

**Best Practice Title:** Industrial Security Operational Approach

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**Brief Description of Best Practice:**

To provide a standardized and graded approach to security measures associated with PL-7 and PL-8 assets. As it currently stands PL-7 and PL-8 asset protection measures are covered under DOE O 473.1A, however a graded approach to the protection of these assets should be established to ensure assets are thoroughly protected, as not all PL-7 and PL-8 assets are the same. In most cases PL-7 and PL-8 assets will not meet the protection needs of PL-6 and greater assets, however they may require additional measures than the measures outlined within DOE Order language. In those cases, having a documented and approved graded approach to the protection of these assets provides consistency and support for protection measures beyond basic order requirements.

This is accomplished utilizing Asset Protection Agreements (APA), a simplified Security Plan, that requires facility owner and security professional collaboration to identify key assets within a facility and outline the protection measures needed. These agreements identify key individuals who are vital to the security focus within the facility and outline any additional protections needed. Additionally, this provides a proactive security approach with site personnel who may not be security professionals. Since many of these facilities will not house protective force members, it ensures that site personnel adhere to security measures as agreed upon within the APA.

**Why the best practice was used:**

This practice is used at the Hanford Site due to the expansive size of the site, 526 square miles, and the number of facilities, 800+, within its borders. Most of the Hanford Site has moved away from production and storage of Special Nuclear Materials, however thousands of dollars' worth of construction equipment and supplies remain. These assets, at times do not meet additional thresholds of protection, however, still require some level of protection to ensure continuity of operations and to protect governmental interests. APAs serve as a facilities security plan, when one is not required, to ensure that assets are protected through a documented and graded approach. Facility owners ensure compliance to Protection Agreements and serve as the focus of security for a facility's particular assets.

In addition, these documents reinforce and back site employees who speak up when they see something that does not comply with their agreements. These documents define what is important to a facility and why it is important given site employees greater understanding of what they are protecting and why.

**What are the benefits of the best practice:**

The greatest benefit is that of security to a particular facility or the assets within, however these also serve as direction to facility staff to carry out the security mission associated with their assets.

Additionally, these benefits are seen in the awareness of security amongst site personnel who frequent or are housed within a particular facility. It increases and reinforces the security message for the site populace and backs the Security Awareness program.

**What problems/issues were associated with the best practice:**

Though the APA process assists site personnel reinforce the security mission some challenges still occur as seen at the Hanford Site. Due to the expansive size and population of the site, given the work that typically transpires, and the lack of clearances needed by site employees a few areas of improvement have been noted.

The Hanford site needs to do a better job of badge confiscation and messaging to site access points when badges have not been returned. Incidents of former employees who have maintained their site badge returning to the site to conduct acts of theft have occurred in the past. Though measures of increased security presence, placement of mobile security cameras, and increased communications have been successful in apprehension of the offenders it did not come without cost. More proactive measures to confiscate terminated employee badges would have prevented some of the theft incidents from occurring.

Though APAs do increase the security posture of site facilities, there is still a lack of information being shared amongst all occupants. A greater and more proactive approach is required to be successful. Suggestions of more security professional's presence at site safety, operational, or staff meetings. Increased frequency of walk throughs by protective force members. A general reestablishment of security as a focal point has all been offered as viable options to increase the awareness of security amongst site personnel.

Most DOE sites work within their own borders and though collaboration groups exist, such as EFCOG, more collaboration amongst sites is needed. More specifically in areas such as security trends, issues, equipment, and posture. Though most sites are vastly different from one another there is still a lot of information that could be shared in a more proactive approach going forward.

**How the success of the Best Practice was measured:**

Frequent internal and external assessments occur of the Physical Protection program. During these assessments APAs are a focal point of assessment. These assessments provide adequate feedback on the success of the program. Often identifying issues that arise and areas for improvement. These suggestions and findings are considered and advance the program in a positive direction. Though not all improvement ideas can be implemented with any level of success they are still considered.

In all cases these assessments are documented and recorded with identified deficiencies being noted. These deficiencies are then used to create corrective action and plans that address the underlying issues to be resolved. In cases where catastrophic deficiencies are noted, immediate corrective actions are conducted, and follow-on assessments occur to ensure the correction was effective.

### **Description of process experience using the Best Practice:**

As security becomes ever more challenging due to budgetary and legal constraints, prioritization of assets becomes more of a priority. Though the protection of Special Nuclear Material and Classified Matter will be the forefront security professionals should consider all governmental assets as vital considering how a site may or may not operate. Listed below are a few key points to consider:

- Assets beyond PL-7 and PL-8
  - Protection of Government Property using IDS, CCTV, Access Control, Patrol checks, Security Awareness
  - Sites should have an agreement between facility owners and security operations such as Asset Protection Agreements (APAs) identifying a protection strategy using a graded approach for each facility containing government property and utilize a matrix to track facility agreements.
  - Get buy-in from asset owners into protection strategy and communicate the APA to all facility occupants – this increases the security awareness of all site personnel.
- How to produce a culture of security in today's environment
  - Need buy-in from management and DOE (local office).
  - Identify motivated security advocates (active in the field and networking)
  - Deploy security professionals to each site to help assist with identifying OPSEC, and possible testing.
  - Continuous Improvements in equipment. Update old outdated systems/programs. Communicate with other sites to see what they are utilizing (what has worked/not worked)
  - No Notice audits to see what is working and not working to ensure procedures are being followed even when not knowing about an audit.
  - Reward good security practices and be consistent.
- Key Accountability
  - Level 1-3 (controlled by key office) and tracked in a database
  - Level 4 or administrative keys should still be tracked at sites with an abundance of administrative keys for accountability. Suggest using a database that key custodians can use to track facility administrative keys. "Simple K" is a key tracking database that was suggested for example.
- Site Access / Denial / Badge Confiscation
  - Random 100% badge checks at site boundaries.

- Review access control to facilities regularly for assignees who longer need access.
- Follow DOE process for access denials.
- Confiscate the badge when know termination and ensure managers/HR are trained to retrieve badge. Look for signs of quitting or no shows to follow habits.
- Employee security awareness training.
- Discuss lessons learned from events that occur when employees attempt to gain access with outdated credentials.
- Overt security around site
  - Utilize fake cameras, mobile camera trailers, post warning signs, conduct patrol checks and walkthroughs, visibly mark equipment, and park marked vehicles in the area to deter security concerns.
- DOE IG Involvement / Notification
  - Sites should follow the DOE process.
  - Theft and loss above \$25,000 should be reported to IG.
- Proactive Security vs. Reactive Security
  - SPOs should conduct facility walkthroughs to be seen and interact with occupants.
  - Conduct random searches of vehicles and hand carried items, changing locations.
  - Have security briefings with facilities for security awareness with different security topics and train employees to have a questioning attitude of people or items in their facilities they do not recognize.
  - Identify trends and create a plan of action to correct.