTIFICATION CARDS

Appropriate identification cards should also be issued to each employee. Identification cards should contain the following information:

- (A) The full name of the employee.
- (B) Address.
- (C) Brief description consisting of age, weight, height, color of hair, and color of eyes.
- (D) Photograph.
- (E) Signature of the employee.
- (F) Signature of the official issuing the identification card.

Similar to the suggestions set out above covering badges, a color scheme may also be used in connection with identification cards to indicate an official status or the privileges that are to be extended to the holder thereof.

All identification cards should be so manufactured that it is impossible for a person who may find a lost card to remove the photograph therefrom and attach one of himself or in any other way effectively alter the card. This is accomplished by means of several patented processes as well as by attaching the photograph to the card with a company seal or stamping the card with a company stamp in such a manner that the impression partially covers the photograph.

VISITORS:

All persons who are not employed in a plant should be considered as visitors. This group includes utility repairmen, vendors, salesmen and other individuals who may occasionally desire to enter the plant property.

Before a visitor is issued a badge he should be required to execute a form giving the following information:

- (A) Date and time of entrance.
- (B) Full name.
- (C) Address.
- (D) Purpose for entering the plant.
- (E) Person to be interviewed.
- (F) Area of the plant to which he desires admittance.
- (G) Time of exit.
- (H) An agreement to comply with all rules and regulations while within the confines of the plant property.

These cards should be filed for future reference in the event that it becomes necessary to conduct an investigation relative to the persons who may have visited a plant on a certain date.

Under no circumstances should a visitor be permitted to enter a plant unaccompanied. In those cases where an interview is desired, a plant employee should conduct the visitor to the person to be interviewed. The employee interviewing the visitor should then be responsible for the return of the visitor in a similar manner to the exit.

Visitors should not be permitted to carry cameras into a plant. Such persons may attempt to take photographs of restricted areas or the camera may contain explosives or other damaging materials which the carrier may attempt to deposit at some vulnerable point.

Visitors should not be permitted to carry uninspected packages into the plant. Should it become necessary for salesmen or other persons to enter a plant while in possession of packages, these packages should be inspected by an employee prior to the time that a visitor's badge is issued.

Likewise, it is not desirable to permit visitors to drive their own automobiles into a plant. It is suggested that appropriate parking space be provided near the gate leading to the Administration Building where visitors may leave their cars before entering the plant property.

SUB-CONTRACTORS

Sub-contractors and their employees should be subject to the same rules and regulations as are the regular employees. A badge should be issued for each of these employees, the color indicating that the wearer is an employee of a sub-contractor.

GUARD FORCE

ORGANIZATION

The entire guard force should be under the direction, supervision and control of a plant official who is charged with the handling

of plant protection. This official should be empowered with sufficient executive authority to purchase and install the necessary protective devices and to hire and discharge members of the guard force.

The actual supervision of the guards should be under the control of an employee acting in the capacity of "Chief of the Guard Force" It may appear that the duties of these two individuals are identical. This is not true, however, as the Chief of the Guard Force will be responsible for the discipline, duties and assignments of the members of the guard force, whereas the plant protection officer should be a company official to whom the Chief of the Guard Force reports.

There should also be one man designated as being in charge of each shift. In smaller plants the Chief of the Guard Force may personally supervise one shift, preferably during the daytime. In larger plants, however, it is felt that an individual serving in the capacity of a Lieutenant or Captain should be assigned to each shift, in addition to the Chief of the Guards.

To properly supervise guard forces having an exceptionally large personnel, it may be desirable to appoint non-commissioned officers to assist the commissioned officers in charge of each shift.

Those industrial concerns operating several plants in a relatively small area should consider the advisability of appointing a Chief of Guards having jurisdiction over the guard forces in all plants, thus bringing the total guard personnel into one organization and under one head. By designating a Chief of Guards for such an organization,

it is possible to obtain applications from higher type men for these duties due to the likelihood of higher salaries being paid. This will also permit the organization to develop a guard system that is much more flexible in view of the added number of personnel under a unified supervision.

QUALIFICATIONS

In selecting persons for employment as guards, complete information should be obtained as to the applicant's personal history, education, past employment, citizenship, membership in societies and organizations, reputation, and background, as well as all other information which is set forth in the suggested application form for use in connection with the hiring of all employees. Particular attention should be given to any indebtedness of the applicant. Superior officers should submit to the Chief of Guards, not later than thirty days after the initial employment of any guard, an efficiency rating reflecting the guard's abilities as indicated by his performance of duties for that period. Similar efficiency reports should be submitted semi-annually so as to enable the Chief of Guards and the plant protection official to consider the proper persons for advancement when vacancies in superior positions occur.

In submitting efficiency reports, the following qualifications should be among those considered:

- (A) Loyalty, integrity and honesty.
- (B) Intelligence.
- (C) Knowledge of duties.
- (D) Physical fitness.
- (E) Alertness.

- (F) Ability to handle and control people.
- (G) Ability to obtain the assistance of all employees in the protection of the plant against espionage and sabotage.
- (H) Tact and diplomacy.
- (I) Ability to maintain secrecy in connection with confidential official matters.

NUMBER OF GUARDS REQUIRED

To assist in arriving at the total number of guards necessary to properly protect a plant, the following factors should be considered:

- (A) Number of pedestrian, automobile, truck and railroad gates and the hours they are open.
- (B) Approximate number of visitors admitted to the plant daily.
- (C) Wharves to be guarded and protected.
- (D) Number of patrol beats necessary to cover the entire area of the plant and grounds.
- (E) Number of restricted areas.
- (F) Necessary guard for plan office and other areas where confidential information is kept.
- (G) Visitors' and Applicants' Reception Rooms.
- (H) Vulnerable points, including electric, gas, steam and water lines.
- (I) Pump and power houses.

- (J) Number of gangplanks, if in a shipyard.
- (K) Number of investigators necessary for applicant investigations.
- (L) Employees' automobile parking space.
- (M) Days off, Sundays and vacations.

Consideration should be given to any intended increase in the total number of employees during a plant expansion program; also to possible increases in employees, designed to bring the plant to a maximum capacity of production.

If the conditions referred to in the preceding paragraph are likely, it is suggested that a list of reserve guards be maintained. These guards should be properly trained and available, if and when the guard force is expanded, or to serve during emergencies. It is suggested that reserve guards consist of employees who are otherwise employed in the plant and who may be used temporarily for guard duty, or, if necessary, permanently appointed to the guard force.

TRAINING

To serve more efficiently, all members of the guard force should be afforded training in schools conducted by plant officials or law enforcement officers whose experience makes it possible for them to conduct training along well regulated lines and particularly in plant protection (modern methods of)

The following subjects may be considered in arranging a curriculum for training schools:

- (A) Duties and responsibilities of plant protection employees.
- (B) Discipline, loyalty, tact, alertness and appearance.
- (C) Promptness in reporting irregularities.
- (D) Note taking on the part of plant protection employees.
- (E) Searches of persons.
- (F) Searches of places.
- (G) Protection of the scene of a crime.
- (H) Patrol and guard duty.
- (I) Supervising visitors at the plant.
- (J) Personal descriptions.
- (K) Arson.
- (L) Bombs and explosives.
- (M) Plant organization and records.
- (N) Fire prevention and the use of fire fighting equipment.
- (O) Plant rules.
- (P) Rules and regulations of the guard force.
- (Q) First aid.

This training program may be extended over a considerable period of time so as not to unnecessarily inconvenience or make it burdensome to the members of the guard force.

RULES AND REGULATIONS

A comprehensive set of rules and regulations covering the

activities of the guard force should be prepared by the Chief of the Guard Force in collaboration with the plant protection official. These rules should cover all of the duties to be performed by the guards in the protection of the plant and should definitely fix responsibility. They should not, however, be so inclusive and comprehensive as to eliminate the necessity for individual alertness, initiative and judgment on the part of the guard personnel. It should be definitely and forcefully brought to the attention of all members that the rules are intended to serve as a guide and that the success or failure of the guard will depend upon his personal qualities and initiative.

Copies of these rules and regulations should be furnished to each member of the guard force.

UNIFORMS AND IDENTIFICATION

The members of a plant protection guard force should be provided with appropriate uniforms to wear while on duty. In addition, each member should be provided with an appropriate badge. Each member should also be provided with a pass or credential card similar to that provided other employees at the plant.

KEYS

It will be necessary for certain members of the guard force to have available for their official use, keys to various locks in the plant. A set of such keys when issued to an employee should be systematically charged out with the understanding that they are never to be taken from the plant property. At the conclusion of the guard's

tour of duty, such keys should be deposited at guard headquarters and a notation made as to their return. When keys are lost, immediate arrangements should be made for the changing of the locks to prevent unauthorized persons who may come into possession of the keys from using them for the purpose of espionage or sabotage.

SHIFTS

The tours of duty for guards should be considered from the standpoint of physical fitness, alertness and greatest efficiency. The changing of guard shifts is dependent upon the operation of the plant and should not be identical with the time that other employees change shifts. It is preferable for the guard shifts to change at least one hour in advance of the other employees.

Officers reporting for duty should report to the officer in charge of their shift at headquarters where they should receive their orders and obtain their equipment. The reporting officers should then proceed to their assigned stations and relieve the guards presently on ~~xx~~ duty, after which the departing officers should report to the officer in charge at headquarters where they will submit written daily reports and check in any equipment they may have assigned to them. Guards who are assigned to confidential or restricted areas, upon being relieved should conduct, with the guard coming on duty, a joint inspection of all safes, locks and doors to insure their being in good condition at that time. This inspection will fix responsibility and protect an innocent guard from being charged with the negligence of

a guard he has relieved. Officers in charge of shifts should confer with relieving officers and impart to them all information necessary which pertains to important occurrences during the shift which is terminating.

COMMUNICATION SYSTEMS

There are numerous types of communication systems which may be satisfactory for use by a guard force. Any communication system which includes the ability to positively identify the voice of a guard calling in; the ability for the officer in headquarters to summon any or all guards on patrol; and the ability for the officer in headquarters to definitely ascertain the location from which the call is being made is considered as being adequate. There are numerous patented automatic registering devices which embody all these features.

Irrespective of the type of communication system adopted, all members of the guard force should be required to communicate with headquarters at regular intervals, not to exceed one hour, and a permanent record should be kept which reflects the time of each call made by each member of the force. In those cases where a guard fails to call at the specified time, an immediate investigation should be conducted to ascertain whether the guard has been the victim of foul play. The time of call should be varied from day to day to prevent an observer from anticipating the exact time when the next call is to be made.

DUTIES AT FIXED POINTS

Sufficient guards should be designated for duty at each of

the gates and entrances to the plant. A sufficient number of guards should be assigned to duty at each gate to enable an individual check of the credentials and badges of each employee entering that particular gate. The guards at the employees' entrances should also maintain a check room for packages belonging to employees. The functions of such check room are described in detail elsewhere in this pamphlet.

Intoxicated persons should not be permitted to enter the plant under any circumstances. All guards should be instructed that regardless of the identity of an individual, NO EXCEPTIONS TO THE RULES GOVERNING PASSES, BADGES AND IDENTIFICATION CARDS WILL BE TOLERATED.

INCOMING FREIGHT CARS

A guard should immediately inspect all empty box cars coming into the plant to insure against itinerants and other unauthorized persons gaining admittance to the plant in this manner. A careful inspection of these cars should also be made for dangerous materials such as explosives and combustibles.

LOADING PLATFORMS, RAILROAD SIDINGS AND WHARVES

Guards should be on duty at all loading platforms, railroad sidings and wharves where material or equipment is being received or shipped. Guards should prevent unauthorized persons from loitering near these points and should closely observe the loading or unloading operations whether conducted by plant employees or outside concerns.

A guard should also supervise the sealing of railroad cars to determine that no unauthorized or damaging materials may be contained

in them at the time they leave the plant. Railroad cars loaded with important or confidential material which have been moved from the plant property to a siding awaiting removal by a railroad company, should also be protected by a member of the guard force until such time as the railroad company assumes control over such a car.

DUTIES OF GUARDS ON FOOT PATROL

Guards assigned to foot patrol duties should be thoroughly familiar with the entire plant and particularly the location of dangerous and especially hazardous materials as well as the location of all restricted areas where confidential work is in progress, confidential plans or specifications are kept, and where vulnerable points exist. He should thoroughly understand the purpose and should know the location of all important sprinkler, steam and gas line valves, and all main electric switches. He should thoroughly understand the proper operation of this equipment during fires and explosions.

He should be thoroughly trained in fire prevention and should immediately report the existence of fire hazards. He should understand the operation of all fire fighting equipment and be thoroughly familiar with its location. He should understand first aid methods and should know the location of the first aid equipment in all sections of the plant. All guards should be particularly alert for the observance of unauthorized persons within the confines of the plant and for employees who are in areas of the plant other than those which they are authorized to frequent. The areas to be patrolled by guards should be divided and assigned

in accordance with the equipment or materials in those areas. Particular attention should, of course, be given to areas which would most likely be the objects of sabotage and espionage agents. Guards on patrol duty should not adopt a routine course of patrol, but should vary their patrol routes to prevent the possibility of their appearance at a particular point being anticipated.

Patrol guards should inspect all fences to determine whether attempts have been made to either cut the fence or tunnel underneath. Particular attention should be given to foreign objects near the fence either on the inside or the outside. Such materials may consist of equipment for climbing over the fence or materials which may be used to commit acts of sabotage. They should also inspect all locks to gates and doors on their respective patrols and immediately report any conditions that are at a variance with the conditions as provided for in their instructions or the rules and regulations.

Consideration may be given to the use of automobiles, motorcycles, horses and trained dogs by patrol guards in plants covering extensive areas. In large plants, patrol areas assigned to guards should be changed frequently to insure each guard becoming familiar with the entire plant property. This will also provide for an automatic check on the ability of each guard and will minimize the possibility of guards performing their duties in a routine manner.

DUTIES DURING FIRES

A fire or a fire drill in an industrial factory presents an

excellent opportunity for espionage and sabotage agents to become active. Guards whose services are not necessary at a fire should remain at their posts of duty and be particularly alert for suspicious occurrences. If buildings are completely empty during fire drills a sufficient number of guards should remain in the buildings to protect them during the absence of regular employees.

REPORTS

Unusual occurrences requiring immediate action should, of course be reported orally to the officer in charge of the watch. At the conclusion of each shift all guards should submit written reports outlining the duties performed by them, setting out in detail any unusual circumstances which may have been observed and particularly instances indicating carelessness on the part of employees. This practice makes it possible for plant officials to take proper steps to prevent the recurrence of such derelictions.

All reports should be read and initialed by the Chief of the Guard Force before they are filed. The Chief should prepare a daily summary for the information of the Plant Protection Officer. This summary should include a brief synopsis of all unusual occurrences for the preceding twenty-four hours and should indicate any action taken or instructions issued in connection with each.

PACKAGES

Employees who desire to remove packages from the plant should be requested to affix their names and badge numbers thereto and present

the packages to their foreman for inspection. The foreman should inspect the package to ascertain that the material contained therein is of a personal nature and, after affixing his initials thereto, should arrange to have the package transported to the gate by a messenger where the guard will hold it in a check room until it is called for by the owner upon leaving the plant property at the termination of his shift. Passes for packages should not be issued directly to employees desiring to remove a package from the plant as this affords the employee an opportunity of including unauthorized materials in the package prior to actually taking it from the plant.

Employees should be afforded the privilege of checking packages with the guard at the gate when reporting for duty. This procedure will prevent the necessity of the foreman inspecting packages which may be carried into and out of the plant on the same day.

GUARD HEADQUARTERS

An office should be provided for the headquarters of the guard force which should be located in a convenient place and in which all activities of the police force are centered. This office should never be left unoccupied. The officer in charge of each shift should remain in headquarters except on those occasions when it is necessary for him personally to attend to matters in other sections of the plant. At such times as the officer in charge leaves the headquarters a subordinate should be designated to remain in headquarters for the purpose of receiving telephone calls and taking any immediate action that may

be necessary. Auxiliary records for the police force should be maintained in the Guard Headquarters. The permanent and confidential records should be maintained in the office of the plant protection official. Locker rooms should be provided in the guard headquarters for each of the guards employed at the plant and additional lockers should be provided for equipment.

There should be available ~~xx~~ in the guard headquarters all telephone numbers which may be used in emergency, including the following:

- Plant protection officials
- Plant electricians and plumbers
- Plant fire chief
- City fire department
- Local police department
- Service departments of gas, water and electric companies
- Telephone numbers and addresses of all plant guards
- Nearest office of the Federal Bureau of Investigation, United States Department of Justice.

There should also be located in the guard headquarters, the controls for all alarms, floodlights, fire prevention systems and communication systems for the guard force. Direct communication should be provided with each of the gates, with the office of the plant protection official and with outside contacts such as the local police and fire departments.

FIRE PREVENTION

Although it may be desirable in extremely large plants to organize a fire brigade separate and apart from the guard system, it is believed desirable in most instances to organize a fire brigade to come under the supervision of the Chief of the Guard Force. Guards should be schooled in fire prevention as thoroughly as members of the fire brigade.

Employees from each department area and shift should be designated as members of the fire brigade. Thus, a thorough distribution of persons familiar with fire fighting and prevention is assured. All members of the brigade should particularly concern themselves with observing and reporting or removing fire hazards. The chief of the brigade should be given an opportunity to confer with city fire chiefs, fire marshals, or insurance inspectors for current information on fire prevention and the maintenance of equipment. It should be the duty of the Plant Fire Chief to cause frequent inspections of fire fighting equipment to assure its working condition. He should also conduct inspections of the plant to remove fire hazards. At such times as fire insurance inspectors, fire marshals or city fire chiefs inspect the plant, the Plant Fire Chief should accompany them during the inspections and record all suggestions or criticisms. A report should be submitted by the Plant Fire Chief reflecting the findings during such an inspection and it should be the equal duty of the Fire Chief, Chief Guard and the plant protection officer to provide for necessary corrective measures.

The fire chief or the plant protection officer should confer

with officials of the local fire department and arrange for efficient cooperation between the City Fire Department and the Plant Fire Department in the event that a fire should occur in any of the various parts of the plant. Definite arrangements should be made to provide the necessary entrances of City Fire Department apparatus into the plant area and a routing plan for the apparatus in the plant area should be definitely established so that it may most effectively proceed to a fire in any designated section of the plant.

Fire drills at irregular intervals should be conducted. The time taken for the employees to leave the building in which the drill is held should be noted. If the plant has a fire alarm system of its own, periodic tests should be made of its efficiency.

Fire alarm boxes or telephones should be accessible at all times. Rooms in which they are located should be unlocked and all employees should be advised of the alarm box or telephone nearest their station. Adequate exits, fire boxes, and fire escapes should be clearly designated by appropriate signs in corridors, on walls, et cetera. The Plant Fire Chief when present at fires will assume general supervision of operations until the arrival of the City Fire Department, at which time he will give such information as to the exact location and nature of the fire, precautions to be taken, valuable equipment or material subject to damage, et cetera, as he may possess and render whatever assistance may be necessary. The Plant Fire Chief will be familiar

with all activities in plant buildings and know the location of shut-off valves in the various pipe lines, electric switches, and storage spaces for highly combustible or explosive materials. He also should familiarize himself with the location of valuable materials, records, equipment, et cetera, in case there is an opportunity to salvage such materials. He should also familiarize himself, as well as other members of the brigade, with the most effective method of using fire protective apparatus and appliances.

The Plant Chief Electrician and Chief Plumber, or their immediate assistants, should ^{be} present with available employees in their respective departments at all fires, prepared to render such assistance in their line as may be necessary.

Members of the plant who are trained in first aid should report at fires with equipment to render first aid treatment under direction of the staff physician, if needed.

When a fire is reported telephonically to the plant switch-board operator, she should immediately call the Plant Fire Department, the City Fire Department, the Plant Guard Service, and the Plant Protection Officer in the order named. She should furnish to the fire departments at the time of this call the location of the fire as reported to her. She should record the time, location, and the name of the person reporting the fire and submit this material in written form to the Plant Protection Officer.

If a fire is located in any of the buildings not reached

through the usual entrance, the guard at the entrance through which the fire apparatus will pass should be advised of the location of the fire and direct the fire apparatus to the building concerned.

Employees not in the immediate vicinity of the fire, and having no interest therein or not needed to assist in combatting it, should remain in their ~~xxxx~~ usual places of employment. Employees previously designated to take specific action in case of fire in accordance with the regular fire drills should proceed to their designated posts.

Employees in the building or part of the building affected and not needed to assist in combatting the fire should leave the building in the interests of safety.

Strict regulations governing smoking in a plant should be included in the plant rules and regulations. In some plants where smoking constitutes a hazard, appropriate fireproof rooms or safe areas should be provided for employees to prevent the employees from surreptitiously smoking in dressing rooms and other places which may force them to quickly and secretly dispose of burning tobacco. In plants producing explosives or highly combustible materials, the rules should prohibit the introduction into the plant of matches, tobaccos or other materials incidental to smoking.

HANDLING OF BOMBS AND EXPLOSIVES

As it is possible that bombs or infernal machines may be found in industrial plants, by employees, it is suggested that each plant ascertain the names, addresses, telephone numbers and availability of

explosive experts within their respective communities. Experience has revealed that there is no safe method of handling all types of infernal machines. Perhaps the only suggestions that are applicable to all cases are the following:

- (A) Remain a safe distance from the bomb at all times.
- (B) Consider the protection of life, first, and clear the surrounding area of all persons.
- (C) Remove inflamables from the immediate vicinity to prevent the spread of fire in the event the bomb explodes.
- (D) Disconnect all power lines in the immediate vicinity to prevent fire or the "shorting out" of the power lines over a large area.
- (E) Shut off all illuminating gas lines in the area.
- (F) Have in readiness fire fighting equipment.
- (G) Provide for an explosives expert to handle the bomb.

Untold ingenuity is employed in the manufacturing of infernal machines. As an indication of the danger in handling bombs, some will explode when moved, due to a trigger or pendulum arrangement, others explode at a specified time by use of clockwork device, others are connected with lighting circuits so that when the lights are turned on the bomb explodes, while others are equipped with an acid timing device which will cause the bomb to explode if it is submerged in water. Even these few will illustrate that there is no one method of handling bombs that can be safely employed.