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METHODS OF SABOTAGE

There are set out below some of the more common methods of sabotage. It is, therefore, advisable to consider and provide protection against these and other forms which may be particularly applicable to your plant.

- (A) Damage to machines or equipment by breakage, manipulation, abrasives, chemicals, or foreign bodies.
- (B) Damage to vital machinery, equipment, or buildings, by time bombs, gas explosions, incendiary bombs and devices, or the use of other explosives.
- (C) Damage to power stations, transmission lines, transfer stations, switchboards or other key points of the power system.
- (D) Damage to materials either being used or manufactured at the plant, including raw materials and materials being used for processing.
- (E) Damage to precision tools or technical mechanisms.
- (F) Damage or delay to finished products both at the plant and in transit.
- (G) Damage to, theft of, or interference with blueprints, formulae, working models or other confidential data.
- (H) Bacterial infection or other pollution of water and foodstuffs for the consumption of the employees or

foodstuffs being manufactured on contract.

- (I) Injury to personnel, including the introduction of contagious diseases.
- (J) Damage by arson, including undue negligence and existing fire hazards.

INDUSTRIAL INFORMATION SOUGHT BY ESPIONAGE AGENTS

Although practically any industrial information is of interest to a foreign power, the following are classes of information frequently sought:

- (A) Improved methods of production.
- (B) Type of material being produced.
- (C) Rate of present production and capacity.
- (D) Quantity of articles on order by this and other governments.
- (E) Specifications, formulae, and plans of all munitions and war equipment.
- (F) Test records of newly developed munitions, airplanes, guns, torpedoes, and other equipment.

METHOD OF ESPIONAGE

Foreign agents exhibit unlimited ingenuity in collecting pertinent information for their governments. The following are examples of tactics to which foreign agents resort in obtaining

information regarding industrial plants:

- (A) Infiltration of spies into plants as employees
- (B) Purchasing information from employees.
- (C) Theft or purchase of stolen plans, papers and other confidential documents.
- (D) Copying documents.
- (E) Photographing working models or finished products.
- (F) Reproduction or theft of working models or finished products.
- (G) Questioning employees either openly or under pretext
- (H) Enticing employees who are particularly familiar with the production of confidential materials to enter the services of a foreign power and serve in an advisory capacity for the production of similar war munitions, either in this country or abroad.
- (I) Personal observation of production operations, test runs, or confidential papers.
- (J) Foreign espionage rings disguised as commercial concerns, import-export associations, scientific organizations, businessmen's groups, and engineering organizations may attempt to obtain confidential or other information of benefit to a foreign power.
- (K) Pressure and threat with reference to relatives and friends of an employee, who reside in a foreign country.

VULNERABLE POINTS

Any material, machine, equipment, or product of a utility without which a plant cannot operate is considered as a vulnerable point and should receive particular attention. Likewise, any place or point in the operation where the flow of production could be blocked by reason of a bottleneck operation, or which point is readily accessible to attack, is a vulnerable point. To compile a list of such places or necessities, a plant owner should ask himself the question, "At what points would a single act of sabotage materially disable my plant?"

The vulnerable points differ with the various types of industry. Sources of power, water and raw materials/^{are}vital to a majority of plants. Telegraph and telephone companies consider cable concentrations, emergency power units, and operating floors as vulnerable point. Hydroelectric companies consider penstocks, generators, bus structures and switchyards as of primary importance, whereas railroad companies pay particular attention to bridges and tunnels. Thus, each industrial concern or public utility can easily compile a list of the materials, products or areas that are the most necessary for continued operation and which require primary protection. ~~When~~ these facilities are at fixed points and cover a large area, maps and diagrams should be prepared definitely indicating the location of each.

HAZARDS

In considering the security of an industrial unit, the manage-

ment should realize that knowledge of all hazards may be considered as helpful to any foreign-controlled plan of sabotage. Whether an industrial unit has been destroyed by neglect or by intention is immaterial when considering the loss of the plant to American industry during a time of emergency. Likewise, a condition which a hazard to the personnel is usually as dangerous as a saboteur who may attack and attempt to so injure the personnel that the plant production will be curtailed. Thus, a survey should include the observing and removal of all fire hazards and all safety hazards constituting a danger to the plant itself or to the personnel employed therein.

PERSONNEL

Managers should consider the personnel as the most important factor in plant protection. Disloyal employees are in a better position to commit sabotage and espionage than a non-employee. Employees and former employees have a complete working knowledge of the plant functions and are in possession of authentic information which enables them to strike at the vulnerable points of the industry with which they are familiar.

In contrast to these individuals, loyal employees may readily assist in protecting the plant properties as well as reporting overtures made to them by foreign agents. It should be considered, however, that the efficiency of loyal employees performing these patriotic duties is entirely dependent upon the training that has been afforded

them and the instructions they have received.

It is, therefore, deemed advisable for all plant owners to establish schools so that all employees, particularly those in supervisory capacities, may receive instructions as to their duties in connection with the protection of plant properties against foreign-controlled sabotage or espionage.

Foreign agents will make every effort to obtain employment in an important plant or a plant producing confidential material. Applicants should, therefore, be carefully investigated before actual employment.

APPLICATION FORMS

An added precaution against the employment of a foreign agent is the adoption of a suitable form. Such form should be executed by all present and future employees and should include the following information:

- (1) The employee's full name and present address.
- (2) The personal history of the employee, including:
 - (a) Place of birth.
 - (b) Nationality.
 - (c) Parents' birthplace.
 - (d) Wife's maiden name.
 - (e) Wife's birthplace.

Women employees who are married should be requested to give:

- (a) Their maiden name.

- (b) Their husband's full name.
 - (c) Their husband's birthplace.
 - (d) Their husband's employment.
- (3) If foreign born, the name used when entering the United States, the name of the ship, and the port of entry.
- (4) Citizenship. For those employees who are naturalized citizens, the following should be secured:
- (a) Dates when and places where citizenship papers were obtained.
 - (b) Method of obtaining citizenship.
- The applicant should be required to exhibit his or her naturalization papers if foreign born and naturalized.
- (5) Names and addresses of employee's immediate family, including immediate relatives of husband or wife. This information should specifically include the names and addresses of all members of the employee's family who may be residing in foreign countries
- (6) Education, specifying names of all elementary, grade and high schools as well as colleges, universities and higher educational institutions attended, giving their locations, periods of attendance and courses pursued.
- (7) Former employment. This should include a list of

all places where the employee formerly worked, together with a statement as to the type of work performed, the period of employment and the reason for the termination of employment. Date and place of any Civil Service employment should also be set out.

- (8) Military or naval experience, including both domestic and foreign. This should also include information as to the reason for the termination of such service, when and where enlisted, when and where discharged, what branch, and serial number of enlistment.
- (9) The names of all relatives employed in the Government service of the United States or in the service of any foreign country.
- (10) A list of all organizations to which the employee belongs, other than labor unions.
- (11) A statement of the employee's whereabouts and activities during the period from 1914 to 1918, inclusive.
- (12) The employee's social security number.
- (13) At least three references, excluding relatives.
- (14) Identity of the person, giving relationship, who should be notified in case of emergency.
- (15) A statement as to whether the applicant has been arrested and, in the event that he has, information as to the date, place of arrest, and the

offense charged, including the disposition thereof.

Using this application form as a basis, all present employees in key or confidential positions should be sufficiently investigated to establish nativity, status of naturalization if foreign born, and degree of patriotism.

Prior/^{to}employment, an official should interview the prospective employee, using the employee's application form as a basis for the interview. All the information on the form should be discussed and examined with the employee to determine its correctness. The date of birth should be compared with the school record. Employment dates should be compared with the statement as to the applicant's whereabouts from 1914 to 1918, inclusive. If foreign born, the date of entry into the United States should be compared with the employment record, and dates and places of naturalization should also be compared with the other information contained in the form.

Where physical examinations are given, the medical report should be compared with the application form for inconsistencies. Much of the information may be verified by form letters to such places as schools and former places of employment.

SOURCE AND SELECTION OF PERSONNEL

It is believed desirable to request all persons applying for employment to execute the proposed application form. These application forms should be filed according to the position desired or the qualifications of the applicant. Thus, the plant personnel official may refer to

the application forms on file when it becomes necessary to fill vacancies that have occurred. Men who own their own homes and have resided in a community for a considerable length of time are less liable to be connected with or controlled by a foreign government. The employment of local residents also simplifies personnel investigations.

RULES FOR EMPLOYEES

A complete set of rules to be followed by employees should be prepared and each employee should be fully advised as to the provisions of such rules at the time of employment. A printed copy of the rules should be submitted to the employee at the time of his employment, for his signature. Printed copies of the rules should be given each employee and posted conspicuously throughout the plant so that all employees may refer to them from time to time. A copy of the Federal Espionage and Sabotage Statutes should be conspicuously posted for the attention of the employees. A strict compliance with all rules should be required.

MORALE OF EMPLOYEES

Inasmuch as the strict rules which may be necessarily imposed upon employees and the supervision to which they will be subjected during a national emergency may have a tendency to arouse in certain employees a feeling of resentment, it is necessary that an intelligent and constant effort be made to keep the morale of all employees at a high level. Suggested means of accomplishing this are the use of posters, the circulation of plant publications, publicity in local newspapers

and employee meetings. All possible means should be used to develop in each employee the realization that his work at the plant is of a highly confidential nature and that it is very essential to national defense. The necessity for strict secrecy and for the protection of the plant from the operations of enemy agents should be constantly pointed out in an endeavor to cause employees to appreciate the reason for the strict rules and supervision to which they are subjected. Publicity will be valuable not only in making employees amenable to the discipline at the plant but also in encouraging individual employees, acting through a spirit of patriotism and loyalty, to report to the management suspicious instances which they may personally observe or persons whom they may suspect of espionage or sabotage activities.

CHECK OF ABSENTEES

A check should be made each day with respect to each employee who is absent from duty to determine the reasons for his absence or to verify them. Such a check may be conducted in some instances by a telephone call to the employee's home or by personal contact with him or members of his family. Any employee who is absent from the plant without a legitimate excuse should be looked upon with suspicion and a careful investigation should be made to determine his activities during his absence. This is especially true where the employee is found to have traveled secretly to another city or a foreign country.

MOVEMENTS OF EMPLOYEES WITHIN THE INDUSTRIAL UNITS

An employee who desires to leave the unit in which he is

employed for the purpose of visiting another unit for personal or official reasons should secure a pass from his foreman. This pass should reflect the name of the employee and the purpose of his visit to the other unit and should be time stamped, indicating the time of departure from the unit to which he is assigned. This pass should be presented to the guard on duty at the entrance of the unit to be visited or if no guard is present, to the foreman of that unit. The guard or foreman of the unit being visited should time stamp the pass and return it to the employee when he leaves the unit, noting the time of his departure. It should then be returned to the foreman from whom it was originally obtained. He should indicate the time of the employee's return to the unit in which he is regularly employed. These passes should be made a matter of permanent record.

It should be definitely understood among the employees that any employees who are found in an area other than that to which they are assigned, without proper authorization, will be subject to drastic disciplinary action.

An employee who desires to leave the plant prior to the termination of his shift should obtain a pass from his foreman stating the reason for his departure, which pass should be delivered by the employee to the guard on duty at the gate. The guard should note the time of the employee's departure and should also note the time of his return in the event that he does return to the plant prior to the expiration of the shift on duty. Upon the employee's return, he should

be admitted in the usual manner and required to present his badge and identification card.

REST ROOMS AND CAFETERIAS

Rest rooms, recreation rooms and cafeterias should be so located that it is unnecessary for employees, in order to reach them, to proceed through areas other than those to which they are assigned.

LOCKER ROOMS

Employees should be furnished with locker rooms and requested to change their clothing and leave their lunch boxes in these rooms. Clothing and lunch boxes should not be permitted to remain in or near important areas of the plant.

EMPLOYEES' ENTRANCES

Obviously a guard should be on duty at each employees' entrance and should identify the employees when they enter the plant. This may be accomplished most effectively by requiring each employee to exhibit his identification card and badge. In those cases where the guard at the gate may be suspicious of an individual entering, he may closely examine the suspect's credentials and, if still in doubt, communicate with the personnel office for positive identification.

It is difficult for a single guard to check the credentials of employees entering in more than one line. It is, therefore, desirable to so construct the entrance gates that the employees must enter single file. If desired, provisions may be made to enable several lines of employees to enter through each gate. If this method is employed,

separate guards should be assigned to each line.

Employees should be assigned a gate number and should always enter and leave the plant through that gate only.

PHYSICAL PROPERTIES TO BE CONSIDERED DURING A SURVEY

During the survey, consideration should be given to all possibilities of unauthorized persons gaining entrance to the plant. Persons who may attempt to enter through regular entrances will be discussed under the caption of "Guard Force Systems."

Sidewalk elevators, coal chutes, skylights and outside fire escapes may be used to gain entrance. Appropriate action should be taken to guard against such entries being used improperly.

Factories should consider, among other things, water frontage, railroad right of ways, outside windows facing sidewalks, storm sewers, and unfenced areas. Adequate fencing, screening and illumination are the three most important factors in the prevention of unauthorized entry. Gates should be installed over spur tracks and attended by guards at such time as they may be open. Windows, skylights and other openings available for entrance may be covered with heavy screen to prevent an intruder from gaining entrance.

FLOODLIGHTING

No plant area should be so poorly lighted as to enable a trespasser to proceed to any point within the plant premises without readily being observed by the guards on duty. All exterior floodlighting

systems should be installed within the fenced area for its protection and should particularly illuminate the areas immediately surrounding all buildings. The interiors of plants should also be adequately illuminated at night.

AUTOMOBILES

To properly protect a plant, it is necessary to positively identify all persons entering, and, in all instances, it is desirable to definitely ascertain the contents of all packages being brought in by persons entering by automobiles.

It is therefore advisable, when practicable, to establish parking areas for employees' cars. These parking areas should be enclosed by adequate fencing if within the plant area, thus making it necessary for the employees to enter through pedestrian entrances. Parking areas should not be adjacent to vital plant units.

SHIPPING AND RECEIVING PLATFORMS

Plant owners should consider the possibility of establishing receiving and shipping platforms near the boundary line of the plant property so that it will be unnecessary for delivery men to enter the plant proper when making deliveries. Platforms so situated relieve the guard force of the necessity of accompanying trucks which otherwise would be required to enter the plant area.

DELIVERY TRUCKS

In those factories where it is necessary to admit delivery trucks, a truck register should be established. To do this, it is

necessary to designate certain gates to be used by trucks. The guard at the truck gate should, prior to admitting a truck, record the following information on a proper form.

- (A) Date and time of entrance.
- (B) License number of the truck.
- (C) Signature of the driver.
- (D) Signature of the helper.
- (E) Name of the owner.
- (F) A brief description of the materials carried
in the truck.
- (G) Time of departure.

To conform with the suggested badge regulations, a temporary badge should be issued to truck drivers upon entering the plant. This badge should clearly indicate that the wearer thereof is a truck operator and not a regular employee.

When it is deemed necessary, an employee should accompany truck drivers to the point where they will discharge materials being brought into the plant.

No persons other than bona fide helpers should be permitted to accompany any truck driver when making a delivery inside the plant.

PRECISION TOOLS

Technical and precision tools should receive the utmost protection. The loss or damage of such tools may retard or stop production entirely until the tool has been replaced. Precision tools

may also be of interest to a foreign government which may be contemplating the production of similar equipment.

It is therefore suggested that all technical and precision tools be maintained in a separate room or in a well-screened area. This area should be considered as restricted. An attendant should be on duty in the tool room at all times when such tools are being used and should maintain a detailed charge-out system. The guard force should consider the tool room as a vulnerable point at such times as an attendant is not on duty therein.

RESTRICTED AREAS

In practically every industrial plant or utility that may be subjected to the acts of sabotage or espionage agents, there are certain areas where particularly vulnerable facilities exist or where confidential information or materials are kept. These areas should be considered as "restricted" and only those members of the personnel who are regularly employed within such areas should be admitted to them. In those areas where material~~s~~ is being manufactured for the War and Navy Departments, visitors should not be admitted to the restricted areas unless upon the express authorization of a Government Inspector.

TELEPHONES

Employees should be discouraged from receiving other than emergency personal telephone calls at the plant. Telephone messages that are unimportant should be transmitted in written form by messenger to the employee. Emergency calls for employees should be received by

the employee in his foreman's office.

Extreme care should be exercised in transmitting information by telephone.

EXPLOSIVES

Explosives should be stored in a place where a minimum of damage would result if an explosion occurred. Safe storage of explosives is usually accomplished by providing a fireproof magazine beneath the surface of the ground. Thus, if an explosion occurs, the possibility of damage will be limited. Such a magazine should be securely locked and frequently visited by the patrol guards. A daily inventory should be taken to assure that any theft will be brought to the attention of the plant officials immediately.

CONFIDENTIAL DOCUMENTS

PLAN OFFICE

It is highly desirable that plants working on confidential material have a Plan Office, preferably located in the main administration building. All confidential items such as blueprints, photographs, accounts, formulae, working models, performance charts, confidential reports and confidential communications should be stored and protected in this office. Such an office should be adequately protected by the plant guard service at all times. It is suggested that it be illuminated by floodlights during the nighttime to prevent a trespasser from approaching it unobserved.

All materials maintained in this office should be kept in fireproof containers equipped with suitable locks. Each confidential document should be serialized and a record kept of the number of copies of each. There should be established a rigid charge-out system which would account for the location of all copies at all times. A trusted, well-informed employee who has been thoroughly investigated should be in charge of the Plan Office and he should be held directly responsible for all materials contained therein. He should report directly to the plant protection official. In those plants where confidential blueprints and such items are maintained by the construction or designing engineer, the employee in charge of the Plan Office should be under his supervision.

A small item of a confidential nature should not be included in or attached to a large or voluminous document. To prevent an unnecessary burden on the part of clerical employees and to insure greater protection to confidential material, confidential supplements should be prepared, where practicable, for documents which are otherwise non-confidential. There should be no reference in the non-confidential material indicating the existence of a confidential supplement.

When a plant official, foreman or other employee has a legitimate reason to secure a blueprint, plan or other confidential item, he should submit an appropriate request to the Plan Office, where upon, if deemed advisable, the necessary material should be issued to him and a charge-out slip prepared, which slip should bear the name of the

individual requesting the item and should be signed by this person at the time he receives the material. The date and time the material is charged out should also be noted on this slip. Any such item should be retained by the employee only as long as it is absolutely necessary and should ~~be~~ then be returned immediately by him to the Plan Office where an appropriate notation should be placed the charge-out slip indicating that the material has been returned and designating the time it was returned. In any event, no such confidential material should be retained in the possession of any employee after the shift on which he is employed is completed. It should then be returned to the Plan Office, regardless of whether the employee has finished with it, and may again be secured by him on the following day. Any negligence or lack of judgement on the part of a Plan Office employee in handling of such confidential material should result in strict disciplinary measures.

The charge-out records should be maintained permanently either in the Plan Office or in the office of the plant protection official so that at any future date information can be obtained as to all employees who had access to a particular plan, blueprint or other confidential matter, and likewise information can be secured as to all materials which have been handled by a particular employee.

All employees should be strictly prohibited from making sketches or copies from blueprints or other confidential materials for their personal use as differentiated from official use of the

plant. Where practicable and possible, plant protection officials should install a careful system of checking all photographic, photo-static and other types of reproduction material. Consideration may be given to the use of a requisition system showing the specific number of copies to be made, the distribution to be made of the copies, and a check, if possible and practical, of all spoilage, improperly exposed copies and prints, and other wastage in the reproduction processes

On such occasions as it may be necessary to take confidential blueprints, plans and other material from the plant for the purpose of having copies made or for any other purpose, they should be appropriately charged out to the person taking them from the plant and should be accompanied at all times by a member of the plant guard force, who will remain with them during the process of copying or other action. Such confidential materials may be taken from the plant only upon the specific authorization of the plant protection official. Extra copies of blueprints or plans may be kept in the possession of plant officials, but special care should be exercised to afford these copies protection from persons engaged in espionage.

SAFES

Small safes that can be carried away should never be used for confidential documents. If small safes are employed they should be encased in a wall or a floor in concrete to prevent the possibility of their removal. A safe door should never be closed if it is to remain unlocked. Keys to inner doors should never remain in the locks

Combinations to safes and keys to important areas should of course, be issued only to responsible persons. Important locks should not be capable of being opened by master keys.

Upon the termination of employment of an employee having had keys or combinations to locks on important places, both the locks and combinations should be changed.

Newly appointed employees should not be trusted to transfer an important key from one person to another.

Locksmiths, when working on a safe should be requested to arrange the combination in such a manner that it may be changed by an official of the plant to a combination that is unknown to the locksmith. When in doubt as to the safety of a combination of a safe, the safe should remain empty and open until such time as the combination has been changed.

HANDLING OF MAIL

All mail sent from the plant should be handled by one or two trusted clerks who should be designated to inspect all outgoing mail before sealing and stamping it. All letters prepared in the plant should be directed to the mail clerks for inspection to determine that no improper material is included in the letter. They should then be placed in the appropriate envelopes, sealed, stamped and placed in/^{mail}pouches, which in turn should be sealed by the mail clerk and delivered to the postoffice or retained in his custody until called for by the postoffice truck.

Incoming mail should be received at the appropriate receiving station which should be located at a point removed from any vital area in the plant. When received, the mail should be carefully examined and particular attention should be directed to packages received which may contain material designed to injure the plant. All mail after having been properly checked in the receiving station should then be delivered to the appropriate officials of the plant. Any threatening or suspicious letters received at the plant should be protected to preserve latent fingerprints and should be placed in envelopes by the receiving officials so that they may be delivered to the local office of the Federal Bureau of Investigation. Incoming mail marked "Personal" and Confidential" should not be opened by the mail clerk but should be delivered by him personally to the officer to whom it is addressed. Outgoing "Personal and Confidential" mail should be sealed by the author or his secretary before sending it to the mail room.

DISPOSAL OF WASTEPAPER

All wastepaper should be collected and disposed of in the plant area by means of an incinerator or shredding machine. Under no circumstances should wastepaper be taken from the plant area to be disposed of or sold as junk. Particular care should be taken during the disposal of wastepaper from the drafting or photostating rooms where confidential specifications, plans or diagrams may be prepared.

JANITORS AND CHARWOMEN

The opportunities of janitors and charwomen to obtain confidential information should not be overlooked. It is to be realized that these employees are in the lower salary brackets and do not require any special training or experience to obtain such employment. It is to be further realized that these employees have access to all departments of the plant, usually during such times as the regular employees are not on duty. It is therefore necessary to instruct the members of the guard force to make irregular observations of these employees during the course of their duties to remove the possibility of their obtaining confidential information in the plant and selling or transmitting it to foreign agents. Nothing in this section should be interpreted to mean that because of their positions they should be under greater suspicion than any other employees

IDENTIFICATION SYSTEMS

In conformance with the suggestion that all employees in a factory assist in protecting that factory, it is further suggested that a system be established wherein employees may readily recognize an outsider or an employee who may be within an area of the plant without authority. To enable employees to efficiently assist in this manner, the adoption of a badge system in plants having a large number of employees is absolutely necessary.

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 ceters. 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 ~~part~~ 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.