

DOE/EH – 0647



## Wackenhut Services, Inc. Nevada Operations



**Report from the DOE  
Voluntary Protection Program  
Onsite Review, November 28-30, 2000**



**U. S. Department of Energy**  
Office of Environment, Safety and Health  
Office of Safety and Health  
Office of Regulatory Liaison

**March 2001**





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# Contents

Abbreviations and Acronyms ..... iii

Executive Summary ..... 1

**I. Introduction..... 3**

**II. Program Status ..... 5**

**III. Management Leadership..... 7**

    A. Management Commitment ..... 7

    B. VPP Commitment..... 7

    C. Written Safety and Health Program..... 7

    D. Leadership and Responsibility..... 7

    E. Authority and Resources..... 7

    F. Line Accountability..... 8

    G. Planning ..... 8

    H. Management Visibility..... 8

    I. Subcontractor Programs..... 8

    J. Safety and Health Program Evaluation ..... 9

**IV. Employee Involvement ..... 11**

**V. Worksite Analysis..... 13**

    A. Management Understanding ..... 13

    B. Industrial Hygiene, Health Physics and Safety ..... 13

    C. Pre-Use Planning ..... 14

    D. Hazard Analysis..... 15

    E. Routine Inspections..... 15

    F. Employee Hazard Reporting Systems..... 15

    G. Accident/Incident Investigations ..... 15

    H. Trend Analysis..... 16

**VI. Hazard Prevention and Control..... 17**

    A. Access to Certified Professional Expertise..... 17

    B. Methods of Hazard Prevention & Control ..... 17

    C. Hazard Control Programs..... 18

    D. Hazard Correction Tracking..... 18

    E. Occupational Health Programs..... 19

    F. Disciplinary System ..... 19

- G. Emergency Procedures..... 19
- VII. Safety and Health Training..... 21**
  - A. Supervisors..... 22
  - B. Employees ..... 22
  - C. Emergencies ..... 22
- VIII. General Assessment..... 23**
  - A. Safety and Health Conditions ..... 23
  - B. Safety and Health Programs ..... 23
  - C. Team Conclusions ..... 23
- Applicant Information: Wackenhut Services,  
Inc.-Nevada..... 25**
- Appendix: DOE-VPP Onsite Evaluation Team for Wackenhut  
Services, Inc. - Nevada ..... A-1**

## Abbreviations and Acronyms

BLS	Bureau of Labor Statistics, U.S. Department of Labor
CATS	Corrective Action Tracking System
CIH	Certified Industrial Hygienist
CSP	Certified Safety Professional
DOE	U. S. Department of Energy
DOE-VPP	Department of Energy Voluntary Protection Program
EBSP	Employee Based Safety Program
EH	Office of Environment, Safety and Health
ES&H	Environment, Safety and Health
ESC	Employee Safety Committee
FATS	Fire Arms Training Simulators
FBI	Federal Bureau of Investigation, U. S. Dept. of Justice
HQ	Headquarters
IIR	Injury Incidence Rate
IGAN	Independent Guard Association of Nevada
ISM	Integrated Safety Management
JHA	Job Hazard Analyses
LOTO	Lockout/Tagout
LWDI	Lost Workday Incidence
M&O	Management and Operations
NTS	Nevada Test Site

NV	Nevada Operations Office, (U.S. DOE)
OSHA	Occupational Safety and Health Administration
PHA	Process Hazard Analysis
PPE	Personal Protective Equipment
PTH	Protection Technology - Hanford
PM	Preventative Maintenance
PT	Physical Training
QIT	Quality Improvement Team(s)
RII	Recordable Injury Incidence
RL	Richland Operations Office (U.S. DOE)
SAR	Safety Analysis Review
SAS	Safeguards and Security
SIC	Standard Industrial Classification
S&H	Safety and Health
SPO	Security Police Officer
SWAT	Special Weapons and Tactics
TAP	Training Approval Program
TWA	Time Weighted Average
VPP	Voluntary Protection Program
WSI/NV	Wackenhut Services, Inc.-Nevada

## Executive Summary

An onsite review was conducted at Wackenhut Services Inc.- Nevada Test Site, during the week of November 27, 2000 to determine the site's eligibility for participation in the Department of Energy's (DOE) Voluntary Protection Program (VPP). This report is based on information provided in the application, safety and health program documentation reviewed onsite, interviews with more than 60 employees and managers, and a walkthrough tour of the worksite. The walkthrough included representative workstations and areas in Las Vegas and on the Nevada Test Site (NTS).

Wackenhut Services Inc. DOE-NV is properly classified under the Standard Industrial Classification (SIC) Code 7381 for Detective, Guard and Armored Car Services. The worksite is located at facilities in Las Vegas and on the NTS. The three-year injury incidence rate (IIR) and lost or restricted workday rates (LWDI) for the periods 1997-1999 are 2.9 and 1.3 respectively. The site IIR is 17 percent below and the LWDI is 18 percent below the three year Bureau of Labor Statistics, U.S. Department of Labor (BLS) national industry averages for SIC 7381.

### Management Leadership

Management's attitude toward safety and health is distinctly pro-active. Resources, cooperation, time, and total support is consistently provided to the safety and health program. Program requirements for management commitment, including clear written policy and assignment of authority and accountability of managers and supervisors, have been met. The Site Manager's commitment is clearly evident by the effort that has been put into the program.

### Employee Involvement

There are 245 employees assigned to work areas in Las Vegas and on the NTS. Approximately 150 employees are designated as Security Police Officers (SPOs), including 30 uniformed supervisors. The remaining employees comprise support functions including Environment, Safety and Health (ES&H) staff and company management. Employee involvement is ensured by participation in numerous committees including the Employee Safety Council, Quality Improvement Teams (QIT), and numerous ad hoc committees. Formal interviews were conducted with a cross section of SPOs, technical program managers and management. Informal interviews were conducted liberally as part of the walkthrough activities.

### Worksite Analyses

Employees are potentially exposed to a variety of common industrial and radiological exposures. The majority of SPOs are assigned to fixed workstations and roving patrols. Ergonomic and common safety issues have been well analyzed for these employees. In

addition, there is an incidental exposure potential for SPOs from operations they provide security for but do not control. These issues have been thoroughly analyzed.

### **Hazard Prevention and Control**

Safety and health planning is well integrated with overall management planning. Requirements for the access to certified safety and health professionals and coverage of contract workers are met. Hazard assessment systems, including identification of uncontrolled hazards, self-inspections, routine hazard surveys, employee notification of hazards, accident investigations, preventive maintenance, and medical programs are all in place. Employees at the work site are well integrated into the safety and health program through various forms of participation. The overall program has been in place for several years.

### **Safety and Health Training**

WSI/NV employees spend a significant percentage of their time involved in security training exercises including shooting practice, physical training (PT) and live scenario simulations. The company has a long-standing individually supervised PT program. SPOs are permitted to workout on the clock an average of three times weekly.

### **Technical Conclusion**

The work site has provided all necessary VPP assurances. WSI/NV and its employees have established their commitment in writing and demonstrated their commitment through their actions.

The DOE-VPP Onsite Evaluation Team's technical conclusion is that WSI/NV has met all applicable requirements for participation in the DOE-VPP. Accordingly, the Team's report is submitted to the Director, Office of Regulatory Liaison, EH-51, for review and consideration.

# I. Introduction

The DOE-VPP onsite review was conducted at Wackenhut Services Inc.-Nevada Test Site, during the week of November 27, 2000 to determine the site's eligibility for participation in the DOE-VPP. WSI/NV was evaluated against the program requirements contained in U.S. DOE-VPP, Part I: "*Program Elements to Determine its Success in Implementing the Five Tenets of DOE-VPP.*" The Team consisted of a diverse cross section of individuals from the DOE Headquarters Office, the DOE Nevada Operations Office (NV), the DOE Richland Operations Office (RL), and an individual from Protection Technology Hanford (PTH), RL. The DOE-VPP Onsite Evaluation Team consisted of Roy Gibbs, Team Leader, DOE-HQ; Bruce Stolte (DOE-NV), Ruby Lopez-Owens (DOE-NV), Ray Williams (PTH-RL) and Noble Atkins (DOE-RL).

Wackenhut Services Inc. DOE-NV is classified under the Standard Industrial Classification (SIC) Code 7381 for Detective, Guard and Armored Car Services. Primary work sites are located at facilities in Las Vegas and on the NTS. Wackenhut Services Inc. is the safeguards and security contractor at the Nevada Test Site. The mission of WSI/NTS is to maintain a standardized program for all safeguards and security (SAS) functions. Their primary mission is to physically protect special nuclear material, classified matter, government property, and personnel located within the confines of the site.

This report is based on information provided in the WSI application, safety and health program documentation reviewed onsite, interviews with more than 60 employees and managers, and a walkthrough of the work site. There are 245 employees assigned to work areas in town and on the NTS. Approximately 150 employees are designated as Special Police Officers (SPO) including 30 uniformed supervisors. The remaining employees comprise support functions including ES&H staff and company management.



## II. Program Status

The Onsite Review Team conducted a review of the Occupational Safety and Health Administration (OSHA) 200 logs for the current year as well as the preceding three calendar years. To calculate the lost workday incidence (LWDI) and recordable injury incidence (RII) rates, the Team used two standard formulas:

$$\text{RII rate} = \frac{\text{No. of Recordable incidents [Col.(1) + Col.(2) + Col.(6)] x 200,000}{\text{No. of employee hours worked}}$$

$$\text{and LWDI rate} = \frac{\text{No. of LWD cases [Col.(2)] x 200,000}{\text{No. of employee hours worked}}$$

The following table provides the data and rates for the preceding 3 calendar years, together with the 3-year average. It also provides the DOE average for security contractors. The following are the total incidence and lost workday injury rates:

YEAR	HOURS	TOTAL CASES	IIR	LWDI	LWDI RATE
1997	469,801	8	3.4	2	.9
1998	522,659	7	2.7	4	1.5
1999	527,589	7	2.7	4	1.5
<b>TOTAL</b>	1,520,049	22		10	
three-year rate (1997-1999)			2.9		1.3
BLS National Average for 1996-1998 (SIC 7381)			3.5		1.6
Note: Incident rates for 1999 were not available as of November 30, 2000.					

The three-year IIR and LWDI for the period 1997-1999 are 2.9 and 1.3 respectively. The site's IIR is 17 percent below and the LWDI rate is 18.75 percent better than the 3-year industry averages for SIC 7381. The information on the OSHA 200 logs supports the information provided in the application and the company's first reports of injury forms support the data in the logs.

The ES&H Manager is responsible for the entries to the OSHA 200 log and verified the accuracy of the records. The ES&H Manager understands the recordkeeping requirements. Based on interviews conducted with management and employees, the logs accurately reflect the injury and illness experience at this plant.



## **III. Management Leadership**

### **A. Management Commitment**

The General Manager and other personnel in the management structure have clearly accepted responsibility for the safety of their employees and the operations under their control by establishing ES&H policies. Both corporate and facility leadership have set high standards for safety excellence. These standards have been communicated to all WSI/NV employees through new hire orientation and ongoing mechanisms designed to continually reinforce ES&H requirements, rights and responsibilities. New hire checklists, Fact Sheet booklets, and briefings on VPP and Integrated Safety Management (ISM) are provided. ES&H policies, plans and information are communicated through a series of media, including postings, meetings, and e-mail and training sessions. S&H authority and responsibilities are well integrated with the organization's management system. The management of the facility is fully committed to achieving an accident-free work environment.

### **B. VPP Commitment**

The management has shown an open commitment to meeting the requirements of the VPP by its active support of the Employee Safety Committee (ESC). Management was helpful in setting up formal interviews by providing an employee list for a random selection of employees and private rooms for conducting interviews. The employees' representatives scheduled and coordinated the continuous amount of employee interviews.

### **C. Written Safety and Health Program**

All critical elements (Management Leadership, Employee Involvement, Work Analysis, Hazard Prevention Control, S&H Training) and sub-elements of a basic S&H program are a part of the site's written program. All aspects of the safety and health program are appropriate to the size of the work site and type of the industry and operations.

### **D. Leadership and Responsibility**

Top management is committed to the implementation of a well-coordinated S&H program including establishing a clear line of communication with employees. The General Manager leads and supports the ES&H Process, while the SPOs and other management staff are tasked with plant responsibility for safety. Everyone understands and exercises their specific responsibilities associated with each of their respective expertise.

### **E. Authority and Resources**

All employees at WSI/NV are responsible for safety. The General Manager has the ultimate responsibility with the assistance of more than a dozen full-time professional, technical and administrative employees of the ES&H Team. Adequate resources, including staff,

equipment, materials funding, training and professional expertise have been committed to workplace safety and health. This is evident by the programs reviewed, employee involvement, and competence of the employees.

## **F. Line Accountability**

Management is committed to providing the leadership, direction, goals, training, resources, and standards to ensure all employees may perform their duties in a safe and healthful workplace. Management and employees share in the responsibility to carry out individual duties in a safe manner. Managers are held accountable for safety by specific standards within their individual performance standards and the consistent enforcement of safety policy. Employees are reviewed for negative safety habits and trends. Employees, including all levels of management involved in “preventable” motor vehicle accidents, are carefully evaluated. Traffic infractions such as speeding carry a strong likelihood for disciplinary action. All site employees are empowered with the authority to address safety concerns. The review indicated that the system utilized is effectively working. The company does have a formal written performance appraisal system with S&H responsibilities as a critical element for management personnel. All site safety rules, safe work practices, and personal protective equipment (PPE) requirements are adequate.

## **G. Planning**

Safety and health are an integral part of the planning processes. The WSI/NV corporate vision commits its subsidiaries to conduct business without compromising safety or the environment. This vision is supported by the use of an ISM System. As a result of ISM, safety is integrated at every level, not only within ES&H, but into the planning, operating, maintenance, quality assurance, training, scheduling, and funding processes as well.

## **H. Management Visibility**

Top-level management is clearly visible and actively participates in S&H program. The General Manager participates and pays particular attention to safety in the Force-on-Force exercises that are routinely conducted. The manager and his staff hold all-hands meetings. Managers are held accountable for their S&H responsibilities and maintain a policy of accessibility with regard to S&H issues that arise in the workplace. An “open door” policy ensures that any employee – at any time – can express a S&H concern to any level of management. The team observed this policy through formal and informal interview, and noted that most employees did not feel the need to raise concerns above their first-tier supervisor, because any concerns raised were resolved almost immediately.

## **I. Subcontractor Programs**

No resident subcontractors are onsite. However, Wackenhut Services, Inc. does have requirements for vendor and subcontractor selection, if necessary. These requirements include consideration of a subcontractor’s safety program and past performance in the area of S&H as qualifying factors in the selection process.

## **J. Safety and Health Program Evaluation**

The team observed that routine evaluations of the S&H program were being conducted with participation by both management and employees. Self-assessments and annual reviews are used as a means for continuous improvements in the S&H program.



## IV. Employee Involvement

Management was very accommodating in providing the Team with offices for employee interviews. The formally interviewed employees were randomly selected based on jobs and locations throughout the various units. All employees interviewed were comfortable in talking with members of the DOE-VPP Onsite Evaluation Team. Employees indicated that they understood their responsibilities in the event of emergency situations. The Onsite Evaluation Team's assessment confirmed that WSI/NV employees are knowledgeable about the facility's S&H program.



*New employee receiving classroom instruction*

Additionally, employees were knowledgeable about VPP participation, including their right to request and receive reports of inspections, accident investigations, and their results. Employees also know of their right to lodge a formal complaint. One employee interviewed expressed that participation in the VPP has been a real “shot in the arm”. Others stated that programs have continued to improve with the recent focus on ISM and VPP. Employees are very supportive of the company's participation in VPP and feel they are fortunate to work for a company that gives special recognition to their safety and health. The employees feel that the site's S&H program is better than average and constantly improving.

The employee involvement in the site's S&H program is an integral part of the overall safety and health program. Employees participate in several ways, including through the Employee Based Safety Program (EBSP), the ES&H Line Coordinator (ES&HLC) Program and by active participation in training activities, accident investigations and reviews. Involvement occurs through numerous safety discipline specific (functional area) activities and during the work planning process.

Employees are knowledgeable about the VPP effort at this site through the ESC and a variety of communication forums, and they see it as effective. The committee is made up of 15 employees and was founded several years ago.

Committee members understand their role and receive appropriate training. All members have additional hazard recognition and incident investigation training. The committee convenes on a monthly basis, and minutes are kept for each meeting. The DOE-VPP Team attended a routine ESC meeting. The meeting was well managed and energetic. ESC members were very knowledgeable and confident in the process.

## V. Worksite Analysis

### A. Management Understanding

Management has a clear understanding and knowledge of the hazards at this site. Given the nature of WSI/NV 's responsibility, employee physical training (PT) is a major part of the work routine. PT activities are inherently risky. WSI/NV routinely performs extensive hazard analysis of its fitness regimen through the application of its "protective force Training Approval Program," (TAP). During each step of the process, each security task is identified and potential hazards and risks are identified into the TAP. Lesson plans are developed, including explanation of risks and mitigation techniques. Process Hazards Analysis (PHA), Industrial Hygiene Surveys, Confined Space Surveys, Radioactive Sources Surveys, Personal Protective Equipment Surveys, Self-Inspections, Routine Hazard Analysis, Employee Reports of Hazards, Accident Investigations, and Trend Analysis are also carried out. The Site General Manager reviews open safety issues.

### B. Industrial Hygiene, Health Physics and Safety

WSI does not maintain Certified Industrial Hygienists, Certified Safety Professionals, Certified Safety Engineers, or Certified Occupational Physicians on their own staff. WSI/NV management does, however, maintain a strong level of commitment to all safety areas by employing several personnel with strong backgrounds in the ES&H arena. The ES&H manager has three safety specialists on his staff. WSI/NV purchases some specific OSH services from the site's M&O contractor, Bechtel. The ES&H manager at WSI/NV has developed a quality assurance function within his staff that evaluates the Bechtel supplied services. Industrial hygiene, injury, radiation health and medical recordkeeping at this site are of good quality. There are no patterns of S&H problems indicated on the OSHA 200 log.

WSI/NV has developed over several years, a program that requires the patrol personnel to be actively involved with a company supervised PT and exercise program on duty time. WSI/NV employs a staff of nine exercise physiologists within their organization that possess appropriate college degrees, many with masters and all certified by the proper organizations. Because of the emphasis on PT, exercise, and preparedness, this expertise is critical to the WSI/NV mission. Each PT has their assigned patrol members, which is viewed as having your own personal physical trainer.

The standard program requirements are for three sessions a week consisting of one hour per session at the company suppliant locations. Program expansion is developed on an as needed basis, established with the medical staff and the PT staff.

All potential health hazards are analyzed by establishing a pro-active approach. Corrective actions are assigned to the appropriate manager/supervisor for follow-up or implementation. Corrective actions are entered into and tracked by the WSI/NV Corrective Action Tracking System (CATS). Supervisors and managers receive monthly status reports until corrections

are made and verified. The WSI/NV Assessment Program Procedure is used as a central scheduling tool for directing site qualitative exposure assessments, prioritizing quantitative exposure assessments for the site, and for communicating exposure information to employees. The employer provides the industrial hygiene/safety/radiation health staff with updated information when new hazards are identified. Adequate numbers of Certified Industrial Hygienists (CIHs), Certified Safety Professionals (CSPs) and Certified Health Physicists are available through the site services contractor. Results from surveys are maintained in written and/or electronic form.

### **C. Pre-Use Planning**

New equipment, materials and processes are analyzed at several levels for potential hazards prior to use before purchasing. The safety management processes used include:

- formal Safety Analysis Review (SAR),
- Design Review,
- Process Hazard Analysis (PHA),
- Risk Assessments/Safety Analysis,
- Operational Readiness Reviews,
- Job Hazard Analyses (JHA),
- Personal Protective Equipment (PPE) Hazard Assessment,
- Preliminary Hazard Reviews (PHR),
- Purchase Requisition Review, and
- Safe Work Permit.

All purchased materials are reviewed and material safety data sheets obtained. Material safety data sheets are available for all employees. Examples of recent analysis was reviewed and found to be comprehensive.



***DOE-NV Manager receives briefing on firearms from WSI-NV Range Master***

## **D. Hazard Analysis**

For site operations and maintenance, the hazards are identified and a JHA is performed to analyze the tasks for potential hazards that may cause injury, illness or unplanned hazardous exposures. PPE hazard assessments are done to identify the personal equipment needed to work safely. A Safe Work Permit is issued which defines the precautions to be taken and the acceptable conditions of the equipment, lockout/tagout, etc. Hazard controls are developed and implemented based upon previously approved standards (OSHA, corporate standards, industry standards).

## **E. Routine Inspections**

The entire site is inspected 4 times a year by site safety and health professionals, managers and ESC members. There are comprehensive audits conducted yearly, that include a physical walkthrough of the site, a review of procedures and records, employee interviews, and an ISM compliance review. S&H Line Coordinators and ESC members consisting of hourly employees from each department perform monthly inspections of assigned areas and document any discrepancies. The ESC meets monthly to ensure that all work orders and recommendations are tracked to completion.

## **F. Employee Hazard Reporting System**

A review of the written hazard reporting system indicated that the system is working effectively. Several reporting mechanisms for safety and health concerns are used. Employees can submit written or oral safety and health concerns through several avenues. Some of the notification methods include advising a manager, notifying an ESC member, completing an Irregularity Report (IR), a patrol report or a Safety Action Form (SAT). Employees routinely advised of the status of their safety and health concern. All action items are tracked to completion by appropriate supervisors and are tracked through CATS. Employees are involved in the verification of corrective actions

## **G. Accident/Incident Investigations**

It is line supervisor responsibility to conduct Accident Investigations (AIs). At the present time, the ESC members or other employees (other than Safety Spec) are not utilized to conduct investigations. However, a new policy is in the works that will include ESC members to assist in AIs. The Physical Fitness Specialist is responsible for investigating, documenting and reporting accidents and injuries associated with the fitness program. Corrective actions are assigned to the appropriate manager/supervisor for follow-up/tracking, and are entered into the Corrective Action Tracking System (CATS).

Each accident is reviewed for lessons learned, shared with an organizational element or all employees, and distributed in accordance with WSI policy. All accidents are investigated to determine the root causes, and to implement corrective measures for preventing a recurrence of a similar incident. Investigations are classified as Type A, B, C, or Expanded C., as required by contract in accordance with DOE Order 225.1. The supervisor responsible for the

work activity investigates minor occupational injuries. The majority of WSI/NV's accidents are associated with the physical fitness program. The on-duty Physical Fitness Specialist is responsible for evaluating the cause of exercise-related injuries. At the present time, the ESC members are not involved in accident investigations, however, the new procedure states that the ESC will be utilized in future investigations.

NOTE: The SPOs are not utilized due to the disciplinary actions; and the Independent Guard Association of Nevada (the recognized collective bargaining agent), does not want SPOs utilized.

## **H. Trend Analysis**

WSI/NV conducts trend analysis on data generated through available systems and the ISM verification report. Trends are reviewed and discussed on a monthly basis by the ESC. Also, the Quality Improvement Team (QIT) routinely analyzes injuries, accidents and at-risk behavior.

## VI. Hazard Prevention & Control

### A. Access to Certified Professional Expertise

Adequate numbers of CIHs, CSPs, and Certified Health Physicists are available through the site services contractor. WSI does not maintain a CIH, CSPs, Certified Safety Engineers, or Certified Occupational Physicians on their own staff. WSI/NV management does maintain a strong level of commitment to all safety areas by employing several personnel with strong backgrounds in the ES&H arena. The ES&H manager has three safety specialists on his staff. WSI/NV depends on the site M&O contractor (Bechtel) to provide any professional expertise required. The ES&H manager at WSI/NV has developed a quality assurance function within his staff that evaluates the Bechtel-supplied services. Results from surveys are maintained in written and/or electronic form. The employer provides the industrial hygiene/safety/radiological health staff with updated information when new hazards are identified.

### B. Methods of Hazard Prevention & Control

WSI/NV employs a standard hierarchy of controls approach to the mitigation of hazards in the work environment. Examples of the use of this hierarchy of controls are the safety measures employed at the firing ranges and at the exercise facilities.

*Engineering Controls* – The live fire ranges and their respective range fans creating the proper safety barriers are good examples of the WSI/NV performance in this area. The sound absorption panels at the indoor firing range are yet another example of engineering out the possibility of a bullet fragmentation injury.

*Administrative Controls* – The range regulations and the instructor oversight as well as the exercise rules and the exercise physiologist interface are good examples of administrative controls. Equipment pre-purchase analysis and evaluation on items of equipment that are identified as possibly of value to be used on site are put through an extensive evaluation by specifically assigned users in an attempt at reality-based usage criteria. Coordination with user units and the manufacture representative is established and maintained throughout this process for completion of the “feed back” initiative. Safety, maintenance, reliability, user-friendly ease of operation, and cost are some of the factors in these evaluations.

*Personal Protective Equipment* – PPE required on all firing ranges includes ear plugs as well as the newer earmuffs that provide better protection from noise exposure. The range staff maintains these requirements with an outside CIH doing periodic reviews to establish the proper level of protection is being maintained. Newer protective equipment is continually being evaluated for potential application for site utilization.



***WSI/NV training instructor provides last minute instructions to FBI SWAT Team members***

### **C. Hazard Control Programs**

The hazard management process of WSI/NV at this site consists of programs in the following areas:

- Job Analysis
- Job Task Analysis (JTA)
- Job Descriptions
- Job Qualifications
- Training
- Real Estate/Operations - Permit (REOP)
- Medical Program
- Occupational Medical Services
- Industrial Hygiene Services
- Dosimetry Services

Basic selection of employees hired for work at WSI/NV is the beginning of a structured system to match unique job requirements, both physical and mental, to the selection of a specific individual. WSI/NV searches in the right places for these people and selects only proven performers. The length of service of their employees and the success of job performance is the best gauge of this program's success.

The utilization of the Medical Director/Doctor provided by Bechtel is extremely successful, especially in the connection to the WSI/NV on-duty Physical Training Program.

### **D. Hazard Correction Tracking**

Hazard tracking systems provide documented hazard information and data used in making management decisions, prioritizing action, establishing goals, identifying trends, and communicating lessons learned. WSI/NV CATS has been effectively utilized to log, follow and ensure that corrections are made.

## **E. Occupational Health Program**

The site utilizes Bechtel (the site services contractor) for medical resources. Comprehensive medical services are provided including annual physicals, medical surveillance, audiometric examinations, and pulmonary function testing. Emergency transportation is provided by onsite ambulance services.

## **F. Disciplinary System**

The Company has had a progressive disciplinary system in place for several years. The basic system includes written warnings, days off without pay progressing to termination. The plant disciplinary policy is not specific to safety and health performance problems, instead it addresses all forms of unacceptable conduct and/or performance problems. The program includes oral warning, written reprimand suspension, and finally termination. Steps may be skipped as appropriate. There have been disciplinary actions taken. Interviews indicated that employees were aware of the disciplinary system and the requirement to follow all of the company's safety rules, safe work practices, and PPE requirements. Employees are aware that failure to follow safety rules could result in disciplinary action. The disciplinary system equally applies to both employees and the management.

## **G. Emergency Procedures**

WSI/NV performs annual emergency drills to ensure all employees are involved in a drill. The drill consists of emergency response teams and affected personnel. Interviews and plant documents indicate that the company maintains an emergency alarm and response system state whether it's an Emergency Action Plan or an Emergency Response Plan. Employees interviewed were aware of, and familiar with, the emergency program and all procedures. The plan also includes procedures for severe weather. The comprehensive written emergency procedure plan includes first and medical planning, emergency egress and evacuation, and emergency telephone numbers. The emergency communication system is tested at regular intervals. The Emergency Response Team members receive annual training and participate in quarterly drills.



## VII. Safety and Health Training

The Training Program ensures that employees at all levels are aware of their safety and health responsibilities. Training is maintained on a computerized database. This system also tracks dates for any forthcoming individual refresher training.



***New hire SPOs receiving classroom instruction on safe driving techniques.***

Supervisors discuss training with employees for performance enhancement. SPOs have specific training for knowledge and qualifications, that is done annually and/or recurring training is accomplished through Protective Force Annual Training (PFAT); training is conducted by instructors, Subject Matter Experts, or Computer Base Training.

Fire Arms Training Simulators (FATS) are used at WSI/NV and allows other agencies to train. WSI/NV's reputation within the local law enforcement community for quality firearms training led the Las Vegas Metropolitan Police Department to request a one-day firearms training course specifically tailored to their officers assigned to rural communities in Clark County. The training staff designed, developed and presented two iterations of training.



***SPOs training with M-16 Rifle.***

The Training Division also provides firearms and use of force training to the local Federal Officers.

A one week course was developed by WSI/NV for the U.S. Federal Bureau of Investigation's (FBI) Hazardous Material Response Unit and their National Office. The training was to assist the FBI in coordinating Special Weapons and Tactics (SWAT) operations to provide regional FBI SWAT agents with the knowledge, skill and ability to utilize chemical protective equipment in tactical law enforcement. Nine iterations of this course were delivered to a total of 400 FBI agents.

### **A. Supervisors**

Supervisors understand the hazards of the site and how to protect themselves from these hazards and understand their safety and health role. Employees interviewed indicated that recognized hazards either were corrected by them if possible, or would be reported to their supervisors (who would ensure correction). Supervisors are responsible in ensuring that employees under their control receive all training required, and that it is documented on training records.

### **B. Employees**

Employees understand the hazards of their job roles as well as the use of appropriate PPE required. Employees understand why PPE is necessary, what its limitations are, and proper maintenance. Newly hired employees are required to participate in an orientation that trains them on the site's safety and health program.

### **C. Emergencies**

All WSI/NV employees receive safety and health training initially and annually, including training on emergency situations from fire, chemical releases, and natural disasters.

## **VIII. General Assessment**

### **A. Safety and Health Conditions**

The safety and health conditions at this site are above average for this type of industry. During the walkaround, housekeeping was observed to be better than average for this type of industry. PPE is provided throughout the plant and utilized properly. Employees indicated that any safety and health related problems reported to their supervisors were corrected as soon as possible. There is a strong employee participation and management commitment to safety and health. Several employees indicated that this work site is a better and safer place to work compared to other similar places they have worked.

### **B. Safety and Health Programs**

The safety and health programs at this facility are above average. Employees verify that there has been an increase in employee participation in the safety and health programs, and there is a stronger commitment to safety and health. Employees feel that the company is concerned about their safety and feel that this plant is a very safe place to work. The DOE-VPP preliminary review and onsite review teams conducted a number of walkarounds, both as a group and individually, and conducted over one hundred interviews of personnel. The consensus of the Team was that the site was well maintained, and no major issues of S&H were observed.

### **C. Team Technical Conclusion**

The DOE-VPP Onsite Review Team concluded that Wackenhut Service, Inc.-Nevada meets the applicable technical requirements for participation in the DOE-VPP. During the period of this review, the Team did not identify any specific, technical weaknesses in the WSI/NV safety and health program. Accordingly, this report is submitted to the Director, Office of Regulatory Liaison, EH-51, for review and consideration.



**Applicant Information:  
Wackenhut Services, Inc. - Nevada**

<b>Site Information</b>	
Company Name:	Wackenhut Services, Incorporated
Site Address:	P.O. Box 96027 Las Vegas, Nevada 89193-6027
Plant Manager:	M. D. Ebert
Site VPP Contact:	Richard Shook, ES&H Manager
Telephone Number:	(702) 295-6368
Fax Number:	
E-Mail Address of Site Contact	shook@nv.doe.gov
<b>Union Information</b>	
Union Name:	Independent Guard Association of Nevada
Local Number:	#1
Site Representative:	Michael J. Cleghorn
Mailing Address:	P.O. Box 41 Mercury, Nevada 89023
Telephone Number:	(702) 295-6258
Fax Number:	
E-Mail Address:	



**Appendix: DOE-VPP Onsite Review Team for Wackenhut  
Services, Inc. - Nevada**

<u>Name</u>	<u>Organization</u>
<b>Roy Gibbs (Team Leader)</b>	<b>DOE / EH-51</b>
<b>Bruce Stolte</b>	<b>DOE / NV</b>
<b>Ruby Lopez-Owens</b>	<b>DOE / NV</b>
<b>Ray Williams</b>	<b>Protection Technology-Hanford Richland, WA</b>
<b>Noble Atkins</b>	<b>DOE / RL</b>

