



**Department of Energy**  
Richland Operations Office  
P.O. Box 550  
Richland, Washington 99352

August 4, 2016

CERTIFIED MAIL

Mr. Jacob Marx  
Project on Government Oversight  
1100 G Street Northwest  
Washington, DC 20001

Dear Mr. Marx:

FREEDOM OF INFORMATION ACT REQUEST (FOI 2016-00553)

This is our final response to the request for information that you sent to the U.S. Department of Energy (DOE), Headquarters Freedom of Information Act (FOIA) office seeking the following:

1. The most recent Corrective Action Program for the Waste Treatment Plant (WTP) at the Hanford Site;
2. DOE's October 2015 Managed Improvement Plan Health Check report on Corrective Action Program backlogs; and
3. Bechtel National Inc.'s (BNI) 2014 self-assessment of its work on the WTP.

We provided you with a response to Item 1 of your request on May 16, 2016, and June 21, 2016, for Item 2. With respect to Item 3, two documents were identified as responsive to this item: BNI's Performance Measurement Plan Self-Assessment 2014-A (PEMP 2014-A) and BNI's Performance Plan Self-Assessment 2014-B (PEMP 2014-B). Copies of the documents are enclosed with certain deletions pursuant to Exemptions 4 and 5 of the FOIA.

As provided in 10 CFR 1004.11(c), BNI was given the opportunity to identify those parts of the requested information that should be protected from disclosure under the FOIA and to provide the basis for any such claim. We have been provided with this information by BNI which has confirmed that portions of the documents should not be released as the information is: (1) commercial and financial information and (2) privileged or confidential.

Commercial or financial information is "confidential" for purposes of Exemption 4 if disclosure of the information is likely to have either of the following effects: (1) to impair the government's ability to obtain necessary information in the future; or (2) to cause substantial harm to the competitive position of the person from whom the information was obtained. See *Nat'l Parks & Conservation Ass'n v. Morton*, 498 F.2d 765, 770 (D.C. Cir. 1974); *G.C. Micro Corp.*, 33 F.3d at 1112 (adopting the standard established by *Nat'l Parks*).

I have reviewed the claims of non-disclosure in the documents and have evaluated each part alleged by BNI to be commercial and/or financial. I have concluded that, with the exception of the information noted "deleted," the material contained in the documents can be released. The deleted information is exempt from disclosure in accordance with 10 C.F.R. 1004.10(b)(4), FOIA Exemption 4.

Exemption 4 of the FOIA was meant to protect the disclosure of confidential business information. If the documents you are requesting were released in their entirety, your company could gain insight into BNI's business practices, strategies and financial information which are unique to them and have been developed at their expense. The result of such a release would place BNI at a competitive disadvantage by giving their competitors insight into how they do business.

In interpreting the FOIA, courts have held that information may be withheld if disclosure would be likely to impair the government's ability to obtain similar information in the future. If specific commercial and financial information were released to competitors, it would clearly impair the government's ability to obtain such information because companies would be less willing to risk disclosure of their information.

Exemption 5 protects "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency."

See: 5 U.S.C. § 552(b)(5). The deliberative process protects advice, recommendations, and opinions that are pre-decisional and part of the decision-making process of the Government. This privilege protects not merely the documents, but also the integrity of the deliberative process itself where the exposure of that process, or an element thereof, would result in harm. The material being withheld as deliberative includes exchanges between government employees and government representatives regarding decisions not yet made. It is reasonably foreseeable that release of such information could chill open and frank discussions, limit government personnel's range of options to consider, and thus detract from the quality of Agency decisions. For these reasons, such information from the documents are being withheld.

This satisfies the standard set forth by the Attorney General by Memorandum on March 19, 2009, that the agency is justified in not releasing material if it reasonably foresees that disclosure would harm an interest protected by one of the statutory exemptions or disclosure is prohibited by law. This also satisfies DOE's regulation at Title 10, Code of Federal Regulations (CFR), Section 1004.1, to make records available which it is authorized to withhold under 5 U.S.C. 552 when it determines that such disclosure is in the public interest. Accordingly, we will not make discretionary disclosure of this information.

All releasable information in the documents has been segregated and is being provided to you. The undersigned individual is responsible for this determination. You have the right to appeal to the Office of Hearings and Appeals, as provided in 10 CFR 1004.8. Your appeal shall be filed within 90 days after receipt of this letter. You may submit your appeal by e-mail to [OHA.filings@hq.doe.gov](mailto:OHA.filings@hq.doe.gov), including the phrase "Freedom of Information Appeal" in the subject line. Alternatively, any such appeal may be made in writing to the following address: Director, Office of Hearings and Appeals (HG-1), U.S. Department of Energy, L'Enfant Plaza Building, 1000 Independence Avenue SW, Washington, D.C. 20585-1615. Should you choose to appeal, please provide this office with a copy of your e-mail or letter.

You may contact DOE RL's FOIA Public Liaison, Richard Buel, at (509) 376-3375, or by mail at P.O. Box 550, Richland, Washington, 99352 for any further assistance and to discuss any aspect of your request. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at [ogis@nara.gov](mailto:ogis@nara.gov); telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

If you have any questions regarding your request, please contact me at P.O. Box 550, Richland, Washington, 99352 or on (509) 376-6288.

Sincerely,

-Original Signed By-

Dorothy Riehle  
Freedom of Information Act Officer  
Office of Communications  
and External Affairs

OCE:DCR

Enclosures



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## Executive Summary

With the help of regular and honest feedback from our client, Bechtel National, Inc.'s (BNI's) Hanford Tank Waste Treatment and Immobilization Plant (WTP) team made measured and meaningful improvement in all Performance Evaluation and Measurement Plan (PEMP) objectives during the Performance 2014-A period. The use of regular senior management meetings that allow open and honest exchange of various perspectives on the issues and on BNI performance has allowed BNI management to

(b)(4),(b)(5)  
(b)(4),(b)(5) While we are proud of the improvements we are making, we recognize  
(b)(4),(b)(5)  
(b)(4),(b)(5) The management team is committed to continue driving improvements in all PEMP areas as we go forward.

This report provides BNI's self-assessment in each of the four main PEMP objectives: Objective 1 (Self-Analysis/Assessments/Discovery /Action); Objective 2 (Environmental, Safety and Health); Objective 3 (Quality Assurance Program); and Objective 4 (Project Leadership/Management). For each, we have provided examples of key initiatives we have undertaken or completed to improve performance in that area and the results we have achieved. We also note our focus areas for improvements going into the second 2014 performance period.

In Objective 1, (b)(4),(b)(5) as noted by the feedback received in the most recent PEMP feedback sessions where Department of Energy (DOE) Office of River Protection (ORP) has rated (b)(4),(b)(5) Our ability to (b)(4),(b)(5)

(b)(4),(b)(5) BNI's initiatives on (b)(4),(b)(5) are having positive effects as we are (b)(4),(b)(5)

(b)(4),(b)(5) consistent with client expectations. Focus on developing a

(b)(4),(b)(5)

(b)(4) Overall, BNI rates (b)(4),(b)(5)

In Objective 2, significant progress has been made and the results have been recognized. In the area of Integrated Safety Management System (ISMS), the Nuclear Safety Quality Culture (NSQC) Comprehensive Corrective Action Plan was closed out with significant actions being taken to improve

(b)(4),(b)(5) was established to help management monitor and measure the effectiveness of (b)(4),(b)(5) To address

(b)(4),(b)(5) management changes were made in (b)(4),(b)(5) and it was integrated into (b)(4),(b)(5)

(b)(4),(b)(5) Significant efforts were invested in the integration and revision of (b)(4),(b)(5)

(b)(4),(b)(5) The Environmental, Safety and Health (ES&H) programs continued to result in excellent industrial safety performance and resulted in a renewal of the DOE VPP Star award for the project. Overall, BNI rates (b)(4),(b)(5)

(b)(4),(b)(5)

In Objective 3, the senior management team has been devoting significant time and resources to understanding the (b)(4),(b)(5) and beginning the implementation of the needed corrective actions. BNI also issued the initial version of the Managed Improvement Plan (MIP) to integrate all improvement initiatives so the management team can effectively (b)(4),(b)(5) As a

result of these efforts, we are seeing (b)(4),(b)(5)  
(b)(4),(b)(5) That being said, (b)(4),(b)(5)  
(b)(4),(b)(5) BNI rates (b)(4),(b)(5)

In Objective 4, Project performance, BNI made substantial progress on LBL facilities, and continues to proceed with the current planned ramp-up of non-manual and manual staff focused on LAW construction. Significant work on High Level Waste Facility (HLW) continued and increased management focus has been placed on those activities supporting HLW and Pretreatment Facility (PT) resumption. Furthermore, BNI submitted to ORP a (b)(4),(b)(5)

(b)(4),(b)(5)  
(b)(4),(b)(5) consistent with ORP direction, (b)(4),(b)(5)  
(b)(4),(b)(5) effort was (b)(4),(b)(5) and was accomplished using (b)(4),(b)(5) In the area of cost performance, BNI effectively managed cost for work being performed; the cumulative cost performance index (CPI) for this PEMP period is (b)(4),(b)(5) across all elements of the Project. Throughout the period, and despite radically changing priorities and funding variability, the workforce performed in a dedicated and professional manner that protected the project's and ORP-WTP's long-term goals. Overall, BNI rates (b)(4),(b)(5)

We have developed an effective working relationship with the current ORP management team and this has directly enhanced our ability to effectively drive performance improvements. We look forward to continuing our performance improvement in the second 2014 PEMP period to a level that will be recognized by both our client and the external stakeholders in WTP.

# 1 Self-Analysis / Assessments / Discovery / Action

BNI self-assesses (b)(4),(b)(5) Performance has improved in each of the sub-elements of the objective as demonstrated through results and behaviors. Strong leadership commitment to behavioral norms has (b)(4),(b)(5) and these norms have resulted in improved outcomes. (b)(4),(b)(5) and are included in existing improvement initiatives, signaling a (b)(4),(b)(5)

BNI leveraged the improvement in transparency from the last period, reinforcing this behavior across the entire project and at all levels during this period. The improved sharing of information, ideas, and concerns has strengthened trust in all aspects of the project. This resulted in accelerated resolution and agreement on (b)(4),(b)(5) including (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5) plans; collaborative development of (b)(4),(b)(5) technical issue resolution plans; (b)(4),(b)(5) and development of (b)(4),(b)(5)

The HLW Integrated Project Team (IPT) relationship improved (b)(4),(b)(5) (b)(4),(b)(5) effort. Likewise, the new Nuclear Safety Leadership team has been recognized for excellent responsiveness relative to the SDS in the latter stages of the period. Other areas, with already strong relationships, grew even stronger.

BNI's (b)(4),(b)(5) over the period. The 12-month rolling average for (b)(4),(b)(5) increased to (b)(4),(b)(5)

(b)(4),(b)(5) by BNI. In addition to focusing on the importance of self-critical behaviors and a questioning attitude, implementation of the revised (b)(4),(b)(5) is producing well-selected assessments that identify issues prior to self-revealing consequential events. (b)(4),(b)(5) are being critically reviewed for continuous improvement opportunities and an ORP Assessment on the BNI Self-Assessment process yielded no findings. Likewise, the (b)(4),(b)(5) is showing improvement in (b)(4),(b)(5) (b)(4),(b)(5) with an increase in the number of (b)(4),(b)(5) (b)(4),(b)(5) Implemented actions have proven to effectively mitigate recurrence in (b)(4),(b)(5)

BNI self-identified opportunities to improve (b)(4),(b)(5) (b)(4),(b)(5) While the (b)(4),(b)(5) these foundational programs will result in (b)(4),(b)(5)

BNI focused on efforts to improve the quality of (b)(4),(b)(5) actions. This included revising procedure guidance, increasing manager involvement in the (b)(4),(b)(5) and providing class-room briefings for all Responsible Managers, delegates, and analysts. Following the revisions, improvement in the thoroughness of evaluation, documentation of basis and specified actions occurred. (b)(4),(b)(5) that were shared with ORP included an (b)(4),(b)(5) in response to (b)(4),(b)(5) at the time of (b)(4),(b)(5) that resulted in (b)(4),(b)(5)

Analysis of problems and actions to resolve them also improved over the period. In response to the two Level A PIERs on the QAP and CAMP implementation, several immediate actions were implemented as compensatory actions. Those implemented in the last PEMP period, combined with the compensatory

action to review (b)(4),(b)(5) plans, and (b)(4),(b)(5) issues (b)(4),(b)(5) resulted in improved performance this period. (b)(4),(b)(5) (b)(4),(b)(5) Additionally, Project Management Team reviews (b)(4),(b)(5) increased analysis and (b)(4),(b)(5) (b)(4),(b)(5) has demonstrated a consistent willingness to reinforce high standards for analyses and corrective action plans.

(b)(4),(b)(5) our journey continues (b)(4),(b)(5) Implementation of the critical (b)(4),(b)(5) is expected during the next (b)(4),(b)(5) We will also focus efforts to implement a (b)(4),(b)(5) and begin measuring (b)(4),(b)(5) will conclude and be memorialized in Revision 1, allowing use of our (b)(4),(b)(5) (b)(4),(b)(5)

## Full Transparency

### Accomplishments

- Partnering in emerging, high priority demands.
  - Managed Improvement Plan. Interactions regarding the Managed Improvement Plan (MIP) serve as a prominent example of development of (b)(4),(b)(5) (b)(4),(b)(5) and coordination. The Deputy Assistant Manager from ORP was invited to (b)(4),(b)(5) for the completion of (b)(4),(b)(5) (b)(4),(b)(5) Evidence of the value of this approach was illustrated by (b)(4),(b)(5) (b)(4),(b)(5) ORP and BNI (b)(4),(b)(5) A mutual decision was made to engage (b)(4),(b)(5) which was co-sponsored by both ORP and BNI, to (b)(4),(b)(5) (b)(4),(b)(5) in furtherance of (b)(4),(b)(5) approach to (b)(4),(b)(5)
  - (b)(4),(b)(5) Throughout the development of (b)(4),(b)(5) (b)(4),(b)(5) communications were open and frequent covering related (b)(4),(b)(5) Examples include:
    - Multiple front-end discussions with ORP and DOE-HQ regarding the clarification of the basis and timing of (b)(4),(b)(5)
    - Early range estimates predicting the outcome of key portions (b)(4),(b)(5) such as (b)(4),(b)(5)
    - Discussions on (b)(4),(b)(5) strategies.
    - Discussions on potential impacts on (b)(4),(b)(5) considering the (b)(4),(b)(5) (b)(4),(b)(5) created by (b)(4),(b)(5)
  - (b) Update. BNI completed a baseline update for (b)(4),(b)(5) the DOE Federal Project Directors (FPDs) and their team members, held numerous baseline update meetings with (b)(4),(b)(5) to review the (b)(4),(b)(5) (b)(4),(b)(5) Candid, open discussion occurred regarding the updated results.

- (b)(4),(b)(5) Conducted a meeting on April 21, 2014 to obtain (b)(4),(b)(5) (b)(4),(b)(5) on the scope and schedule associated with the (b)(4),(b)(5) with ORP and Tank Farms. Held a subsequent meeting with ORP and Tank Farms Executive Management on June 30, 2014 to present status of (b)(4),(b)(5) and to present options for (b)(4),(b)(5)
- Partnering in management of the project.
  - Enhanced recurring meetings with DOE. BNI continued to include ORP into more meetings, resulting in (b)(4),(b)(5) with ORP relative to (b)(4),(b)(5) (b)(4),(b)(5) and review of (b)(4),(b)(5) Notable improvements continue to include greater degree of openness and willingness to consider (b)(4),(b)(5) (b)(4),(b)(5) all project teams.
  - Improved communication in Engineering. The Manager of Production Engineering implemented (b)(4),(b)(5) and together they developed a (b)(4),(b)(5) which was flowed down to (b)(4),(b)(5) (b)(4),(b)(5)
  - Safety Assurance. Safety Assurance (SA) field staff have coordinated with their ORP counterpart to include monthly meetings, ORP attendance at SA Leads meetings, and regularly scheduled site walk downs.
  - Monthly Construction surveillance exit meetings. Discussions during the monthly Construction surveillance exit meeting are open and forthright. ORP representatives expressed that they appreciate the opportunities being offered to give feedback during the Construction team review process prior to closure of ORP-identified PIERS.
- Targeted transparency efforts.
  - Team building. An engineering team-building session with ORP and BNI Engineering was held on February 21, 2014. The session focused on (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) review. BNI commissioned an independent review by (b)(4),(b)(5) to review the entire (b)(4),(b)(5) (b)(4),(b)(5) focusing on successful (b)(4),(b)(5) (b)(4),(b)(5) The review was (b)(4),(b)(5) and will be used to resolve (b)(4),(b)(5) The overall action plan is being jointly developed with ORP and BNI and has (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) (b)(4),(b)(5) team members responsible to recommend (b)(4),(b)(5) (b)(4),(b)(5) initiatives. This committee has the responsibility to develop (b)(4),(b)(5) develop and monitor (b)(4),(b)(5) and provide input to (b)(4),(b)(5) (b)(4),(b)(5) and reporting. An additional outcome has been the development of (b)(4),(b)(5) (b)(4),(b)(5)
  - HPT meetings. Held a joint BNI/ORP all hands meeting for HPT on June 5, 2014 and discussed goals (b)(4),(b)(5) status of resumption plan for (b)(4),(b)(5) (b)(4),(b)(5) conducted a (b)(4),(b)(5) between DOE, BNI, and URS on May 21, 2014; extended (b)(4),(b)(5) team members and ORP;

identified (b)(4),(b)(5) and DOE for (b)(4),(b)(5) (b)(4),(b)(5) resumption meeting between BNI and Senior DOE; and engaged DOE in planning and development of (b)(4),(b)(5)

(b)(4),(b)(5) - (b)(4),(b)(5) BNI held workshops to plan for the (b)(4),(b)(5) (b)(4),(b)(5) throughout March 2014, followed by weekly status meetings with the DOE Project Technical Director and representatives from the National Laboratories to discuss (b)(4),(b)(5) (b)(4),(b)(5) issues.

- The Office of Inspector General (OIG) Long Lead Procurement Audit was assigned a Point of Contact (POC) directly from the Procurement and Subcontracts organization. This facilitated direct contact with (b)(4),(b)(5) and the ability to (b)(4),(b)(5) to answer all lines of inquiry that were identified and requested. The POC interfaced directly with DOE ORP (b)(4),(b)(5) by ensuring they were copied on all correspondence between BNI and (b)(4),(b)(5) and included DOE in all of (b)(4),(b)(5) overview meetings. The POC met with DOE individuals to prepare and review (b)(4),(b)(5) (b)(4),(b)(5) prior to meetings held between (b)(4),(b)(5) between BNI and DOE (b)(4),(b)(5)

(b)(4),(b)(5) To date, OIG has submitted over 200 data requests, held over 100 meetings, and met with over 50 BNI subject matter experts. Follow up conversations were held with BNI and DOE POC's to ensure that the (b)(4),(b)(5)

- Communication on changes related to Engineering Procedures. (b)(4),(b)(5) conducted information flowdown sessions with (b)(4),(b)(5) (b)(4),(b)(5) The sessions were well received and provide an opportunity for open and honest dialogue on (b)(4),(b)(5) (b)(4),(b)(5)

- LAW (b)(4),(b)(5) BNI developed (b)(4),(b)(5) (b)(4),(b)(5) Additional activities included a review (b)(4),(b)(5) and execution of safety policies and procedures and a quality review (b)(4),(b)(5) quality program and the execution of (b)(4),(b)(5) requirements. This plan was shared and reviewed with the Field ORP representative and the LAW FPD.

• Coordination of Finding responses

- Began electronically transferring (b)(4),(b)(5) on a weekly basis. Two reports are provided; one reflects (b)(4),(b)(5) This will be automated in the near future and supports the desire to have readily available information on (b)(4),(b)(5) DOE Findings.

- Vendor Submittals. Engineering worked with ORP Engineering and QA organizations to gain approval on (b)(4),(b)(5) and the (b)(4),(b)(5) (b)(4),(b)(5)

• Open communications regarding issues and status.

- (b)(4),(b)(5) DOE counterparts to Construction have been included and kept up to date, to include participating in (b)(4),(b)(5) associated with the identification of the (b)(4),(b)(5) Construction management elevated the cause analysis and chartered the team to (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5) While completing the repair work (b)(4),(b)(5)  
(b)(4),(b)(5) BNI continues to have open communication with DOE informing them of the most current issues and potential impact along with creating a (b)(4),(b)(5)

(b)(4),(b)(5) supported multiple technical meetings (b)(4),(b)(5)  
(b)(4),(b)(5)

(b)(4),(b)(5) and a meeting was conducted with DOE's QA organization to discuss the (b)(4),(b)(5)  
(b)(4),(b)(5) to demonstrate that (b)(4),(b)(5)  
(b)(4),(b)(5)

(b)(4),(b)(5)  
(b)(4),(b)(5) comprised of subject matter experts from project management, engineering, operations, and construction to assess the (b)(4),(b)(5) and evaluate alternative solutions. ORP Engineering staff is (b)(4),(b)(5)  
(b)(4),(b)(5)

#### Opportunities for Improvement

- Improve communications regarding (b)(4),(b)(5)  
(b)(4),(b)(5) This will be a natural outcome of continued daily meeting interaction and counterpart meetings. In addition, conduct of (b)(4),(b)(5)  
(b)(4), will formally begin in July 2014, providing a structured opportunity to (b)(4),(b)(5)  
(b)(4),(b)(5)
- The relationship between ORP and the (b)(4),(b)(5) will require (b)(4),(b)(5) strengthening now that (b)(4),(b)(5)
- Provide timely interim updates to DOE regarding technical issue resolution and corrective action plan status. This will be (b)(4),(b)(5) A recent decision has been made to (b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5)

#### Effective Self-Identification

##### Accomplishments

- (b)(4),(b)(5) BNI's twelve month rolling average for (b)(4),(b)(5)  
(b)(4),(b)(5) Calendar year to date, (b)(4),(b)(5)  
as (b)(4),(b)(5)
- Improvements to strengthen the (b)(4),(b)(5)  
(b)(4),(b)(5) has been modified and (b)(4),(b)(5) was changed. The (b)(4),(b)(5) prevents the (b)(4),(b)(5) and the procedure provides guidance on how to (b)(4),(b)(5)

(b)(4),(b)(5) and how to document (b)(4),(b)(5)

- Assessments.

- BNI completed (b)(4),(b)(5) (b)(4),(b)(5) In January BNI implemented (b)(4),(b)(5) to review selected assessments to (b)(4),(b)(5) The results of the review are (b)(4),(b)(5) Timely feedback is given to the selected assessment owners.
- In March 2014, the WTP Construction and Oversight Division (WCD) conducted a compliance based Level 2 assessment (S-14-WCD-RPPWTP-003-12, 14-WTP-0074) on the BNI Construction's self-assessment activities and concluded that (b)(4),(b)(5) (b)(4),(b)(5)
- DOE Project Performance Assurance organization conducted an assessment, S-14-WTP-RPPWTP-006 from April 21- May 30, 2014, to verify adequacy of the BNI's self-assessment process. ORP assessment team concluded (b)(4),(b)(5) (b)(4),(b)(5)
- Completed (b)(4),(b)(5) These assessments provide (b)(4),(b)(5) (b)(4),(b)(5) and allow management to (b)(4),(b)(5) (b)(4),(b)(5) and identify (b)(4),(b)(5)
- 24590-WTP-SAR-ENS-14-0018, 2014 Fire Protection Facility Assessment - Yakima Warehouse. Completed an assessment of the fire safe condition of the warehouse to accurately determine the state of fire risk of the rented facility. Additionally the Fire Protection Program assures that the facility has (b)(4),(b)(5) (b)(4),(b)(5)
- Completed self-assessment 24590-PTF-SAR-ENG-14-0001, which support the (b)(4),(b)(5) (b)(4),(b)(5) resulting in significant cost avoidance.
- Performed a (b)(4),(b)(5) / self-assessment to identify and analyze factors that determined the (b)(4),(b)(5) (b)(4),(b)(5) An independent team of engineering, project management, and procurement completed the assessment during January 2014.
- BNI completed an assessment of the (b)(4),(b)(5) (b)(4), The field work is complete and the results are proceeding through the factual accuracy process. Significant enhancements will be required to this (b)(4),(b)(5) (b)(4),(b)(5) that are mandated by Operation Readiness Review order DOE O 425.1D.

- PIERs

- (b)(4),(b)(5) BNI self-identified (b)(4),(b)(5) (b)(4),(b)(5) This PIER identifies that (b)(4),(b)(5) (b)(4),(b)(5)
-

since completion of the (b)(4),(b)(5) (b)(4),(b)(5) was generated and (b)(4),(b)(5) BNI completed the (b)(4),(b)(5) The same review is underway (b)(4),(b)(5)

– (b)(4),(b)(5) raised concerns identified through (b)(4),(b)(5) (b)(4),(b)(5) Activities to define and flow down a safe work process are (b)(4),(b)(5)

– A newly appointed (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) material components. Activities to resolve the issue (b)(4),(b)(5) (b)(4),(b)(5)

• Self-critical reviews and corrective actions.

– LAW engineering (b)(4),(b)(5) (b)(4),(b)(5) LAW. Upon completion of the review (b)(4),(b)(5) (b)(4),(b)(5) identified during the self-critical review. (b)(4),(b)(5) (b)(4),(b)(5) was issued that documents the findings and solutions for resolving the findings identified during the walk-downs. The re-evaluation of the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) was completed on February 10, 2014. The analysis concluded (b)(4),(b)(5) (b)(4),(b)(5)

– Each of the five construction disciplines are conducting a focused sampling of existing work packages, based on (b)(4),(b)(5) to compare against the (b)(4),(b)(5) (b)(4),(b)(5) Results will be captured as a line-surveillance.

– An environmental specialist recognized (b)(4),(b)(5) during review of (b)(4),(b)(5) When Industrial Hygiene staff disapproved (b)(4),(b)(5) (b)(4),(b)(5) the subcontractor (b)(4),(b)(5) held a critique to determine the (b)(4),(b)(5) As a result, (b)(4),(b)(5)

Opportunities for Improvement

• Improve coordination with ORP regarding self-assessment planning, results, and corrective actions. (b)(4),(b)(5) will formally begin in July 2014, providing a (b)(4),(b)(5) (b)(4),(b)(5) results and findings.

• As the (b)(4),(b)(5) (b)(4),(b)(5) they will continue to (b)(4),(b)(5) (b)(4),(b)(5) Timely feedback will ensure (b)(4),(b)(5) (b)(4),(b)(5)

• In the coming (b)(4),(b)(5) will be implemented. We will improve timeliness and quality of (b)(4),(b)(5) such that corrective

action plan quality is improved to the point that they are (b)(4),(b)(5)  
(b)(4),(b)(5) The Project Director will begin (b)(4),(b)(5) increased  
oversight and accountability (b)(4),(b)(5)

### Comprehensive and Effective Extent of Condition Reviews

#### Accomplishments

- (b)(4),(b)(5) briefing. Developed and delivered the (b)(4),(b)(5) (b)(4),(b)(5) briefing presentation and revised (b)(4),(b)(5) to ensure (b)(4),(b)(5) Briefing objectives were to (b)(4),(b)(5) (b)(4),(b)(5) effectively determine extent of (b)(4),(b)(5) (b)(4),(b)(5)
- Manager of Organizational Effectiveness and PT & HLW Federal Project Director met to review recently completed (b)(4),(b)(5) and concluded that (b)(4),(b)(5)
- (b)(4),(b)(5) Final Report. (b)(4),(b)(5) final summary report and (b)(4),(b)(5) were both issued during this period as well as the (b)(4),(b)(5) implementation guide. Engineering will use this guide to implement the (b)(4),(b)(5) going forward. It also covers how the (b)(4),(b)(5) (b)(4),(b)(5) will be reviewed for (b)(4),(b)(5) (b)(4),(b)(5) was reviewed by ORP and (b)(4),(b)(5)
- EOC for tool drops. An EOC for Construction Equipment/Tool Drops was conducted. The EOC (b)(4),(b)(5) The EOC (b)(4),(b)(5) appeared to exist (b)(4),(b)(5) (b)(4),(b)(5) the majority of which are (b)(4),(b)(5) due to the nature of potential impact (b)(4),(b)(5) it was decided that (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) (b)(4),(b)(5) the scope was expanded to specifications (b)(4),(b)(5) (b)(4),(b)(5) ALARA. During the review, the analyst reviewed for (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) It was concluded that (b)(4),(b)(5) (b)(4),(b)(5) documented on specifications.
- (b)(4),(b)(5) (b)(4),(b)(5) was initiated as a result to determine (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) During this performance period, (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5)  
(b)(4),(b)(5) Lessons learned from this (b)(4),(b)(5)  
(b)(4),(b)(5)

- (b)(4),(b)(5)

(b)(4),(b)(5) was generated and  
(b)(4),(b)(5) BNI completed the  
(b)(4),(b)(5)

Opportunities for Improvement

- Effectiveness of (b)(4),(b)(5) will be monitored through (b)(4),(b)(5) review of all (b)(4),(b)(5) will provide meeting oversight and observations. In addition, they will grade (b)(4),(b)(5) resulting in a (b)(4),(b)(5) that we can use to (b)(4),(b)(5)

**Critical Self-Analysis Leading to Action and Learning**

Accomplishments

- Foundational improvements.
  - The Project Director announced organizational and programmatic changes to (b)(4),(b)(5) with the primary focus on the (b)(4),(b)(5) now has responsibility for (b)(4),(b)(5) which will provide a higher degree of (b)(4),(b)(5) has been making improvements to (b)(4),(b)(5) (b)(4),(b)(5) to improve the quality of (b)(4),(b)(5) These cross-organizational programs support the cultural, process and people elements that will help deliver a plant that meets DOE's expectations for quality.
  - The Requirement Area Managers (RAMs) for Document Management, Requirements Management, and Training performed an assessment on (b)(4),(b)(5) With the support of a WTP senior manager, the three RAMs developed corrective actions at the institutional level to provide (b)(4),(b)(5) This effort is now being managed by (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) (b)(4),(b)(5) by the Project Director and communicated to all project non-manual personnel in a series of 10 all hands meetings.
  - To improve the effectiveness of (b)(4),(b)(5) senior management implemented a compensatory action to perform reviews of (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) the Responsible Employee was able to get the right level of people involved to make decisions and (b)(4),(b)(5) was determined (b)(4),(b)(5)

- BNI developed (b)(4),(b)(5) dedicated to resolving (b)(4),(b)(5) including creating discreet (b)(4),(b)(5) to better manage (b)(4),(b)(5). Additionally, the Quality Engineering group began (b)(4),(b)(5) in April. The intent of the bulletin is for the QE team to (b)(4),(b)(5) (b)(4),(b)(5)

- Improved quality of completed common cause analysis.

- (b)(4),(b)(5) performed in response to (b)(4),(b)(5) on the implementation of (b)(4),(b)(5) concluded that the (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5)

This was included as (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5)

The results (b)(4),(b)(5)

(b)(4),(b)(5) dated June, 2014. This information is being used as input to ensure associated cost, schedule, and resource impacts are reflected in (b)(4),(b)(5)

(b)(4),(b)(5) To ensure that (b)(4),(b)(5)

(b)(4),(b)(5) (the BNI Project Controls organization (b)(4),(b)(5)

(b)(4),(b)(5) and immediately started work on (b)(4),(b)(5)

(b)(4),(b)(5) Approximately (b)(4),(b)(5) have been identified for initial interviews. The effort is currently underway, and is initially focused on (b)(4),(b)(5)

(b)(4),(b)(5)

- In January, common cause analysis for (b)(4),(b)(5) (b)(4),(b)(5) was completed in response to (b)(4),(b)(5) from the ORP Quality Assurance audit U-13-QAT-RPPWTP-001. Recommended actions were finalized and socialized with ORP in early February 2014, and the (b)(4),(b)(5) on February 20, 2014. Comments on the response were received from ORP April 15, 2014, and BNI subsequently reviewed (b)(4),(b)(5) addressing ORP's comments, and submitted (b)(4),(b)(5) June 18, 2014.

- (b)(4),(b)(5) Recommended actions were finalized and socialized with DOE in March. (b)(4),(b)(5) were completed on March 27, 2014 to resolve the (b)(4),(b)(5) from the ORP Quality Assurance audit U-13-QAT-RPPWTP-001. Comments on the response were received from ORP June 2, 2014, and BNI subsequently reviewed (b)(4),(b)(5) addressing ORP's comments, and submitted (b)(4),(b)(5) June 27, 2014.

- Improved procedure use, adherence, and compliance.

- (b)(4),(b)(5) was issued January 28, 2014. This policy defines management expectations for the use and adherence of approved procedures (b)(4),(b)(5) (b)(4),(b)(5) for implementation. This policy was reinforced by the Project Director in presentations to supervisors and employees, as well as cascading communications through Project management and posting articles to the Project website.
- On January 29, 2014 a project-wide communication (b)(4),(b)(5) (b)(4),(b)(5) which focused on quality improvements. It announced (b)(4),(b)(5) (b)(4),(b)(5) as a result of recommendations made by managers and supervisors during (b)(4),(b)(5) held last fall. The following actions are designed to enhance WTP's ability to consistently comply with procedures:

- Designating (b)(4),(b)(5) (b)(4),(b)(5) feedback, guidance and interpretation to (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) (b)(4),(b)(5) providing training (b)(4),(b)(5) procedures.
- (b)(4),(b)(5) Just as we do with (b)(4),(b)(5) (b)(4),(b)(5) we now conduct (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) (b)(4),(b)(5) The overall goal is to reduce rework, improve customer satisfaction, and emphasize quality as a core project value. The (b)(4),(b)(5) (b)(4),(b)(5) is now being implemented based on (b)(4),(b)(5) (b)(4),(b)(5)
- Improved (b)(4),(b)(5) interfaces and quality of work products.
  - (b)(4),(b)(5) process workshops. (b)(4),(b)(5) held a series of comprehensive, interactive workshops covering the (b)(4),(b)(5) The purpose was to (b)(4),(b)(5) (b)(4),(b)(5) Pre and Post Test scores show (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) BNI implemented the (b)(4),(b)(5) (b)(4),(b)(5) designed to achieve a measurably improved overall (b)(4),(b)(5) (b)(4),(b)(5) An established team will collect, analyze, and monitor these metrics for assessing the effectiveness of the (b)(4),(b)(5) in areas of (b)(4),(b)(5) (b)(4),(b)(5) Information will culminate in (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) Project Senior Management assembled (b)(4),(b)(5) (b)(4),(b)(5) in December 2013 to review (b)(4),(b)(5) As of January 2014, the Procurement organization hired (b)(4),(b)(5) (b)(4),(b)(5) and hired (b)(4),(b)(5) (b)(4),(b)(5) also identified actions to increase the quality of the (b)(4),(b)(5) and ensure (b)(4),(b)(5) understand (b)(4),(b)(5) documentation requirements in order to implement improvements to the (b)(4),(b)(5) that focus on (b)(4),(b)(5) requirements.
  - (b)(4),(b)(5) group began (b)(4),(b)(5) (b)(4),(b)(5) in April 2014. The intent of the bulletin is for (b)(4),(b)(5) recent activities and provide feedback to (b)(4),(b)(5) on observations.
  - (b)(4),(b)(5) Technical and commercial (b)(4),(b)(5) (b)(4),(b)(5) in January to evaluate (b)(4),(b)(5) and seek alternative solutions. Subject matter experts from engineering, operations, project management, and procurement (b)(4),(b)(5) Recommended actions are under way. We are implementing (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5)
- Improved (b)(4),(b)(5) and processes to improve quality
    - (b)(4),(b)(5) During 2013, (b)(4),(b)(5) identified a trend in (b)(4),(b)(5) and worked with (b)(4),(b)(5) to create a new process tracking code for these types of events. BNI proactively implemented controls after identifying the (b)(4),(b)(5). Monitoring now statistically reflects a (b)(4),(b)(5). The additional controls (b)(4),(b)(5) and prevented this issue from becoming a (b)(4),(b)(5) however, it will continue to be monitored closely.
    - Construction's performance objectives, measures, and commitments (POMCs) for 2014 have identified (b)(4),(b)(5). Data continues to be collected each month and (b)(4),(b)(5).
    - Initiated weekly (b)(4),(b)(5) to validate that the (b)(4),(b)(5) inspections to ensure a (b)(4),(b)(5) and reaffirms we are meeting the requirements contained in (b)(4),(b)(5).
    - (b)(4),(b)(5) An environmental specialist recognized (b)(4),(b)(5) during review of (b)(4),(b)(5). When Industrial Hygiene staff (b)(4),(b)(5).
  - (b)(4),(b)(5) Construction has increased self-identification opportunities through the use of (b)(4),(b)(5). Data analyses from (b)(4),(b)(5) reports and (b)(4),(b)(5) are included in the (b)(4),(b)(5) and monthly (b)(4),(b)(5). Often the (b)(4),(b)(5).
  - Improvements in (b)(4),(b)(5)
    - (b)(4),(b)(5) completed a comprehensive analysis and review regarding use of (b)(4),(b)(5) and evaluated (b)(4),(b)(5) issues on systems similar to (b)(4). They developed (b)(4),(b)(5) review.
    - (b)(4),(b)(5) performed a self-critical review of the (b)(4),(b)(5). The review was triggered by the findings from the (b)(4),(b)(5) which identified (b)(4),(b)(5). The review was conducted to focus on (b)(4),(b)(5). Upon completion of the review (b)(4),(b)(5) the self-critical review. Report (b)(4),(b)(5) was issued that documented the findings and solutions for resolving the findings identified during the walk-downs. These recommendations have been implemented into (b)(4),(b)(5).

Documents revised and impacted to implement the changes are identified in the (b)(4),(b)(5)  
(b)(4),(b)(5)  
Furthermore, (b)(4),(b)(5) was issued to implement the actions to resolve the identified issues.

- Improved line ownership of corrective action management.
  - (b)(4),(b)(5)  
(b)(4),(b)(5) to improve its effectiveness in implementing (b)(4),(b)(5)  
(b)(4),(b)(5) The assessment schedule, metrics associated with (b)(4),(b)(5)  
(b)(4),(b)(5) and timeliness of (b)(4),(b)(5) received significant attention (b)(4),(b)(5)  
(b)(4),(b)(5) will continue to be a focus point to verify (b)(4),(b)(5) are timely in  
(b)(4),(b)(5)
  - (b)(4),(b)(5) have begun implementing an (b)(4),(b)(5) for their respective Areas. (b)(4),(b)(5) is a forum to discuss (b)(4),(b)(5) performance and how the team can measure and improve this performance. (b)(4),(b)(5) reviews (b)(4),(b)(5) (b)(4),(b)(5) while always focusing on improving quality (b)(4),(b)(5)
  - Engineering management (b)(4),(b)(5) During development, (b)(4),(b)(5) reviews the progression of (b)(4),(b)(5) with Engineering management, both in (b)(4),(b)(5) and individually with (b)(4),(b)(5) While DOE does not generally participate directly in the internal Engineering (b)(4),(b)(5) they participate in the (b)(4),(b)(5) (b)(4),(b)(5)

Opportunities for Improvement

- Implementation of remaining corrective actions needed to (b)(4),(b)(5)
- Reduce (b)(4),(b)(5) and improve (b)(4),(b)(5)
- Align (b)(4),(b)(5) with ORP and execute accordingly.

## 2 Environmental, Safety, and Health

This PEMP Objective covers three performance sub-objectives: ISM Nuclear Safety (culture), Nuclear Safety (PDSA Alignment with Design), and Environmental Safety and Health (ES&H). BNI assesses (b)(4),(b)(5) (b)(4),(b)(5)

In the area of ISMS Nuclear Safety, (b)(4),(b)(5) with significant actions being taken to (b)(4),(b)(5) and a new (b)(4),(b)(5) (b)(4),(b)(5) was established to help management monitor and measure the (b)(4),(b)(5) (b)(4),(b)(5) initiatives. To address (b)(4),(b)(5) management changes were made in the (b)(4),(b)(5) and it was integrated into (b)(4),(b)(5) (b)(4),(b)(5) Significant efforts were invested in the integration and revision of the (b)(4),(b)(5) (b)(4),(b)(5) processes to address these long-standing challenges. Implementation of the (b)(4),(b)(5) programs continued to results in (b)(4),(b)(5) (b)(4),(b)(5) and resulted in (b)(4),(b)(5)

### ISM Nuclear Safety

#### Accomplishments

- (b)(4),(b)(5) (b)(4),(b)(5) was issued January 28, 2014. This policy defines management expectations for the use and adherence of approved (b)(4),(b)(5) and applies to (b)(4),(b)(5) as well as defines (b)(4),(b)(5) This policy was reinforced by the Project Director in presentations to supervisors and employees, as well as cascading communications through Project management and posting articles to the Project website.
- (b)(4),(b)(5) was revised May 15, 2014. As a foundational element of a culture committed to safety and quality, Project Management endorsed the use of (b)(4),(b)(5) and established project-wide expectations with increased accountability for (b)(4),(b)(5) and addressing (b)(4),(b)(5) The policy identifies the (b)(4),(b)(5) (b)(4),(b)(5) as primary and endorses use of other (b)(4),(b)(5) that align with core business process, such as (b)(4),(b)(5) This policy was reinforced by the Project Director in presentations to supervisors and employees, as well as cascading communications through Project management and articles posted on the Project website. This policy establishes (b)(4),(b)(5)
- (b)(4),(b)(5) DOE Independent Enterprise Assessment (formerly DOE HSS) conducted a follow-up assessment of the nuclear safety culture at the WTP early in this performance period. BNI worked closely with ORP personnel to coordinate the survey, interviews, and focus groups executed by the DOE IEA organization. The DOE IEA team provided positive feedback and recognition for the support they received in preparation and execution of the activities.
- Safety culture assessment results. BNI encouraged employees to provide their candid feedback on (b)(4),(b)(5) through the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) received June 2014, (b)(4),(b)(5)

over the past two years. It cited the project-wide (b)(4),(b)(5)  
(b)(4),(b)(5)

Other WTP efforts were also noted, such as: (b)(4),(b)(5)  
(b)(4),(b)(5)

(b)(4),(b)(5) including the (b)(4),(b)(5)  
(b)(4),(b)(5)

- Roles, responsibilities, authority, and accountability (R2A2). WTP management completed development of (b)(4),(b)(5)  
(b)(4),(b)(5)
- Employee feedback. In the December 2013 (b)(4),(b)(5) in which (b)(4),(b)(5)  
(b)(4),(b)(5) environment (b)(4),(b)(5)  
(b)(4),(b)(5) issues.
- (b)(4),(b)(5)  
(b)(4),(b)(5) was issued. Two assessment reports covering (b)(4),(b)(5)  
(b)(4),(b)(5) were completed in this performance period. The evaluations indicated that the actions undertaken have (b)(4),(b)(5) The (b)(4),(b)(5) is scheduled for February, 2015.
- (b)(4),(b)(5) Established by BNI corporate as a (b)(4),(b)(5)  
(b)(4),(b)(5) was expanded at WTP to (b)(4),(b)(5)  
assist with improving (b)(4),(b)(5) This includes (b)(4),(b)(5)  
(b)(4),(b)(5) During this performance period, (b)(4),(b)(5)  
(b)(4),(b)(5) have resulted from the (b)(4),(b)(5) Employees participating in the process (b)(4),(b)(5) on the project.
- (b)(4),(b)(5) under the direction of the (b)(4),(b)(5) Using the (b)(4),(b)(5) as a basis for the initiative, a baseline for (b)(4),(b)(5) was established and will help in (b)(4),(b)(5)  
(b)(4),(b)(5) Enthusiasm for this program is evident in (b)(4),(b)(5)  
(b)(4),(b)(5) addressing and tracking to (b)(4),(b)(5)
- Craft rating and ranking process. A craft employee survey in September 2013 showed (b)(4),(b)(5)  
(b)(4),(b)(5) Construction site. (b)(4),(b)(5)  
(b)(4),(b)(5) took a leadership role (b)(4),(b)(5)  
(b)(4),(b)(5)

(b)(4),(b)(5) were modified by the (b)(4),(b)(5) recommendation to (b)(4),(b)(5) was implemented. In January, 2014 (b)(4),(b)(5) distributed (b)(4),(b)(5) (b)(4),(b)(5) and explained to (b)(4),(b)(5) (b)(4),(b)(5) in applying the process, (b)(4),(b)(5) (b)(4),(b)(5) safety and quality culture.

- Continuing communication. A communication plan to support and reinforce (b)(4),(b)(5) (b)(4),(b)(5) was implemented in this performance period. The project published articles highlighting (b)(4),(b)(5) and use of the (b)(4),(b)(5) (b)(4),(b)(5). In the first half of 2014, (b)(4),(b)(5) (b)(4),(b)(5) were published. Examples include (b)(4),(b)(5) (b)(4),(b)(5) articles also highlighted employee efforts that demonstrated the attributes of (b)(4),(b)(5) such as (b)(4),(b)(5). The 2014 project goals, which include (b)(4),(b)(5) were rolled out early in the year to (b)(4),(b)(5) employees at departmental meetings led by the project director and project manager. Posters of the 2014 project goals were hung throughout project offices as part of a (b)(4),(b)(5) and posted on the internal homepage, and a goals progress update was published after the first quarter. The (b)(4),(b)(5) (b)(4),(b)(5) part of (b)(4),(b)(5) were also added to (b)(4),(b)(5) (b)(4),(b)(5) also created a video to showcase the (b)(4),(b)(5) to employees, where management stressed the (b)(4),(b)(5). These communication efforts support (b)(4),(b)(5) of safety and quality (b)(4),(b)(5).

- WTP (b)(4),(b)(5)
  - (b)(4),(b)(5) WTP in April (b)(4),(b)(5) (b)(4),(b)(5) in May. The experience and insights of (b)(4),(b)(5) continues to add value to accomplishing the mission. Observations and recommendations focused on three topical areas: (b)(4),(b)(5) (b)(4),(b)(5) and (b)(4),(b)(5) (b)(4),(b)(5) recommendations are under review by WTP management to determine (b)(4),(b)(5). Positive highlights from (b)(4),(b)(5) (b)(4),(b)(5) include:
    - (b)(4),(b)(5) are modeled after (b)(4),(b)(5)
    - Capability and leadership displayed by PT/HLW and LBL Area Project Management teams.
    - Observed DOE and WTP positive safety culture behaviors in the LBL Critical Items Meeting.
    - Practices used by NSQC Monitoring Panel in meetings focused on culture improvements.
  - (b)(4),(b)(5) in April to hear an update on the (b)(4),(b)(5) plan, the recommendations from (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) described the meeting as (b)(4),(b)(5) and as (b)(4),(b)(5) implementing (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) presented a strategy for improving the quality of (b)(4),(b)(5) including a metric based on (b)(4),(b)(5) (b)(4),(b)(5) This is a new initiative that is being monitored to establish (b)(4),(b)(5) (b)(4),(b)(5) help to ensure a robust safety and quality culture and build confidence in the products.
- Human Performance Improvement (HPI). In May WTP and (b)(4),(b)(5) (b)(4),(b)(5) initiated discussions on coordinating (b)(4),(b)(5) in anticipation of (b)(4),(b)(5) (b)(4),(b)(5) WTP management provided a tour of (b)(4),(b)(5) during which they discussed the potential for (b)(4),(b)(5) in order to make certain that (b)(4),(b)(5) (b)(4),(b)(5) have the benefit of practical (b)(4),(b)(5) coordination is scheduled for the remainder of 2014. In preparation for future efforts, WTP personnel completed a (b)(4),(b)(5) (b)(4),(b)(5) scheduled for later this year.
- Visible management. (b)(4),(b)(5) January 16, 2014 with a follow up on June 23, 2014. Beginning in October 2013, (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) included a series of weeklong emails for quality topics focused on (b)(4),(b)(5) to further endorse the value of (b)(4),(b)(5) (b)(4),(b)(5)
- Leadership behaviors and accountability. The Management Team continues to reiterate the expectation that employees and managers practice (b)(4),(b)(5) (b)(4),(b)(5) It is being made clear that there is accountability for (b)(4),(b)(5) (b)(4),(b)(5) The Project Director stated in recent all-employee sessions and in a posting on 10 June, (b)(4),(b)(5) (b)(4),(b)(5) In this same posting, (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) Additionally, reinforcing the principles of (b)(4),(b)(5) commitment of leadership to (b)(4),(b)(5) An additional posting featuring (b)(4),(b)(5) was issued on 24 June, 2014 where the Project Director stated, (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) BNI continues to (b)(4),(b)(5) (b)(4),(b)(5) For this performance period (b)(4),(b)(5) (b)(4),(b)(5) Approximately (b)(4),(b)(5) were held between (b)(4),(b)(5) and (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) • Employee recognition. An important aspect of [redacted] the nuclear safety culture is to incentivize and recognize (b)(4),(b)(5) [redacted] an important practice. During this performance period BNI has (b)(4),(b)(5) [redacted] which is a combination of (b)(4),(b)(5) [redacted] Taking Pride. Additionally, several teams were acknowledged for positive contributions. Eight (b)(4),(b)(5) [redacted] were distributed during this performance period.

#### Opportunities for Improvement

- Continue to improve (b)(4),(b)(5) [redacted] and (b)(4),(b)(5) [redacted]. A Project plan for (b)(4),(b)(5) [redacted] is nearing completion with (b)(4),(b)(5) [redacted].
- Reinforce the (b)(4),(b)(5) [redacted] by implementing (b)(4),(b)(5) [redacted] aligned with the approach used for (b)(4),(b)(5) [redacted] and the initial (b)(4),(b)(5) [redacted] training (b)(4),(b)(5) [redacted].
- Determine path forward using (b)(4),(b)(5) [redacted] selected areas (b)(4),(b)(5) [redacted] BNI (b)(4),(b)(5) [redacted] safety culture (b)(4),(b)(5) [redacted] continued management (b)(4),(b)(5) [redacted].
- Effectively implement the actions identified in (b)(4),(b)(5) [redacted].

#### Nuclear Safety (PDSA Alignment)

##### Accomplishments

- (b)(4),(b)(5) [redacted] BNI assumed management of and reorganized the (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] performance. In the first (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] with the development of an approach to sustain a (b)(4),(b)(5) [redacted] in March 2014, and began an immediate push to (b)(4),(b)(5) [redacted] strategically (b)(4),(b)(5) [redacted] organization. To date, (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] of operations. Plans to organize and prioritize the efforts of (b)(4),(b)(5) [redacted] optimize and drive effectiveness are (b)(4),(b)(5) [redacted].
- (b)(4),(b)(5) [redacted] Commitments between (b)(4),(b)(5) [redacted] will be negotiated, prioritized and tracked. Agreements for framing future (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] are being made (b)(4),(b)(5) [redacted] Enhanced integration with (b)(4),(b)(5) [redacted] is being realized.
- (b)(4),(b)(5) [redacted] that provides the safety strategy for the HLW facility and the basis for (b)(4),(b)(5) [redacted] was prepared. (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] comply with the applicable DOE requirements and (b)(4),(b)(5) [redacted] identifying opportunities to further (b)(4),(b)(5) [redacted].
- (b)(4),(b)(5) [redacted] development, BNI (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] the content of the (b)(4),(b)(5) [redacted] against the (b)(4),(b)(5) [redacted] contained in the (b)(4),(b)(5) [redacted] or (b)(4),(b)(5) [redacted] issued by ORP on April 18, 2014). The lines of inquiry used the

performance objectives and review criteria from the ORP Plan to evaluate (b)(4), (b)(5)  
(b)(4), (b)(5) The conclusion of the evaluation is that (b)(4), (b)(5)  
(b)(4), (b)(5) Based on the evaluation of the individual review criteria, (b)(4), (b)(5)  
(b)(4), (b)(5) were identified during the evaluation  
and (b)(4), (b)(5)

(b)(4), (b)(5) • Implementation. Implementation of (b)(4), (b)(5) into (b)(4), (b)(5) will be guided by two  
new documents developed by (b)(4), (b)(5)  
(b)(4), (b)(5) These documents provide the roadmap for implementation of (b)(4), (b)(5)  
(b)(4), (b)(5) starting with the performance of (b)(4), (b)(5) to evaluate the (b)(4), (b)(5)  
(b)(4), (b)(5) against the controls (b)(4), (b)(5) Based on this (b)(4), (b)(5)  
(b)(4), (b)(5) to ensure that the required  
(b)(4), (b)(5) are  
completed prior to procurement and installation.

(b)(4), (b)(5) • Engineering and (b)(4), (b)(5) process integration. Integration of (b)(4), (b)(5)  
functions has continued during this performance period including (b)(4), (b)(5) and  
(b)(4), (b)(5) effort in  
beginning in 2013, and participated in (b)(4), (b)(5) to  
ensure the process flow and procedural handoffs were appropriate to implement (b)(4), (b)(5)

(b)(4), (b)(5) This effort was completed during this performance period and resulted in (b)(4), (b)(5)  
(b)(4), (b)(5)

- Surveillance of Safety Evaluations. A Safety Evaluation surveillance was completed during this reporting period. ORP completed a formal surveillance of safety evaluations that had been completed by Project personnel between November 2012 and November 2013. This surveillance was documented in ORP letter 14-NSD-0004 dated February 19, 2014. The results of the surveillance indicated that the conclusions reached in the safety evaluations were appropriate and that they complied with the applicable procedures. No discrepancies that would invalidate the contractor approved changes were identified.

(b)(4), (b)(5) • (b)(4), (b)(5) receipt and review of Project documents to maintain regulatory compliance. During this reporting period, (b)(4), (b)(5) were completed and implemented to (b)(4), (b)(5)  
(b)(4), (b)(5) in which (b)(4), (b)(5)  
(b)(4), (b)(5) were updated  
and implemented on February 25, 2014 and (b)(4), (b)(5)  
(b)(4), (b)(5) management will  
monitor the (b)(4), (b)(5) to ensure that the desired effects of the  
(b)(4), (b)(5) are being realized without undue workflow issues.

- (b)(4), (b)(5)  
(b)(4), (b)(5) on January 27, 2014 (b)(4), (b)(5) Based on (b)(4), (b)(5)  
(b)(4), (b)(5) was clarified to (b)(4), (b)(5)  
(b)(4), (b)(5) resubmitted (b)(4), (b)(5)  
(b)(4), (b)(5) May 1, 2014 (b)(4), (b)(5) The response also  
addressed (b)(4), (b)(5)  
technical issues, and a commitment for a timely submittal of (b)(4), (b)(5)

proceeding (b)(4),(b)(5)

- Hazard Analysis. (b)(4),(b)(5) were completed during the performance period. These foundational documents will ultimately lead to (b)(4),(b)(5) and the development of (b)(4),(b)(5). The submitted LBL Hazards Analysis Reports include:

– (b)(4),(b)(5)

(b)(4),(b)(5) February 28, 2014.

– (b)(4),(b)(5)

(b)(4),(b)(5) March 3, 2014.

– (b)(4),(b)(5)

(b)(4),(b)(5) May 5, 2014.

- (b)(4),(b)(5) (b)(4),(b)(5) have all been developed and (or) are in different stages of review. (b)(4),(b)(5) have all been developed and are in different stages of review.

- (b)(4),(b)(5) (b)(4),(b)(5) have all been developed and are in different stages of review.

- Submitted and obtained ORP approval on (b)(4),(b)(5) to allow the use of (b)(4),(b)(5). This is consistent with (b)(4),(b)(5). It was submitted to ORP on March 27, 2014 and received (b)(4),(b)(5).

- BNI received ORP approval of (b)(4),(b)(5) (b)(4),(b)(5) January 2, 2014.

- Initial planning began for (b)(4),(b)(5) plan and schedule will be completed during performance period 2014 -B. The (b)(4),(b)(5) and will conclude with a (b)(4),(b)(5) which will be used to provide efficiencies in planning (b)(4) (b)(4),(b)(5)

#### Opportunities for Improvement

- (b)(4),(b)(5) The time and resources required to complete the confirmatory (b)(4),(b)(5) has exceeded the (b)(4),(b)(5) (b)(4),(b)(5) process is in development that will utilize (b)(4),(b)(5) (b)(4),(b)(5). A plan to improve efficiencies of (b)(4),(b)(5) will be taken (b)(4),(b)(5) (b)(4),(b)(5) will be factored into future iterations (b)(4),(b)(5) along with new work that is (b)(4),(b)(5) being scheduled in CY2014 (b)(4),(b)(5)

- (b)(4),(b)(5) development efficiency improvement (b)(4),(b)(5) effort will be (b)(4),(b)(5) (b)(4),(b)(5) development process. Following the submittal of (b)(4),(b)(5) (b)(4),(b)(5) began preparing the (b)(4),(b)(5) from the (b)(4),(b)(5) (b)(4),(b)(5) The resulting (b)(4),(b)(5) (b)(4) will be used to provide efficiencies (b)(4),(b)(5)

- (b)(4),(b)(5) schedule. There is an opportunity to improve (b)(4),(b)(5) and become more efficient. The current (b)(4),(b)(5) (b)(4),(b)(5) in September (b)(4),(b)(5) which is based on an initial (b)(4),(b)(5) analysis of (b)(4),(b)(5) (b)(4),(b)(5) BNI is identifying improvements in the (b)(4),(b)(5) processes that will require (b)(4),(b)(5) schedules. Based on (b)(4),(b)(5) (b)(4),(b)(5) analysis (b)(4),(b)(5) development, (b)(4),(b)(5) (b)(4),(b)(5) tasks necessary to achieve the (b)(4),(b)(5) (b)(4),(b)(5)

## Environment, Safety, and Health Programs

### Accomplishments

- During this period, WTP received the final report resulting from the VPP assessment conducted by Headquarters. The report stated that WTP's Voluntary Protection Program Star status will continue.
- WTP representatives participated as presenters during the annual VPP Conference, held in May 2014.
- Performance objectives, measures, and commitments (POMC) goals for injury rates were significantly exceeded. Currently, the total recordable case rate (b)(4),(b)(5) and the days away, restricted, or on job transfer (DART) rate (b)(4),(b)(5)
- No unplanned exposures. There were no unplanned exposures to hazardous chemicals during the period. In April, BNI began initiating (b)(4),(b)(5) (b)(4),(b)(5)
- Safety videos. In an effort to expand flow of safety related information, access to safety videos, previously provided to construction site employees, was provided to all WTP employees.
- Safety Pause for Success. Construction kicked off Calendar Year 2014 with a site-wide Safety Pause for Success on the first day of the year. In similar fashion, Construction conducted a post Memorial Day return to work pause for all employees.
- (b)(4),(b)(5) Construction has increased use of (b)(4),(b)(5) across all disciplines, (b)(4),(b)(5) areas, and processes for ongoing in-process work in the field. (b)(4),(b)(5) has reported specific (b)(4),(b)(5) improvement (b)(4),(b)(5) To address BNI's (b)(4),(b)(5) were developed for (b)(4),(b)(5) and training was (b)(4),(b)(5) provided to (b)(4),(b)(5) who, in turn, began (b)(4),(b)(5)
- Employee Engagement. Employee engagement remains high with active participation by various safety committees at the site and (b)(4),(b)(5) for town facilities. Each site committee continues to provide timely topical presentations during all safety speaking meetings.
- Event Investigation. BNI investigates all events in a timely manner and is transparent in communicating issues, actions, and plans to ORP personnel. Additionally, BNI conducts a monthly (b)(4),(b)(5) where all appropriate BNI and ORP senior management, in a collegial environment, discuss (b)(4),(b)(5) All participants provide input and lessons learned are often discovered and incorporated.
- (b)(4),(b)(5) BNI issued (b)(4),(b)(5) that provides a look at various metrics, trended over a rolling 12 month period. (b)(4),(b)(5) the trends are analyzed and appropriate actions are developed.

- The (b)(4),(b)(5) was issued. Monthly action implementation status is tracked and provided to ORP personnel.
- Procedure (b)(4),(b)(5) was revised to add a definition for (b)(4),(b)(5) was also updated indicating authority on (b)(4),(b)(5) (b)(4),(b)(5)
- Updated (b)(4),(b)(5) section to add more specificity regarding (b)(4),(b)(5) (b)(4),(b)(5)
- Updated the Assisted Job Hazard Analysis (AHJA) sections for Loading/Unloading Materials from Trailers and Trucks with Forklifts. This was updated to include use of spotters to prevent personnel from entering the opposite side of loading/unloading operations. Workers establish a danger barricade area with signs for tags on the opposite side of the loading/unloading area.
- (b)(4),(b)(5) made a revision to (b)(4),(b)(5) to require (b)(4),(b)(5) to provide (b)(4),(b)(5) (b)(4),(b)(5) and to perform and submit these (b)(4),(b)(5) to BNI.
- Continue favorable trend for (b)(4),(b)(5) Construction completed the pilot implementation of the (b)(4),(b)(5) The final report includes recommendations for continuance and improvement of the program. In addition Construction has implemented an additional process, (b)(4),(b)(5) the favorable trend (b)(4),(b)(5) continues.
- Safety Assurance produced a safety video of the process for properly and safely performing periodic inspections of the tower cranes.
- WTP was recognized by OSHA for participating in the National Fall Protection Awareness Day campaign.

#### Opportunities for Improvement

- Continue to identify opportunities for (b)(4),(b)(5) such as review of (b)(4),(b)(5) and (b)(4),(b)(5) a basis.

### 3 Quality Assurance Program

Overall, BNI evaluates (b)(4),(b)(5) The effectiveness of the Quality Assurance Program (QAP) is foundational to the current and future safety and reliability of the WTP. Achieving quality means consistently (b)(4),(b)(5) requirements, including establishing an environment where opportunities to learn are embraced and continuous improvement is the norm. During the first half of 2014, the project has made notable progress in establishing the infrastructure and culture needed to clearly demonstrate that the BNI (b)(4),(b)(5) (b)(4),(b)(5) is effective and the framework needed to sustain performance is established.

Key accomplishments include development and submittal of action plans to address the Level 1 findings in QA Program implementation and Corrective Action Program implementation. Development of the plans was informed by in-depth (b)(4),(b)(5) conducted by (b)(4),(b)(5) utilizing both project and off-project expertise. Positive feedback was received from ORP on the depth of the (b)(4),(b)(5) Implementation of (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) BNI assigned a very senior project manager and mobilized a (b)(4),(b)(5) which completed and submitted Rev 0 (b)(4),(b)(5) on March 27, 2014. During development of (b)(4),(b)(5) ORP personnel (b)(4),(b)(5) attended many of the team meetings and were provided access to the eRoom established for this initiative, which facilitated (b)(4),(b)(5) Learning from the (b)(4),(b)(5) (b)(4),(b)(5) the project initiated work via (b)(4),(b)(5) to improve (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) initiatives. Actions are in progress to estimate and schedule the (b)(4),(b)(5) initiatives using (b)(4),(b)(5) planned for July 2014, will reflect the integration and prioritization of the (b)(4),(b)(5) It contains a synopsis of (b)(4),(b)(5) (b)(4),(b)(5) and recommendations from BNI on implementation of the initiatives. An external review team of industry experts conducted a review of the process used to (b)(4),(b)(5) and concluded that the process was (b)(4),(b)(5) When completed, (b)(4),(b)(5) will address BNI's plans to address full resolution of the (b)(4),(b)(5) and map the course to (b)(4),(b)(5) (b)(4),(b)(5)

Additionally, organizational changes were implemented this period to (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) These organizational changes include the addition of the (b)(4),(b)(5) (b)(4),(b)(5) implementing (b)(4),(b)(5) establishing (b)(4),(b)(5) adding a (b)(4),(b)(5) and establishing a (b)(4),(b)(5) reporting to the (b)(4),(b)(5) standardization.

Process improvements were developed to (b)(4),(b)(5) (b)(4),(b)(5) and streamline processes in (b)(4),(b)(5) The implementation of the improved processes was supported by (b)(4),(b)(5) to ensure that (b)(4),(b)(5) (b)(4),(b)(5) the revised procedures and (b)(4),(b)(5)

#### Accomplishments

- During the 2014-A period, several evaluations and (b)(4),(b)(5) (b)(4),(b)(5) were finalized and submitted to DOE.
  - (b)(4),(b)(5) and associated (b)(4),(b)(5) were completed to resolve the (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) Comments on the response were received from ORP and BNI subsequently reviewed and updated the (b)(4),(b)(5) to address ORP's comments and (b)(4),(b)(5) June 18, 2014.
  - (b)(4),(b)(5) and associated (b)(4),(b)(5) were completed to resolve issues based on the (b)(4),(b)(5) (b)(4),(b)(5) Comments on the response were received from ORP and BNI subsequently reviewed and updated (b)(4),(b)(5) addressing ORP's (b)(4),(b)(5) comments and submitted (b)(4),(b)(5) June 27, 2014.
  - (b)(4),(b)(5) continues to be excellent. Some brief data points which support this assessment follow: Overall (b)(4),(b)(5) work products and documentation thereof (b)(4),(b)(5) This demonstrates

excellent (b)(4),(b)(5) requirements. Of special note, (b)(4),(b)(5)

(b)(4),(b)(5) These metrics demonstrate focus on (b)(4),(b)(5) d  
(b)(4),(b)(5)

- Engineering and BNI management worked with DOE Engineering and QA organizations to gain approval on the (b)(4),(b)(5) methodology.
- Revision 0 of the (b)(4),(b)(5) was submitted to ORP. In response to (b)(4),(b)(5) and after submittal of Revision 0 of (b)(4),(b)(5) BNI (b)(4),(b)(5) immediately initiated an effort to ensure the initiatives reflected in (b)(4),(b)(5) (b)(4),(b)(5) and integrated (b)(4),(b)(5) This effort resulted in development and implementation of a (b)(4),(b)(5) that was used to identify those initiatives that were most beneficial to achieve the desired levels of quality. This methodology was (b)(4),(b)(5) that was contracted to provide (b)(4),(b)(5) During both (b)(4),(b)(5) interactions regarding (b)(4),(b)(5) (b)(4),(b)(5) were completed with (b)(4),(b)(5) ORP personnel participated in many (b)(4),(b)(5) A mutual decision was made to (b)(4),(b)(5) (b)(4),(b)(5) ORP and BNI) to inform final decisions by ORP on (b)(4),(b)(5) and in furtherance of identifying the most (b)(4),(b)(5) (b)(4),(b)(5)

- Resources in (b)(4),(b)(5) (b)(4),(b)(5) were increased to better enable effective implementation of the (b)(4),(b)(5) by increased (b)(4),(b)(5)

- To augment efforts to align (b)(4),(b)(5) (b)(4),(b)(5) joined the WTP project as the manager of (b)(4),(b)(5) This position will be responsible for ensuring quality and integration of the (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) and staff were assigned to (b)(4),(b)(5) based on the positive feedback on the (b)(4),(b)(5) was established in January 2013. The intent of (b)(4),(b)(5) is to promote quality and (b)(4),(b)(5) by increased involvement of (b)(4),(b)(5)

- (b)(4),(b)(5) was added to (b)(4),(b)(5) to provide a quality resource for the (b)(4),(b)(5) personnel assigned to WTP and to facilitate (b)(4),(b)(5) completed by (b)(4),(b)(5)
- (b)(4),(b)(5) was established. The group's responsibilities include development of guidance on (b)(4),(b)(5) using the requirements (b)(4),(b)(5) and development of (b)(4),(b)(5)

- Multiple actions were completed to strengthen and institutionalize the project's (b)(4),(b)(5) (b)(4),(b)(5) to ensure sustainability of (b)(4),(b)(5) and foster (b)(4),(b)(5)

- (b)(4),(b)(5) was issued to define management expectations for (b)(4),(b)(5) The expectations in this policy and the individual accountabilities for following (b)(4),(b)(5) was reinforced by the Project Director in presentations to supervisors and employees, as well as cascading communications through Project management and posting articles to the Project website. The policy was added to core training for all employee profiles as

- (b)(4),(b)(5) was revised to provide increased accountability for documenting identified issues and addressing them in a timely manner. The policy identifies (b)(4),(b)(5) as primary and endorses use of other (b)(4),(b)(5) that align with (b)(4),(b)(5). The expectation in this policy was reinforced by the Project Director in presentations to supervisors and employees, as well as cascading communications through Project management and articles posted on the Project website. This policy was added to the core training for all employee profiles (b)(4),(b)(5).
- (b)(4),(b)(5) can result in (b)(4),(b)(5). To ensure a common understanding of these components, (b)(4),(b)(5) were developed (or revised as applicable): (b)(4),(b)(5). Based on (b)(4),(b)(5) from development of (b)(4),(b)(5) for the listed organizations, a decision will be made to expand the effort to (b)(4),(b)(5).
- (b)(4),(b)(5) briefing was developed and presented. The briefing objectives were for attendees to understand key concepts; effectively implement new procedure guidance; effectively determine extent of condition and cause to (b)(4),(b)(5) (b)(4),(b)(5) and (b)(4),(b)(5). The (b)(4),(b)(5) list was revised to ensure responsibility rests with (b)(4),(b)(5) (b)(4),(b)(5). These individuals received the (b)(4),(b)(5) briefing.
- (b)(4),(b)(5) was segregated from the (b)(4),(b)(5) in the integrated project teams (IPTs) and functional areas to allow (b)(4),(b)(5) (b)(4),(b)(5) and provide better visibility of (b)(4),(b)(5) (b)(4),(b)(5).
- (b)(4),(b)(5) began implementation of (b)(4),(b)(5) for their respective areas as part of efforts to (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) metrics. ORP personnel are invited to participate in (b)(4),(b)(5).
- A non-manual (b)(4),(b)(5) was piloted (b)(4),(b)(5). The program is a (b)(4),(b)(5) (b)(4),(b)(5) program aimed at creating (b)(4),(b)(5) (b)(4),(b)(5). The overall goal is to (b)(4),(b)(5) (b)(4),(b)(5) and to reduce (b)(4),(b)(5) while maintaining (b)(4),(b)(5) (b)(4),(b)(5) performed a total of (b)(4),(b)(5). Based on positive feedback from both management and workers, a decision was made to (b)(4),(b)(5) (b)(4),(b)(5) non-manual (b)(4),(b)(5). Actions are in progress to formalize the guidance needed to (b)(4),(b)(5).
- The WTP craft-based (b)(4),(b)(5) implemented the (b)(4),(b)(5). The charter is complete, and (b)(4),(b)(5) has been baselined from (b)(4),(b)(5) (b)(4),(b)(5). Participation and awareness has grown as the program has evolved to include (b)(4),(b)(5) posters, and presentations, with (b)(4),(b)(5) (b)(4),(b)(5) formally documented (b)(4),(b)(5) (b)(4),(b)(5).

- The integrated (b)(4),(b)(5) has initiated (b)(4),(b)(5) (b)(4),(b)(5) completed during the month. The results of the reviews are shared with Project employees to (b)(4),(b)(5) to promote (b)(4),(b)(5) Institutionalization of the (b)(4),(b)(5) metric is in progress.
- (b)(4),(b)(5) April 2014. The (b)(4),(b)(5) (b)(4),(b)(5) QE observations.
- Engineering Leadership initiated (b)(4),(b)(5) to share (b)(4),(b)(5) and reinforce expectations regarding (b)(4),(b)(5) for process adherence and working to (b)(4),(b)(5) (b)(4),(b)(5)
- Beginning in June 2014, WTP Training initiated the practice of (b)(4),(b)(5) (b)(4),(b)(5) iLibrary. These timely notifications will assist WTP personnel in meeting (b)(4),(b)(5) and accomplishing (b)(4),(b)(5) in accordance with (b)(4),(b)(5)
- (b)(4),(b)(5) was implemented. The workshop was attended by responsible engineers, (b)(4),(b)(5) (b)(4),(b)(5) personnel, and some (b)(4),(b)(5) The (b)(4),(b)(5) purpose was to improve quality of (b)(4),(b)(5) through improved (b)(4),(b)(5) (b)(4),(b)(5) Pre and Post Test scores showed a (b)(4),(b)(5)
- Multiple procedure and process improvements were completed this period that (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) was issued this period to establish processes for identification, validation/analysis, (b)(4),(b)(5) verification, and (b)(4),(b)(5)
  - (b)(4),(b)(5) was issued this period to define requirements for preparation, review, approval, and control of (b)(4),(b)(5) (b)(4),(b)(5) Development and implementation of this procedure was completed in response to recommendations developed by (b)(4),(b)(5)
  - (b)(4),(b)(5) An independent review by external (b)(4),(b)(5) experts was jointly selected and overseen by DOE and BNI, to review (b)(4),(b)(5) approach, plans, and (b)(4),(b)(5) to ensure alignment on actions needed to support (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) was issued this period to institutionalize requirements for the evaluation of impacts to design or technical requirements from (b)(4),(b)(5) (b)(4),(b)(5) process for (b)(4),(b)(5)
  - Use of (b)(4),(b)(5) was initiated by Engineering to improve (b)(4),(b)(5) (b)(4),(b)(5) developed as a result of (b)(4),(b)(5) recommendations, consolidates requirements from numerous sources into (b)(4),(b)(5) identifies (b)(4),(b)(5) (b)(4),(b)(5) clearly identifies documents (b)(4),(b)(5)
  - Agreement was reached with DOE on changes to the (b)(4),(b)(5)

and alignment. The corresponding revisions to the (b)(4),(b)(5) (b)(4),(b)(5) have been initiated.

- BNI's efforts also include working with suppliers to provide support to help (b)(4),(b)(5) (b)(4),(b)(5) their deliverables.
  - Developed and piloted (b)(4),(b)(5) (b)(4),(b)(5) training internally and with (b)(4),(b)(5) (b)(4),(b)(5)
  - Initiated a (b)(4),(b)(5)
  - Arranged for an industry subject matter expert to support (b)(4),(b)(5) (b)(4),(b)(5) to support development of (b)(4),(b)(5)

#### Opportunities for Improvement

- Continue to progress implementation of (b)(4),(b)(5) (b)(4),(b)(5). The (b)(4),(b)(5) (b)(4),(b)(5) include actions to strengthen (b)(4),(b)(5) (b)(4),(b)(5) improve the (b)(4),(b)(5) (b)(4),(b)(5) and improve the integration of (b)(4),(b)(5) (b)(4),(b)(5) by both internal and external entities.
- Continue implementation of (b)(4),(b)(5)
- Implement the revised (b)(4),(b)(5) (b)(4),(b)(5) and finalize the actions needed to improve (b)(4),(b)(5) (b)(4),(b)(5)
- Submit and implement (b)(4),(b)(5) (b)(4),(b)(5) including ensuring full alignment on (b)(4),(b)(5) (b)(4),(b)(5) with DOE.

## 4 BNI Project Leadership / Management

Overall, BNI assesses (b)(4),(b)(5)

Award Fee Objective 4 covers Project Leadership/Management and is measured by Project Performance and Cost Performance & Efficiencies. (b)(4),(b)(5)

(b)(4),(b)(5) for the project to manage. In support of the DOE framework plan calling for a phased completion of WTP facilities with DFLAW glass production, (b)(4),(b)(5) were shifted from (b)(4),(b)(5) Customer and stakeholder requirements have evolved to (b)(4),(b)(5) that has added, and will continue to add, significant (b)(4),(b)(5) Consequences of these changes have included a (b)(4),(b)(5)

(b)(4),(b)(5) and work being performed (b)(4),(b)(5) have resulted in (b)(4),(b)(5)

(b)(4),(b)(5) BNI made substantial progress on (b)(4),(b)(5) and continues to proceed with the current (b)(4),(b)(5) construction. Significant achievements include (b)(4),(b)(5) equipment, resolution of (b)(4),(b)(5) and (b)(4),(b)(5) related to (b)(4),(b)(5) completion of (b)(4),(b)(5) for (b)(4),(b)(5) (b)(4),(b)(5) alignment, and delivery of (b)(4),(b)(5) BNI received formal direction from ORP-WTP on the

(b)(4),(b)(5) and has made considerable progress in (b)(4),(b)(5)  
(b)(4),(b)(5)

As part of the process to achieve alignment between the (b)(4),(b)(5)  
(b)(4),(b)(5) BNI submitted to ORP-WTP a (b)(4),(b)(5) for  
completion of (b)(4),(b)(5) consistent with ORP-WTP direction, including the engineering  
design work scope to (b)(4),(b)(5) effort was (b)(4),(b)(5)  
and was accomplished (b)(4),(b)(5)

(b)(4),(b)(5) continued to be strong, and increased management focus has been placed on those  
activities supporting (b)(4),(b)(5) Significant events include (b)(4),(b)(5)  
(b)(4),(b)(5) submittal of (b)(4),(b)(5) receipt of ORP-WTP release of (b)(4),(b)(5)  
to support the (b)(4),(b)(5) submittal of the HLW Safety  
(b)(4),(b)(5) completion of (b)(4),(b)(5)  
(b)(4),(b)(5) issuance of the (b)(4),(b)(5) and  
completion of (b)(4),(b)(5)

BNI effectively (b)(4),(b)(5)

(b)(4),(b)(5) The cumulative cost performance index (CPI) for this PEMP period is  
(b)(4),(b)(5) and when (b)(4),(b)(5) for April and May are taken into  
consideration to address (b)(4),(b)(5) the total project cumulative CPI for the period is (b)(4),(b)(5) In (b)(4),(b)(5)  
addition, BNI actively managed (b)(4),(b)(5) to ensure (b)(4),(b)(5) and  
negotiated procurement and subcontract costs resulting in (b)(4),(b)(5)  
(b)(4),(b)(5) or (b)(4),(b)(5) cumulative during the period. In FY14 to date, BNI realized approximately (b)(4),(b)(5)

(b)(4),(b)(5)  
(b)(4),(b)(5) was thoroughly managed and appeared seamless and  
routine, which is (b)(4),(b)(5)

(b)(4),(b)(5)  
(b)(4),(b)(5) This is another instance where BNI's performance (b)(4),(b)(5)

(b)(4),(b)(5) To further strengthen the leadership on the Project, BNI made several  
organizational changes this period (b)(4),(b)(5)  
(b)(4),(b)(5) and strengthening (b)(4),(b)(5)

## Project Performance

### Accomplishments

The accomplishments listed below illustrate the progress that has been made during this PEMP period, despite the challenges discussed above resulting from funding uncertainty and changes in project priorities.

- Effective management focus on Project progress. Early in this PEMP period, BNI received notice of the FY 2014 (b)(4),(b)(5) BNI immediately initiated an evaluation of (b)(4),(b)(5) (b)(4),(b)(5) using the (b)(4),(b)(5) that was developed during the previous PEMP period. Efforts were undertaken to move specific work into FY 2014. Throughout this PEMP period, BNI has been deliberate in continually evaluating existing and new work scope with (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) • Progress [redacted] The following accomplishments contributed to moving the Project forward, focused on LBL completion:

- Completed [redacted]
- Delivered [redacted]
- Progressed [redacted]
- Resolved commercial issues and [redacted] related to [redacted]
- Addressed [redacted] resolved long term [redacted]

(b)(4),(b)(5)

- [redacted] etc.
- Progressed [redacted]

- [redacted] This alignment will assist future performance in all facilities.
- Improved [redacted] to the Site.
- Engineering completed [redacted]

- [redacted] during this period:
  - Scheduled [redacted]
  - Scheduled [redacted]
  - [redacted]

- Progressed [redacted] during this period as follows:
  - [redacted]
  - Scheduled [redacted]
  - Scheduled [redacted]
  - [redacted]

(b)(4),(b)(5)

(b)(4),(b)(5)

- Significantly improved the scheduled [redacted] improved from [redacted] in January to [redacted] in June. [redacted] improved from [redacted] to [redacted] during the same period.

(b)(4),(b)(5)

- DFLAW Conceptual Design. In January 2014, BNI received ORP-WTP authorization to proceed with conceptual design planning scope to incorporate the capability for direct feed of the LAW facility, including development of a [redacted] BNI assembled a co-located [redacted] and met with ORP-WTP to establish [redacted] The expanded work scope and schedules that addressed the [redacted] were provided to ORP-WTP in February 2014. Considerable progress has been made on this effort and is on track to optimize the [redacted] and provide [redacted] configuration. [redacted] were held on [redacted] Alternatives have been evaluated and a preferred alternative has been identified for [redacted] This work is continuing, with significant interface with ORP-WTP, One System, and Tank Farm personnel.

- [redacted] BNI commissioned an independent review by external [redacted] (jointly selected by ORP and BNI) to review the entire [redacted] occurred April 17-24, 2014. The overall independent review [redacted] as ORP and BNI gained [redacted]

(b)(4),(b)(5) The WTP team has started incorporating recommendations from the independent review, such as developing an (b)(4),(b)(5) The overall action plan is being jointly developed with ORP and BNI. This overall effort has greatly improved (b)(4),(b)(5) This alignment will (b)(4),(b)(5) (b)(4),(b)(5)

- EPC Progress in HLW and PT Facilities. The following accomplishments contributed to the EPC progress made in the HLW and PT facilities:

- Continued (b)(4),(b)(5) (b)(4),(b)(5)
- Executing schedule (b)(4),(b)(5) by advanced (b)(4),(b)(5) (b)(4),(b)(5) through the use of BNI (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) completed (b)(4),(b)(5) (b)(4),(b)(5)
- Issued the (b)(4),(b)(5)
- Completed informational (b)(4),(b)(5)
- Completed (b)(4),(b)(5) which support the (b)(4),(b)(5) (b)(4),(b)(5) resulting in (b)(4),(b)(5)
- Initiated (b)(4),(b)(5) identified in (b)(4),(b)(5) in order to prevent (b)(4),(b)(5) Significantly improved the scheduled (b)(4),(b)(5) facilities. The (b)(4),(b)(5) improved from (b)(4),(b)(5) in January to (b)(4),(b)(5) in June. The (b)(4),(b)(5) improved from (b)(4),(b)(5) during the same period.

- HLW and PT Resumption. The following accomplishments supported the ability to resume increased HLW activities this year, and advance toward PT resumption:

- Validated that additional (b)(4),(b)(5) was not required.
- Submitted the HLW (b)(4),(b)(5) to ORP-WTP.
- Received from ORP-WTP the release of (b)(4),(b)(5) to support the (b)(4),(b)(5) (b)(4),(b)(5)
- Provided HLW (b)(4),(b)(5) to ORP-WTP.
- Submitted the HLW (b)(4),(b)(5) (SDS) to ORP-WTP for review, resolved and incorporated comments, and submitted the final (b)(4),(b)(5) for approval. (b)(4),(b)(5)
- Submitted to ORP-WTP the HLW (b)(4),(b)(5) (b)(4),(b)(5) for advancing (b)(4),(b)(5)
- Issued eight PT (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)

- (b)(4),(b)(5) Plan for (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)
  - (b)(4),(b)(5) Plan for (b)(4),(b)(5)
- Continued Full Scale Vessel Testing (FSVT) planning and execution in support of achieving a July 2014 testing start.
  - Continued PT technical resumption planning to support key deliverables and Standard High Solids Vessel Design (SHSVD).
- To further strengthen the leadership on the Project and improve Project performance, BNI made (b)(4),(b)(5)
    - (b)(4),(b)(5) to enhance the integration and coordination of (b)(4),(b)(5) centralized requirements (b)(4),(b)(5) were established.
    - (b)(4),(b)(5) was established and (b)(4),(b)(5) As we move toward closer cooperation with tank farm contractor Washington River Protection Solutions on delivery of feed to WTP, the efforts of (b)(4),(b)(5) The establishment of (b)(4),(b)(5) reflects that importance.
    - To augment efforts to align project quality with (b)(4),(b)(5) joined the WTP project as the manager of (b)(4),(b)(5) This position will be responsible for the ensuring quality and integration of the (b)(4),(b)(5) training for (b)(4),(b)(5)

Opportunity for Improvement

- Staffing (b)(4),(b)(5) Additional staffing is needed to (b)(4),(b)(5) and other project priorities, and BNI has (b)(4),(b)(5) From January 1, 2014 to June 30, 2014, the project hired (b)(4),(b)(5) non-manual employees, but lost (b)(4),(b)(5) due to attrition, for a net increase of (b)(4),(b)(5) A Job Fair was held on February 21, 2014 in the Tri-Cities area, with over 1,400 visitors attending. Since that time, (b)(4),(b)(5) have been extended each month, resulting in an increased influx of staff, with the last month alone representing (b)(4),(b)(5) There are currently (b)(4),(b)(5) of which (b)(4),(b)(5) WTP management continues to work closely with BNI and URS (b)(4),(b)(5) to bring additional staff on board.
- (b)(4),(b)(5) inspections. The process for conducting reviews of (b)(4),(b)(5) to the site. The recommendations from the (b)(4),(b)(5) December 2013 to evaluate the process are being implemented (b)(4),(b)(5) and some (b)(4),(b)(5)
- Schedule performance in (b)(4),(b)(5) performance has (b)(4),(b)(5)

(b)(4),(b)(5) during this period, the main driver being (b)(4),(b)(5) On March 20, 2014, the BNI Project Director announced (b)(4),(b)(5) (b)(4),(b)(5) which took effect in June 2014. The new leadership team has (b)(4),(b)(5) (b)(4),(b)(5)

- Resolution of (b)(4),(b)(5) BNI has experienced (b)(4),(b)(5) (b)(4),(b)(5)

### Cost Performance and Efficiencies

#### Accomplishments

- (b)(4),(b)(5) Because of programmatic (b)(4),(b)(5) BNI has (b)(4),(b)(5) resulting in (b)(4),(b)(5) (b)(4),(b)(5) BNI has been effective in managing (b)(4),(b)(5) such that the cumulative CPI for this PEMP period is (b)(4),(b)(5) across all elements of the Project. When (b)(4),(b)(5) for April and May are taken into consideration to address (b)(4),(b)(5) the total project cumulative CPI for the period is (b)(4),(b)(5)
- (b)(4),(b)(5) BNI achieved approximately (b)(4),(b)(5) (b)(4),(b)(5) for 10.8%, during January thru June. In FY14 to date, BNI realized approximately (b)(4),(b)(5) The execution approach for (b)(4),(b)(5) was changed from the use of (b)(4),(b)(5) (b)(4),(b)(5) to (b)(4),(b)(5) which results in (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) As part of the process to achieve (b)(4),(b)(5) (b)(4),(b)(5) BNI submitted to ORP-WTP in May 2014, a (b)(4),(b)(5) (b)(4),(b)(5) for completion of (b)(4),(b)(5) consistent with ORP-WTP direction. This initial proposal covered the (b)(4),(b)(5) components of (b)(4),(b)(5) The submittal also included the (b)(4),(b)(5) (b)(4),(b)(5) which addressed the engineering design work scope to implement (b)(4),(b)(5) An updated proposal covering the (b)(4),(b)(5) (b)(4),(b)(5) submitted in June 2014. This (b)(4),(b)(5) effort was (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) As mentioned earlier in this report, the (b)(4),(b)(5) (b)(4),(b)(5) was submitted to ORP in March 2014. BNI immediately initiated an effort to evaluate (b)(4),(b)(5) In order to prioritize these efforts, BNI developed and implemented a (b)(4),(b)(5) that resulted in identifying (b)(4),(b)(5) (b)(4),(b)(5) This methodology was (b)(4),(b)(5) (b)(4),(b)(5) was contracted to provide (b)(4),(b)(5) (b)(4),(b)(5) methodology and (b)(4),(b)(5) initiatives.
- (b)(4),(b)(5) BNI continued improving on (b)(4),(b)(5) that is focused on (b)(4),(b)(5) information, metrics, and results. A significant enhancement to the (b)(4),(b)(5) was completed in June 2014, which included (b)(4),(b)(5) (b)(4),(b)(5) records and (b)(4),(b)(5) reports. During this period, there were (b)(4),(b)(5) identified supporting the BNI and ORP-WTP

shared goal of (b)(4),(b)(5) BNI continued its leadership role for both the WTP (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) processes. Changes in (b)(4),(b)(5) that were initiated during the previous PEMP period have continued, resulting in alignment with (b)(4),(b)(5) (b)(4),(b)(5)

Opportunity for Improvement

- (b)(4),(b)(5) usage. The primary opportunity for improvement in this area relates to the fact that (b)(4),(b)(5) will likely (b)(4),(b)(5)

(b)(4),(b)(5) BNI continues to (b)(4),(b)(5) with a focus to (b)(4),(b)(5)  
(b)(4),(b)(5) and to identify (b)(4),(b)(5)

## Appendix A BNI Self-Assessment (Rating)

In accordance with Award Fee Incentive Ratings and Definitions provided in the PEMP, BNI has evaluated its performance, and provides the following self-assessment using adjectival ratings.

Award Fee Performance Objective		Adjectival Rating
1	Self-analysis/Assessments/Discovery/Action	(b)(4),(b)(5)
2	Environmental, Safety, and Health	
3	Quality Assurance Program	
4	Project Leadership/Management	



# Performance Evaluation and Measurement Plan Self- Assessment 2014-B

Document title:

Document number: 24590-WTP-RPT-MGT-14-046, Rev 0

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Contract number: DE-AC27-01RV14136

Award Fee Period: Evaluation Period 2014-B  
(July 1, 2014 – December 31, 2014)

Department: Project Management

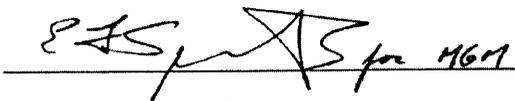
Author(s): C.A. Bernier

Issue status: Final

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Approved by: M.G. McCullough

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## Addenda

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<b>Addendum 1 BNI Self-Assessment (Rating).....</b>	<b>Addendum-1</b>
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## Executive Summary

Bechtel National, Inc.'s (BNI's) Hanford Tank Waste Treatment and Immobilization Plant (WTP) team made measured and meaningful improvements in all Performance Evaluation and Measurement Plan (PEMP) objectives during the Performance 2014-B period which built upon the progress made during the first performance period of the year. The continuous improvement in BNI's performance is the result of senior management involvement in the development and sponsorship of (b)(4),(b)(5) such as (b)(4),(b)(5) and the Department of Energy (DOE), Office of River Protection (ORP) (b)(4),(b)(5)

(b)(4),(b)(5) strategic issues (b)(4),(b)(5) BNI performance. (b)(4),(b)(5) have allowed BNI management to focus its team on (b)(4),(b)(5) organizing the project to (b)(4),(b)(5) and driving improvement in the (b)(4),(b)(5) Figure 1 below is a comparison of 2013-B and 2014-A PEMP scores as assessed by ORP and 2014-B PEMP BNI self-assessed scores which show (b)(4),(b)(5) the mission to build a waste treatment plant that can (b)(4),(b)(5) (b)(4),(b)(5) BNI recognizes that (b)(4),(b)(5) (b)(4),(b)(5) ORP (b)(4),(b)(5) Going forward, the management team is committed to continue (b)(4),(b)(5)

Objective	2013-B Score by DOE	2014-A Score by DOE	2014-B Self Assessment
1	49% Satisfactory	70% Good	(b)(4),(b)(5)
2	75% Good	77% Very Good	
3	35% Satisfactory	45% Satisfactory	
4	28% Satisfactory	39% Satisfactory	
5	N/A (New in 2014-B)	N/A (New in 2014-B)	

Figure 1: Comparison of 2013-B, 2014-A, and 2014-B PEMP scores showing positive trend in performance.

This report provides BNI's self-assessment in each of the five main PEMP objectives: Objective 1 (Self-Analysis/Assessments/Discovery /Action); Objective 2 (Environmental, Safety and Health); Objective 3 (Quality Assurance Program); Objective 4 (Project Leadership/Management); and Objective 5 (Technical Issue Resolution). For each objective, BNI has provided examples of key initiatives undertaken or completed to improve performance and the results achieved. BNI notes the focus areas for (b)(4),(b)(5) going into the first 2015 performance period, recognizing (b)(4)

(b)(4),(b)(5) will be applied.

In Objective 1, BNI continued to stress the need to improve transparency with ORP at all levels of the organization and the results have been favorable and noticeable to ORP. The Project's ability to (b)(4),(b)(5) (b)(4),(b)(5) has continued (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) BNI's initiatives on improving the effectiveness of (b)(4),(b)(5) such as reviews and grading at (b)(4),(b)(5)

(b)(4),(b)(5) as described later have resulted in marked improvement on the quality of (b)(4),(b)(5) performed during this period. BNI's investment of (b)(4),(b)(5) (b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5) Overall. BNI rates (b)(4),(b)(5)  
In Objective 2 the Project continued strong (b)(4),(b)(5)  
(b)(4),(b)(5) and continued to strengthen the (b)(4),(b)(5)  
(b)(4),(b)(5) of the project team.

- BNI achieved the lowest injury rate in the history of the project this year for the second year in a row and has been designated by DOE as the safest large project in the complex. This performance resulted in a renewal of the DOE Voluntary Protection Program (VPP) Star award for the Project. BNI began the development of (b)(4),(b)(5) management (b)(4),(b)(5) and is (b)(4),(b)(5) for the senior management team.
- The new management team of the (b)(4),(b)(5) organization has taken a number of actions (b)(4),(b)(5) performance (b)(4),(b)(5) (b)(4),(b)(5) function integration (b)(4),(b)(5) New processes and procedures have been put into effect to (b)(4),(b)(5) (b)(4),(b)(5) was developed with (b)(4),(b)(5) team to (b)(4),(b)(5) for incorporation into the facility design. The SDS was developed by BNI and approved by ORP (with DOE Headquarter concurrence) with no conditions of approval. (b)(4),(b)(5) (b)(4),(b)(5)

- In the area of (b)(4),(b)(5) BNI issued the (b)(4),(b)(5) (b)(4),(b)(5) and the project continues to promote (b)(4),(b)(5) through daily interactions between managers and employees. During this performance period, BNI (b)(4),(b)(5) (b)(4),(b)(5) in areas of importance to sustaining (b)(4),(b)(5) One of the more impactful initiatives on (b)(4),(b)(5) has been the expectation that (b)(4),(b)(5) (b)(4),(b)(5) BNI utilizes a variety of tools including (b)(4),(b)(5) (b)(4),(b)(5) initiative, and more frequent (b)(4),(b)(5) (b)(4),(b)(5) workforce, enabled by (b)(4),(b)(5) to gauge the (b)(4) While continued vigilance is essential, BNI is encouraged by recent feedback and indicators.

Overall, BNI rates (b)(4),(b)(5)

In Objective 3, the senior management team has been devoting significant time and resources to (b)(4),(b)(5) of the Quality Assurance (QA) program by all levels of the Project team and (b)(4),(b)(5) in the DOE-approved corrective action plan for the (b)(4),(b)(5) During this period, (b)(4),(b)(5) (b)(4),(b)(5) providing evidence that initiatives are delivering (b)(4),(b)(5) (b)(4),(b)(5) Engineering organization in particular is having a significant positive effect on the quality of engineering deliverables (b)(4),(b)(5) BNI also finalized (b)(4),(b)(5) integrate all improvement initiatives with the appropriately allocated resources. (b)(4),(b)(5) (b)(4),(b)(5) and its status is being reviewed by senior management during a (b)(4),(b)(5) As a result of these efforts, marked improvements in certain areas

of the project have been observed with regard to (b)(4), (b)(5)  
(b)(4), (b)(5)

(b)(4), (b)(5) BNI rates (b)(4), (b)(5)

In Objective 4, Project Performance, BNI made substantial progress on (b)(4), (b)(5)  
(b)(4), (b)(5) and it continues to proceed with the

currently planned (b)(4), (b)(5)

Significant achievements include (b)(4), (b)(5)

(b)(4), (b)(5) progressing (b)(4), (b)(5)

(b)(4), (b)(5) and initiating the (b)(4), (b)(5)

(b)(4), (b)(5) As part of the process to achieve (b)(4), (b)(5)

(b)(4), (b)(5) and consistent with ORP direction, BNI submitted Revision 2 of the  
contract modification proposal for the (b)(4), (b)(5) and the engineering design work

scope to (b)(4), (b)(5) In addition, BNI submitted a comprehensive (b)(4), (b)(5)

(b)(4), (b)(5) which looked at the drivers and basis (b)(4), (b)(5)

(b)(4), (b)(5) This proposal effort was (b)(4), (b)(5)

(b)(4), (b)(5) BNI received authorization from ORP to proceed with (b)(4), (b)(5)

(b)(4), (b)(5)

(b)(4), (b)(5) which describes how BNI  
will meet the requirements (b)(4), (b)(5) in making a decision to proceed with the

(b)(4), (b)(5) In the area of cost

performance, BNI has actively managed the spend plan to ensure that project costs did not exceed  
available funds, and it has negotiated procurement and subcontract costs resulting in approximately (b)(4), (b)(5)

(b)(4), (b)(5) during the period. In FY14, BNI

(b)(4) Overall, BNI

rates (b)(4), (b)(5)

In Objective 5, BNI achieved significant performance in the area of (b)(4), (b)(5) BNI

completed (b)(4), (b)(5)

(b)(4), (b)(5)

Numerous BNI presentations were made to the Defense Nuclear Facilities Safety Board (DNFSB) staff  
and Office of Environmental Management (EM) senior management resulting in BNI receiving positive

feedback on the quality and thoroughness of the information presented. The final work-plans for  
resolution of the (b)(4), (b)(5) received DOE approval. Overall, BNI (b)(4), (b)(5)

(b)(4), (b)(5)

The BNI management team has developed an effective and forthright working relationship with the

current ORP management team and this has (b)(4), (b)(5)

(b)(4), (b)(5) allowing it to effectively drive performance improvements. BNI

looks forward to continuing its (b)(4), (b)(5)

(b)(4), (b)(5) ORP and (b)(4), (b)(5)

(b)(4), (b)(5) Project.

# 1 Self-Analysis / Assessments / Discovery / Action

Overall, BNI (b)(4),(b)(5)

Transparency of day-to-day activities and emerging trends continued to strengthen over this PEMP period; BNI evaluates (b)(4),(b)(5) Trust and the ability to have forthright conversations between ORP and BNI is high at all levels and representative of a cultural shift as expected behavior. During this period, transparency within the (b)(4),(b)(5)

(b)(4),(b)(5) validated by ORP feedback. There was (b)(4),(b)(5) but BNI management (b)(4),(b)(5)

(b)(4),(b)(5) Likewise, (b)(4),(b)(5)

(b)(4),(b)(5) In addition, BNI has engaged ORP in several areas to promote (b)(4),(b)(5) and to (b)(4),(b)(5)

(b)(4),(b)(5) ORP — BNI (b)(4),(b)(5)

BNI evaluates (b)(4),(b)(5)

(b)(4),(b)(5) During the period, the (b)(4),(b)(5) providing insights and enabling organizational focus on issues. (b)(4),(b)(5)

(b)(4) encourage these initiatives and are (b)(4),(b)(5) was further enhanced by (b)(4),(b)(5)

(b)(4),(b)(5) scheduled for FY15. In addition, (b)(4)

(b)(4)

(b)(4) As part of the journey toward strengthening a self-critical culture and improving acceptance of communicating and sharing lessons learned, self-assessments are (b)(4),(b)(5) at Performance Improvement Review Board/Integrated Improvement Review Boards (PIRB/IPIRB) and management is modeling self-critical behavior by sharing lessons learned in various forums.

The most pronounced improvement during this period was performance of (b)(4),(b)(5) reviews (b)(4),(b)(5) In this area, BNI evaluates (b)(4),(b)(5)

(b)(4),(b)(5) This primarily resulted from the (b)(4),(b)(5) (b)(4) These efforts enhanced understanding and reinforced expectations regarding performance of (b)(4),(b)(5) was established to evaluate (b)(4)

(b)(4),(b)(5) As a result of the improved (b)(4),(b)(5) necessary actions to reduce risks and prevent repeat issues are being taken. For example, (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5)

BNI evaluates (b)(4),(b)(5)

Prominent work milestones were achieved (b)(4),(b)(5) (b)(4) Improvements made in the previous performance period such as (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5) Initiatives taken by (b)(4),(b)(5)

(b)(4),(b)(5) are producing results. These include the (b)(4),(b)(5)

(b)(4),(b)(5) development of an integrated schedule for (b)(4),(b)(5) requirements, and development of pilot procedures and training for the (b)(4),(b)(5). By the end of the performance period, (b)(4),(b)(5) process had been implemented. (b)(4),(b)(5) was implemented in support of a (b)(4),(b)(5) was implemented; and training was developed and implemented based on (b)(4),(b)(5) (b)(4),(b)(5)

## Full Transparency

### Accomplishments

- Reoccurring meetings. Transparency in meetings continues to improve with the customer. They are conducted in (b)(4),(b)(5)
  - DOE is invited and participates in the (b)(4),(b)(5) (b)(4),(b)(5) Members of BNI senior management lead the (b)(4),(b)(5) and others are actively engaged in the process, yielding more productive meetings. The (b)(4),(b)(5) provide oversight of (b)(4),(b)(5) including but not limited to (b)(4),(b)(5) trending (b)(4),(b)(5) lessons (b)(4),(b)(5) learned (b)(4),(b)(5) completed program documents.
  - The ORP Assistant Manager and Federal Project Director (b)(4),(b)(5) BNI Project Director and Project Manager. The meetings are highly transparent and cover topics such as performance, goal setting, issues, and funding.
  - DOE is invited to attend and often participates in the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) meetings which are all intended to reinforce (b)(4),(b)(5) across the project relative to contractor (b)(4),(b)(5). These meetings support the (b)(4),(b)(5) objectives. (b)(4),(b)(5)
  - In July, the BNI (b)(4),(b)(5) with new DOE-RL counterparts, including the Safety, and Industrial Hygiene manager. (b)(4),(b)(5) now receives (b)(4),(b)(5)
  - (b)(4),(b)(5) planning and status meetings provide an open forum to discuss priorities, schedule, and deliverables needed by others to meet (b)(4),(b)(5) (b)(4),(b)(5) team members (b)(4),(b)(5) ORP counterparts.
  - (b)(4),(b)(5) has established and maintains key production and status meetings which are attended by ORP representatives, as appropriate. The weekly (b)(4),(b)(5) (b)(4),(b)(5) meeting and the weekly (b)(4),(b)(5) meetings are held to provide a debrief of activities concerning critical items for (b)(4),(b)(5) (b)(4),(b)(5). The Contracting Officer and (b)(4),(b)(5) discuss accomplishments, challenges, (b)(4),(b)(5) current focus, and (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) scorecard that outlines key programs and transparency between the teams is (b)(4),(b)(5) (b)(4),(b)(5)

- Weekly interface meetings focused on the quality assurance (QA) and (b)(4),(b)(5) (b)(4),(b)(5) continue to strengthen understanding and transparency; both ORP and BNI have indicated that the meetings are highly effective.
- Monthly (b)(4),(b)(5) review meetings are conducted in an open and transparent manner in order to gain alignment on (b)(4),(b)(5) identified by DOE and to evaluate the impact with regard to (b)(4),(b)(5) (b)(4),(b)(5) were introduced in the monthly meeting in November in order to (b)(4),(b)(5)
- Improved timeliness and quality from Engineering. Greater attention has been placed by (b)(4),(b)(5) (b)(4),(b)(5) on the timeliness and quality of (b)(4),(b)(5) During 2014, all responses were delivered on time and none were rejected by DOE upon receipt. This performance improvement is attributed to (b)(4) (b)(4)
- Project support of the Office of Inspector General (OIG) procurement and corrective action audits. A point of contact (POC) was assigned from respective organizations to facilitate direct contact with the auditors and to identify the appropriate personnel needed to answer all lines of inquiry. The POC interfaced directly with the ORP audit team, ensuring they were copied on all correspondence between BNI and OIG auditors, and included ORP in the initial process overview meetings. The interface and communication during the audit (b)(4),(b)(5) (b)(4),(b)(5)
- BNI participation in ORP Lunch and Learns. Project Director participation in an ORP Lunch and Learn received (b)(4),(b)(5) Participation included presenting a (b)(4),(b)(5) in September which drew the highest attendance for the ORP Lunch and Learn as of that date. Attendance was subsequently surpassed during a joint ORP and BNI presentation on the MIP in November, and afforded BNI (b)(4),(b)(5) as a result of the ensuing dialogue.
- ORP teaming with BNI Management. ORP management teamed with BNI management in a series of meetings designed to increase (b)(4),(b)(5) WTP Project employee feedback was (b)(4),(b)(5) (b)(4),(b)(5) regarding the issues that led up to (b)(4),(b) ORP management was also invited to attend (b)(4),(b)(5)
- DOE counterparts recognized (b)(4),(b)(5) and specifically mentioned (b)(4),(b)(5) during a monthly exit meeting for (b)(4),(b)(5) (b)(4),(b)(5) assessments.
  - Construction continues to work closely with DOE counterparts during the implementation and closure of externally-identified PIERS. During this period, DOE Technical and Regulatory Support (TRS) and Safety and Health Division (SHD) counterparts also expressed appreciation for the opportunities being offered to give feedback during the Construction team review process.
  - While working (b)(4),(b)(5) (b)(4),(b)(5) worked closely with DOE to share information and progress. DOE was kept well-informed in real time on the response plans, immediate (b)(4),(b)(5) status of actions.
- Proactive engagement with DOE. Project leadership is engaging DOE in several activities to ensure

that alignment and open communication are occurring prior to making determinations or taking action.

- DOE recognized BNI for discussing needed changes to corrective action plans (CAP) with DOE prior to (b)(4),(b)(5)
- Before declaring (b)(4),(b)(5) BNI prompted a meeting with DOE to ensure that (b)(4),(b)(5) The (b)(4),(b)(5) was constructed and (b)(4),(b)(5) as objective evidence towards (b)(4),(b)(5)
- An integrated (b)(4),(b)(5) team was developed to quickly resolve issues and provide support related to the (b)(4),(b)(5) installation. The team promotes transparency with DOE through constant interface. (b)(4),(b)(5)
- In parallel to BNI's internal review process, BNI coordinated with DOE on the review of the (b)(4),(b)(5) and incorporation of DOE recommendations. BNI initiated recurring meetings with DOE to review and discuss (b)(4),(b)(5) (b)(4),(b)(5) such as (b)(4),(b)(5)
- On a regular basis, (b)(4),(b)(5) is interfacing and communicating with DOE regarding the updated process for (b)(4),(b)(5) In addition, letters are typically being provided to ORP for (b)(4),(b)(5) presented major topics to ORP including plans and schedule for implementing the (b)(4),(b)(5) (b)(4),(b)(5) including opportunities for the (b)(4),(b)(5) (b)(4),(b)(5) while they were in progress.
- (b)(4),(b)(5) Since July 1, 2014 the (b)(4),(b)(5) (b)(4),(b)(5) platforms. Tours were for DOE and others hosted by DOE, including (b)(4),(b)(5) (b)(4),(b)(5) BNI communications personnel and WTP Project management and BNI/URS executives. TCT continues to provide DOE the (b)(4),(b)(5) on a weekly basis, and extends invitations to DOE for the (b)(4),(b)(5) regularly attends.
- Engineering authority (b)(4),(b)(5) has been working collaboratively with ORP to (b)(4),(b)(5) through process improvements and timely and open communications.

#### Opportunities for Improvement

- Invite DOE to the (b)(4),(b)(5) in support of the (b)(4),(b)(5) (b)(4),(b)(5) review (b)(4),(b)(5)
- Foster continued improvement of (b)(4),(b)(5) in light of (b)(4),(b)(5) through reorganizations and new leadership.

#### **Effective Self-Identification**

##### Accomplishments

- BNI's 12-month rolling average self-identification rate is (b)(4),(b)(5) which exceeds the goal of (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) began reviewing and scoring (b)(4),(b)(5) to

improve their quality. (b)(4),(b)(5) metric continues to (b)(4),(b)(5) The (b)(4),(b)(5) rating goal is (b)(4),(b)(5) and the October score was (b)(4),(b)(5) up from (b)(4),(b)(5) in January, 2014. (b)(4),(b)(5) (b)(4),(b)(5) realized while debriefing (b)(4),(b)(5) that there were variations in how raters were (b)(4),(b)(5) therefore, to improve standardization and objectivity in rating, criteria (b)(4),(b)(5) was developed.

- The project completed 188 assessments/line surveillances in CY 2014.
- BNI identified 53 Commendable Project Issues Evaluation Reports (PIERs) in 2014; 24 were identified in this PEMP reporting period. Designation as a commendable PIER recognizes the questioning attitude of the PIER initiator, and excellence in problem investigation and identification.
- Effectiveness of self-identification through self-assessments or audits continues to increase.

- Coordination between ORP and BNI has been successful (b)(4),(b)(5) Team kickoff meetings were held with the organizations prior to (b)(4),(b)(5) (b)(4),(b)(5) were completed with (b)(4),(b)(5) agreed to by all parties.

- Prior to receiving direction from ORP to evaluate (b)(4),(b)(5) (b)(4),(b)(5) were initiated by (b)(4),(b)(5) evaluate Project programs and processes. Subsequently, several other teams were formed to complete (b)(4),(b)(5) in order to ensure a thorough evaluation across the project. A final report was drafted and is under review.

- In support of the fabrication of the (b)(4),(b)(5) a peer review was performed by (b)(4),(b)(5) (b)(4),(b)(5) The review team was composed of (b)(4),(b)(5) (b)(4),(b)(5) The peer review confirmed the quality of workmanship and documentation in support of (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) launched a self-assessment to review the (b)(4),(b)(5) (b)(4),(b)(5) were obtained at the appropriate levels. The assessment reviewed all (b)(4),(b)(5) (b)(4),(b)(5) during the assessment, and (b)(4),(b)(5) was initiated to develop a (b)(4),(b)(5) and to institute (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) completed a self-assessment to review (b)(4),(b)(5) (b)(4),(b)(5) and purchase orders in fiscal year 2014. The purpose of the assessment was to verify (b)(4),(b)(5) (b)(4),(b)(5) The assessment also reviewed the (b)(4),(b)(5)

(b)(4),(b)(5) to verify that the (b)(4),(b)(5) in the system matches the (b)(4),(b)(5) (b)(4),(b)(5) As a result of the assessment, (b)(4),(b)(5) was established to (b)(4),(b)(5) This will assist in making more (b)(4),(b)(5)

(b)(4),(b)(5) in use of the form.

- (b)(4),(b)(5) team is finalizing (b)(4),(b)(5) (b)(4),(b)(5) This included an overall study evaluating and reviewing (b)(4),(b)(5) (b)(4),(b)(5) The first 18 of 29 (b)(4),(b)(5) (b)(4),(b)(5) being reviewed with DOE.

- BNI awarded the (b)(4),(b)(5) purchase order. This purchase order, identified as a critical procurement with (b)(4),(b)(5) incorporated recommendations from the BNI self-assessment completed earlier this year, resulting in (b)(4),(b)(5)
- Actions were developed from the most recent Nuclear Safety and Quality Culture (NSQC) (b)(4),(b)(5) and (b)(4),(b)(5) that indicated that (b)(4),(b)(5) change processes is needed. Management has taken steps to implement additional venues for identification and resolution of (b)(4),(b)(5) and information on (b)(4),(b)(5) (b)(4),(b)(5)

Opportunity for Improvement

- BNI should (b)(4),(b)(5) identified in the FY15 (b)(4),(b)(5) and continue to (b)(4),(b)(5) ORP regarding (b)(4),(b)(5) (b)(4),(b)(5)

**Comprehensive and Effective Extent of Condition Reviews**

Accomplishments

- (b)(4),(b)(5) reviews of (b)(4),(b)(5) Since January 2014, (b)(4),(b)(5) (b)(4),(b)(5) have been graded in a manner to delineate (b)(4),(b)(5) (b)(4),(b)(5) One of the attributes scored is (b)(4),(b)(5) During this PEMP period, the most current data for September through November is notably improved over July and August. The quality of (b)(4),(b)(5) metric scores (b)(4),(b)(5) (b)(4),(b)(5) The goal is (b)(4),(b)(5) and the three-month rolling average at the end of November was (b)(4),(b)(5) which was an (b)(4),(b)(5) (b)(4),(b)(5) improvement over the October score of (b)(4),(b)(5) The metric evaluates seven attributes including the (b)(4),(b)(5) (b)(4),(b)(5) Continued focus resulted in (b)(4),(b)(5) being implemented as part of the Dec 22, 2014 implementation of (b)(4),(b)(5)
- EOC Reviews. (b)(4),(b)(5) have been presented at (b)(4),(b)(5) since July; quality is improving in (b)(4),(b)(5) (b)(4),(b)(5) and a metric has been developed to monitor the quality of (b)(4),(b)(5) (b)(4),(b)(5) which includes the evaluation of (b)(4),(b)(5) Overall, the quality of (b)(4),(b)(5)
- Preliminary documented safety analysis (PDSA) EOC review. (b)(4),(b)(5) is completing (b)(4),(b)(5) review to (b)(4),(b)(5) determine the (b)(4),(b)(5) (b)(4),(b)(5) during the major (b)(4),(b)(5) conducted in 2012-2013. This issue is captured in a (b)(4),(b)(5) (b)(4),(b)(5) The first part of the (b)(4),(b)(5) was completed in May 2014, where (b)(4),(b)(5) Revisions 4 and 5 of the (b)(4),(b)(5) (b)(4),(b)(5) A second review completed in September 2014 evaluated the results from May 2014 to determine the (b)(4),(b)(5) with respect to the (b)(4),(b)(5) to determine if the (b)(4),(b)(5) would have required ORP approval under the (b)(4),(b)(5) governed by (b)(4),(b)(5) (b)(4),(b)(5) that was in effect at the time (b)(4),(b)(5) was approved; and to determine if the (b)(4),(b)(5) would require ORP approval under the (b)(4),(b)(5) (b)(4),(b)(5)
- Vendor calculation EOC. (b)(4),(b)(5) (b)(4),(b)(5) was issued and (b)(4),(b)(5) review for (b)(4),(b)(5) (b)(4),(b)(5)

- calculations determined that (b)(4),(b)(5) requirements (b)(4),(b)(5) (b)(4),(b)(5) this indicates that the (b)(4),(b)(5) (b)(4),(b)(5) was issued to address (b)(4),(b)(5) to ensure that accepted (b)(4),(b)(5) evaluation within the (b)(4),(b)(5) were thoroughly documented and explained. (b)(4),(b)(5) (b)(4),(b)(5) was accepted with comments (b)(4),(b)(5) on October 18, 2014. The average score for (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) Identification of the (b)(4),(b)(5) in the PEMP-A period initiated a complete review of (b)(4),(b)(5) onsite to determine the extent of condition. As (b)(4),(b)(5) calculations have been confirmed (b)(4),(b)(5) has been (b)(4),(b)(5) has been completed and the report is scheduled to be pre-reviewed (b)(4),(b)(5) in January 2015 and subsequently (b)(4),(b)(5)
  - (b)(4),(b)(5) analysis. The cause analysis for (b)(4),(b)(5) (b)(4),(b)(5) identified a (b)(4),(b)(5) (b)(4),(b)(5) The actions taken included completion of (b)(4),(b)(5) that disposition the three (b)(4),(b)(5) and establishment for formal (b)(4),(b)(5) that were waiting permit approval. (b)(4),(b)(5) was initiated to revise procedures to drive the use of the (b)(4),(b)(5) process for (b)(4),(b)(5) that do not have (b)(4),(b)(5) These actions effectively address (b)(4),(b)(5) (b)(4),(b)(5) for all the affected facilities.
  - Construction completed (b)(4),(b)(5) The first was in response to the (b)(4),(b)(5) (b)(4),(b)(5) was performed while (b)(4),(b)(5) (b)(4),(b)(5) and inspected. (b)(4),(b)(5) was related to an (b)(4),(b)(5) (b)(4),(b)(5) troubleshoot (b)(4),(b)(5) configuration. (b)(4),(b)(5) (b)(4),(b)(5) manufacturer (b)(4),(b)(5) (b)(4),(b)(5) modifications (b)(4),(b)(5)
  - (b)(4),(b)(5) (b)(4),(b)(5) was opened in response to a DOE surveillance regarding the (b)(4),(b)(5) survey of (b)(4),(b)(5) (b)(4),(b)(5) procurement (b)(4),(b)(5) One of the findings questioned the (b)(4),(b)(5) (b)(4),(b)(5) The surveillance requested (b)(4),(b)(5) (b)(4),(b)(5) requirements. (b)(4),(b)(5) was conducted and addressed (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) (b)(4),(b)(5) Actions resulting from the (b)(4),(b)(5) require that a process be developed to determine the applicability of (b)(4),(b)(5) (b)(4),(b)(5) requirements. Once this process is developed, it will be used to review the (b)(4),(b)(5) (b)(4),(b)(5) requirements to determine their applicability. (b)(4),(b)(5) was completed on July 11, 2014. (b)(4),(b)(5)
  - (b)(4),(b)(5) design. The use of the (b)(4),(b)(5) (b)(4),(b)(5) was initiated to perform (b)(4),(b)(5) process has been implemented and is fully active.
  - Self-identification of (b)(4),(b)(5) In June 2014 construction started (b)(4),(b)(5) and

(b)(4),(b)(5)

(b)(4),(b)(5) BNI informed DOE of this (b)(4),(b)(5) and is currently conducting an (b)(4),(b)(5) to investigate scope of the issue as identified on (b)(4),(b)(5). Upon receipt of the results, a plan will be developed with (b)(4),(b)(5).

Opportunities for Improvement

- BNI is centralizing (b)(4),(b)(5) to enhance consistency in (b)(4),(b)(5).

**Critical Self-Analysis Leading to Action and Learning**

Accomplishments

- Budget for (b)(4),(b)(5). Previously, there was not a (b)(4),(b)(5). (b)(4),(b)(5). As evidence of the importance placed by the project on (b)(4),(b)(5), all WTP Project organizations now have established (b)(4),(b)(5) associated with (b)(4),(b)(5) process.
- Transition to the new (b)(4),(b)(5) procedures. On November 18, 2014 the Project launched training for the new (b)(4),(b)(5) which replaced (b)(4),(b)(5) on December 22, 2014. The new system supports the (b)(4),(b)(5) (that is being implemented (b)(4),(b)(5) and further enhances BNI's (b)(4),(b)(5) system. All project employees will be required to (b)(4),(b)(5).
  - (b)(4),(b)(5) was developed and added to all WTP employees' training profiles (computer based training). (b)(4),(b)(5) were complete in December 2014.
  - (b)(4),(b)(5) and (b)(4),(b)(5) was added to select employees' training profiles (employees for a (b)(4),(b)(5) hour training course); (b)(4),(b)(5) were complete in December 2014.
  - (b)(4),(b)(5) was developed and added to select employees' training profiles via the (b)(4),(b)(5) (b)(4),(b)(5) complete in December 2014.
- (b)(4),(b)(5) organization. Concurrent to (b)(4),(b)(5) (b)(4),(b)(5) management finalized the strategy to bring (b)(4),(b)(5) (b)(4),(b)(5) together in order to foster (b)(4),(b)(5) which results in (b)(4),(b)(5) bulletproof quality. The benefits include (b)(4),(b)(5) procedure (b)(4),(b)(5) quality, (b)(4),(b)(5) requirements (b)(4),(b)(5) procedure (b)(4),(b)(5) quality, (b)(4),(b)(5) requirements (b)(4),(b)(5) requirements.
  - (b)(4),(b)(5) establishes responsibilities and processes for (b)(4),(b)(5) and implementing requirements established in the Contract. It provides (b)(4),(b)(5) to ensure that (b)(4),(b)(5) requirements.

- The new (b)(4),(b)(5) provides standardization for (b)(4),(b)(5)
- The (b)(4),(b)(5) identifies appropriate training requirements ensuring that personnel are trained, qualified, and capable of (b)(4),(b)(5)
- Establishment of the (b)(4),(b)(5) A broad range of WTP Project senior managers have engaged in a key phase of development for the (b)(4),(b)(5) The relationship between (b)(4),(b)(5) and how they interrelate and combine to (b)(4),(b)(5) has been at the forefront of recent discussions. The engagement illustrates the ownership project leaders have for (b)(4),(b)(5) and how it is measured, and it is a tool leading to (b)(4),(b)(5)
- (b)(4),(b)(5) maturation. (b)(4),(b)(5) were established, increasing the reviews of, and attention to (b)(4),(b)(5) results (b)(4),(b)(5) metrics and ongoing management engagement in managing issues.

(b)(4),(b)(5) - Metrics reviewed and analyzed in the (b)(4),(b)(5) regularly result in (b)(4),(b)(5)

(b)(4),(b)(5) Examples of (b)(4),(b)(5) include (b)(4),(b)(5) resolution construction accounts.

- In July and August LBL identified three Level C PIERS for which an apparent cause evaluation was planned even though it is not required for Level C PIERS by procedure.

- Line management engagement in (b)(4),(b)(5) Examples include (b)(4),(b)(5) leading the self-identified (b)(4),(b)(5) and senior management engagement in (b)(4),(b)(5)

- Project Trending. The (b)(4),(b)(5) implemented (b)(4),(b)(5) to account for the (b)(4),(b)(5) process. The results (b)(4),(b)(5) being applied are reflected (b)(4),(b)(5) chosen to be monitored during the following quarter.

(b)(4),(b)(5) also implemented a standard action to work closely with (b)(4),(b)(5) (RAMs) to identify (b)(4),(b)(5)

- (b)(4),(b)(5) interactions were completed from August 2014 - October 2014, which is (b)(4),(b)(5) of the expected goal. Issues identified as a result of the interactions include the need for (b)(4),(b)(5) regarding procedural (b)(4),(b)(5) the need for examples of (b)(4),(b)(5) how to apply (b)(4),(b)(5) in daily work activities; (b)(4),(b)(5) and improvement needed regarding (b)(4),(b)(5) (b)(4),(b)(5) took actions to address these identified issues which are being resolved with (b)(4),(b)(5)

- Comprehensive review. A review of the open issues and (b)(4),(b)(5) associated with each (b)(4),(b)(5) is being completed to ensure the (b)(4),(b)(5) (b)(4),(b)(5) systematically addresses the (b)(4),(b)(5)

- Line ownership of corrective action. LBL initiated a weekly incoming and legacy (b)(4),(b)(5) This approach demonstrates (b)(4),(b)(5) process in order to better ensure that commitments made in (b)(4),(b)(5) and that scopes are defined and addressed within the (b)(4),(b)(5)

- Lessons learned. Based on lessons learned in the (b)(4),(b)(5) (b)(4),(b)(5) developed a (b)(4),(b)(5) plan for (b)(4),(b)(5) The plan is

fully integrated in the schedule through the Engineering and Construction functions.

- Preparation for the 2014 (b)(4),(b)(5) The WTP Project participated in the (b)(4),(b)(5) conducted by (b)(4),(b)(5) December 1-12, 2014. In preparation for the (b)(4),(b)(5) identified a total (b)(4),(b)(5) files with specific criteria that (b)(4),(b)(5) underwent the compliance review which resulted in a (b)(4),(b)(5) compliance rating. (b)(4),(b)(5)
- Learning to action. P&S and Engineering have implemented a new (b)(4),(b)(5) (b)(4),(b)(5) drive a reduction in (b)(4),(b)(5) and to improve the overall (b)(4),(b)(5) (b)(4),(b)(5) of work. The purpose behind the (b)(4),(b)(5) is to ensure that (b)(4),(b)(5) (b)(4),(b)(5) arriving at WTP for use or installation meets the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) The goal of the (b)(4),(b)(5) is to provide confirmation that all tasks associated with (b)(4),(b)(5) are completed. All technical and quality (b)(4),(b)(5) and (b)(4),(b)(5) must be resolved (b)(4),(b)(5)
- Process improvements leading to action and learning. BNI is effectively using six sigma tools and methodologies to improve key procurement processes using cross-functional teams.
  - (b)(4),(b)(5) was completed to perform a (b)(4),(b)(5) (b)(4),(b)(5) of the (b)(4),(b)(5) to determine if it is in the best interest of DOE and the Project to continue maintaining the (b)(4),(b)(5) (b)(4),(b)(5) Weighted criteria have been established to review (b)(4),(b)(5) independently with all factors taken into consideration. Results of the initiative recommended (b)(4),(b)(5) (b)(4),(b)(5) Following these recommendations will enable DOE to avoid (b)(4),(b)(5) over (b)(4),(b)(5) in costs over the next seven years.
  - (b)(4),(b)(5) launched a process improvement to reduce the cost of (b)(4),(b)(5) (b)(4),(b)(5) WTP (b)(4),(b)(5) The (b)(4),(b)(5) management and procurement (b)(4),(b)(5) team launched an initiative with a cross functional team that includes DOE to seek (b)(4),(b)(5) (b)(4),(b)(5) in order to procure items (b)(4),(b)(5) (b)(4),(b)(5)
  - Construction management and trending have analyzed process (b)(4),(b)(5) (b)(4),(b)(5) It was determined through both the (b)(4),(b)(5) and analysis through (b)(4),(b)(5) that the process is (b)(4),(b)(5) (b)(4),(b)(5) There will be a continued emphasis on the (b)(4),(b)(5) and related actions.
  - A process management system is being performed to assess (b)(4),(b)(5) (b)(4),(b)(5) Actions will be identified to implement predictive analytics as the foundation for the (b)(4),(b)(5) in addition to (b)(4),(b)(5) (b)(4),(b)(5)
- Milestone review. Before declaring the (b)(4),(b)(5) (b)(4),(b)(5) senior leadership team requested a complete overarching and archival review ranging from early 2010 through 2014 of (b)(4),(b)(5) (b)(4),(b)(5) review (b)(4),(b)(5) additional review (b)(4),(b)(5) results (b)(4),(b)(5) (b)(4),(b)(5) ORP.
- (b)(4),(b)(5) The quality engineering program reviews (b)(4),(b)(5)

- (b)(4),(b)(5) in ensuring that process/procedures are (b)(4),(b)(5) are obtained, documented, and incorporated. (b)(4),(b)(5)
- (b)(4),(b)(5) (b)(4),(b)(5) work processes, (b)(4),(b)(5) procedure (b)(4),(b)(5) (b)(4),(b)(5) uses data collected from (b)(4),(b)(5) to prepare and publish metrics. The quality engineering data and metrics are used to (b)(4),(b)(5)
- (b)(4),(b)(5) (b)(4),(b)(5) began a series of quality meetings with attendance by leads, supervisors, and management. Designed to occur quarterly, four meetings were held during the year. Agenda topics cover (b)(4),(b)(5) results, (b)(4),(b)(5) quality (b)(4),(b)(5) (b)(4),(b)(5) document reviews.
  - (b)(4),(b)(5) recommendation. During the review of the (b)(4),(b)(5) scope of work, an independent (b)(4),(b)(5) provided some comments to (b)(4),(b)(5) damage to the tank coatings. Engineering made it a priority to analyze these recommendations and address the recommendations (b)(4),(b)(5) ensuring (b)(4),(b)(5) implementing (b)(4),(b)(5)
  - (b)(4),(b)(5) The WTP Project (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) In addition, a subcontract has been placed to obtain (b)(4),(b)(5) to identify what the best (b)(4),(b)(5) should look like and how BNI might (b)(4),(b)(5)

Opportunities for Improvement

- Improve the application of (b)(4),(b)(5)
- Improve (b)(4),(b)(5)
- Improve (b)(4),(b)(5) engagement and oversight regarding (b)(4),(b)(5) (b)(4),(b)(5)

## 2 Environmental, Safety, and Health

BNI assesses (b)(4),(b)(5)

BNI assesses (b)(4),(b)(5) The WTP Project achieved the lowest injury rate in the history of the project for the second year in a row. WTP has been designated by DOE as the safest large project in the complex. During this rating period, BNI continued to initiate new activities aimed at educating the workforce in such things as hazard identification and compliance with requirements. Looking forward, BNI began the process of preparing (b)(4),(b)(5) through the development and implementation of a coordinated plan for (b)(4),(b)(5)

(b)(4),(b)(5) Throughout the period, there have been a number of opportunities for learning and improvement. BNI takes these seriously and is in process of developing a path forward to maintain continuous improvement.

BNI assesses (b)(4),(b)(5) The new management team of the Nuclear (b)(4),(b)(5) organization has taken a number of actions which are beginning to have a

positive effect on the overall performance of the nuclear safety function on the project and its integration with the Engineering function. New processes and procedures have been put into effect (b)(4),(b)(5)

(b)(4),(b)(5) was developed to define a preferred (b)(4),(b)(5) for incorporation into the facility design. The SDS was developed by BNI and approved by ORP (with DOE-HQ concurrence) with no Conditions of Approval. The NSE staff significantly (b)(4),(b)(5)

(b)(4),(b)(5) and nationally recognized (b)(4),(b)(5) and have been instrumental in developing a path forward for (b)(4),(b)(5) to ORP related to the issuance of (b)(4),(b)(5)

BNI considers its performance in the area of (b)(4),(b)(5) In addition to particular activities outlined in the MIP and the (b)(4),(b)(5) the Project continues to promote a robust NSQC through daily interactions between managers and employees. An example of this is the attention paid to (b)(4),(b)(5) that included both ORP and BNI senior managers and shared the extent and importance of implementing (b)(4),(b)(5) BNI works to continuously strengthen and embrace foundational attributes and associated elements detailed in the (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5) During this performance period, BNI increased its attention in areas of importance to (b)(4),(b)(5) An example is the implementation of (b)(4),(b)(5) intended to support (b)(4),(b)(5) found on the Project. BNI considers its (b)(4),(b)(5)

### ISM

#### Accomplishments

- (b)(4),(b)(5) In response to the (b)(4),(b)(5) (b)(4),(b)(5) DOE requested (b)(4),(b)(5) development of a (b)(4),(b)(5) This plan (b)(4),(b)(5) was developed, socialized with DOE, and transmitted to DOE within 24 days of request to meet the DOE EM direction for a deliverable due September 30, 2014. The plan describes the (b)(4),(b)(5) WTP Project's (b)(4),(b)(5) and it identifies and describes the practices and processes used to (b)(4),(b)(5) through 2015, which includes (b)(4),(b)(5)
- (b)(4),(b)(5) and other sections or elements of (b)(4),(b)(5) plays an (b)(4),(b)(5) important role in affecting the discipline and rigor with which (b)(4),(b)(5) Since 2010, BNI has been revitalizing (b)(4),(b)(5) and initiated during the PEMP-B performance period (b)(4),(b)(5) are tailored to take advantage of improvement efforts instituted over the past several years and to target (b)(4),(b)(5) quality (b)(4),(b)(5)
- (b)(4),(b)(5) The DOE Office of (b)(4),(b)(5) conducted (b)(4),(b)(5)

(b)(4),(b)(5)

(b)(4),(b)(5) in January/February 2014. While many improvements recommended by (b)(4),(b)(5) were in progress at the time the results were presented, BNI continued to initiate changes directly related to the results in the report. (b)(4),(b)(5) (b)(4),(b)(5) were a major focus during PEMP-B performance period that included enhanced focus on (b)(4),(b)(5) clarification of (b)(4),(b)(5) (b)(4),(b)(5) publishing expectations for (b)(4),(b)(5) increased management engagement in (b)(4),(b)(5) and a significant restructuring of the (b)(4),(b)(5) related to requirements (b)(4),(b)(5) (b)(4),(b)(5) The BNI response to the (b)(4),(b)(5) was delivered to DOE December 26, 2014. BNI recently supported scoping for the (b)(4),(b)(5) (b)(4),(b) and is fully engaged in facilitating the execution of activities related to (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) BNI facilitated the July and November 2014 (b)(4),(b)(5) (b)(4),(b)(5) In July, discussions of (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) were held. In addition, the (b)(4),(b)(5) framework was presented in July and fully implemented by the November meeting. This framework is an expansion of the existing (b)(4),(b)(5) metrics and is based on (b)(4),(b)(5) (b)(4),(b)(5) and the DOE Guide (b)(4),(b)(5) focus areas and associated attributes. The framework introduces the added dimension of (b)(4),(b)(5) to the monitoring of (b)(4),(b)(5) The framework was also shared with DOE with a positive response. Similar measurement tools are in development (b)(4),(b)(5) Safety culture benchmarking and best practices are being shared within the DOE complex, to which BNI, as a frontrunner in this area, is contributing.

- (b)(4),(b)(5) (b)(4),(b)(5) was issued in June 2014. Assessments of four of six Strategic Improvement Areas (SIAs) were issued between July and the end of December 2014. Conclusion of the (b)(4),(b)(5) actions took place with the four remaining actions (b)(4),(b)(5) transitioned to (b)(4),(b)(5) BNI continues to adjust as appropriate to enhance improvements made as a result of the (b)(4),(b)(5)

- Employee feedback. BNI is committed to sharing information with the workforce and requesting its feedback in terms of (b)(4),(b)(5) During this performance period, several noteworthy activities listed here demonstrated the WTP Project's commitment.

- Construction facilitated (b)(4),(b)(5) regarding identification and resolution of (b)(4),(b)(5) Based on input, the previously used (b)(4),(b)(5) was redesigned to (b)(4),(b)(5) (b)(4),(b)(5) quality. This is noted as a positive improvement.

- The July BNI (b)(4),(b)(5) (b)(4),(b)(5) showed (b) percent of respondents had (b)(4),(b)(5) during the week before the poll and (b) percent had (b)(4),(b)(5)

- Focus groups and interviews were conducted by (b)(4),(b)(5) to look at two (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) Information gathered through these efforts was presented to (b)(4),(b)(5)

(b)(4),(b)(5) and incorporated into discussions relative to the (b)(4),(b)(5) (b)(4),(b)(5) models.

- (b)(4),(b)(5) quality improvement initiative, was implemented across (b)(4),(b)(5) The initiative is improving management's (b)(4),(b)(5) The primary value being immediately realized is the (b)(4),(b)(5) involving the subject of (b)(4),(b)(5) and the comments being flowed up through the team to managers. Highlights are listed below:

(b)(4),(b)(5) – (b)(4),(b)(5) site (b)(4),(b)(5) group issued a charter (b)(4),(b)(5) in September 2014, which established the mission, vision, purpose, and membership in the (b)(4),(b)(5) (b)(4),(b)(5)

– Non-manual (b)(4),(b)(5) was established with a (b)(4),(b)(5) (b)(4),(b)(5) a representative guide (b)(4),(b)(5) a program description (b)(4),(b)(5) and an execution plan (b)(4),(b)(5)

(b)(4),(b)(5) – Non-manual (b)(4),(b)(5) team completed (b)(4),(b)(5) quality interactions between August and November with (b)(4),(b)(5) trained (b)(4),(b)(5) representatives. During August, (b)(4),(b)(5) interactions focused on the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) Questions centered on the interviewee's understanding of procedures, the use (b)(4),(b)(5) and how to (b)(4),(b)(5) (b)(4),(b)(5) With December's data, the (b)(4),(b)(5) team will mark the completion of (b)(4),(b)(5) one complete cycle of interactions addressing (b)(4),(b)(5) results related to their IPT and provides feedback noting (b)(4),(b)(5)

(b)(4),(b)(5) – A (b)(4),(b)(5) campaign initiated by the craft team (b)(4),(b)(5) began by asking (b)(4),(b)(5) (b)(4),(b)(5) and providing (b)(4),(b)(5) (b)(4),(b)(5) As of December 18, 2014 approximately (b)(4),(b)(5) were generated by craft personnel. These (b)(4),(b)(5) resulted in the generation of (b)(4),(b)(5) (b)(4),(b)(5) submitted resulted in (b)(4),(b)(5) (b)(4),(b)(5) is reviewed, (b)(4),(b)(5) and results (b)(4),(b)(5) maintained at all construction site communication stations.

- Communication. (b)(4),(b)(5) were published on the WTP Project homepage covering topics such as (b)(4),(b)(5) management, (b)(4),(b)(5) effective (b)(4),(b)(5) planning, (b)(4),(b)(5)

- Employee recognition. An important aspect of improving the nuclear safety culture is to incentivize and recognize positive behaviors, leadership, and initiative relative to the attributes associated with a learning organization. Examples of recognition are noted here.

– WTP Project Management had (b)(4),(b)(5) between July and September and expects similar results for October through December. (b)(4),(b)(5) are a combination of (b)(4),(b)(5)

– Several employees were highlighted in the (b)(4),(b)(5) presentation at a DOE annual meeting that helped gain (b)(4),(b)(5) (b)(4),(b)(5) sessions; and (b)(4),(b)(5)

(b)(4),(b)(5) WTP Project, which helped to enhance the quality of (b)(4),(b)(5)  
(b)(4),(b)(5)

– Several Construction employees were commended as (b)(4),(b)(5)  
(b)(4),(b)(5)

- Supervisor / employee engagement. In response to an (b)(4),(b)(5) BNI initiated a (b)(4),(b)(5) (b)(4),(b)(5) to evaluate (b)(4),(b)(5) Review of the (b)(4),(b)(5) (b)(4),(b)(5) revealed that the senior leadership team was (b)(4),(b)(5) (b)(4),(b)(5) implemented (b)(4),(b)(5) (b)(4),(b)(5) revised to (b)(4),(b)(5) (b)(4),(b)(5) coordinators. These revisions led to (b)(4),(b)(5) (b)(4),(b)(5) This effort provided managers and supervisors with (b)(4),(b)(5) (b)(4),(b)(5)
- Cross-functional process training. The (b)(4),(b)(5) organizations sponsored integrated training coincident with the roll-out of newly revised procedures. With a new set of procedures being issued, it was important to the managers of these organizations and the Project leadership team that there was an (b)(4),(b)(5) (b)(4),(b)(5) Workshops were attended by (b)(4),(b)(5) (b)(4),(b)(5) purpose was to improve quality of (b)(4),(b)(5) through improved (b)(4),(b)(5) (b)(4),(b)(5) Pre- and post-test scores showed a (b)(4),(b)(5) average improvement in knowledge. (b)(4),(b)(5)
- Summer intern engagement. A Project manager responsible for a number of summer interns scheduled weekly mentoring sessions covering a variety of topics, such as (b)(4),(b)(5) (b)(4),(b)(5) topics. Another Project manager held “lunch and learn” gatherings where interns (b)(4),(b)(5) (b)(4),(b)(5) Mentoring sessions were interactive, with an objective of (b)(4),(b)(5) (b)(4),(b)(5)
- Programmatic quality programs. (b)(4),(b)(5) were expanded and their role enhanced during this performance period. (b)(4),(b)(5) is chaired by a senior manager, who is ultimately responsible for the results of that (b)(4),(b)(5) require a quorum, and work to a standing agenda focused on (b)(4),(b)(5) (b)(4),(b)(5) results. (b)(4),(b)(5) accountability for implementing (b)(4),(b)(5) for the respective (b)(4),(b)(5) (b)(4),(b)(5) scope. The change allowed (b)(4),(b)(5) to focus on (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) the resolution processes. (b)(4),(b)(5) (b)(4),(b)(5) in a positive way and affect an improved safety and quality culture. This change is helping to develop a learning organization that learns from its own successes and failures.
- Leadership effectiveness. In October WTP Project leaders attended a successful offsite focused on strengthening the concept of (b)(4),(b)(5) were derived from discussions held at the meeting and are (b)(4),(b)(5) (b)(4),(b)(5)

- Benchmarking and training. Sustaining the project's [redacted] is paramount to the project. To [redacted] (b)(4),(b)(5) accomplish this BNI recognizes that [redacted] (b)(4),(b)(5) the WTP Project culture for the long term. BNI managers participated in a [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) in October and the [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) in November. Additionally, the Project Manager and Site Manager attended the [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) training in September. Two WTP Project managers participated in the [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) providing feedback for the implementation of the class expected in 2015. The investment of time and personnel [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) WTP Project.

Opportunity for Improvement

- Maintaining and enhancing gains in the WTP Project's [redacted] made over the previous four years, and [redacted] (b)(4),(b)(5) in particular those achieved during the 2014 PEMP-B performance period, in the face of [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5)

**Nuclear Safety (PDSA Alignment with Design)**

Accomplishments:

- [redacted] (b)(4),(b)(5) WTP Contract [redacted] (b)(4),(b)(5) was developed and issued. [redacted] (b)(4),(b)(5) comprehensively covers the contract requirements in [redacted] (b)(4),(b)(5) and it describes the processes that are to be used to develop, establish, and maintain programs and documentation to remain compliant with [redacted] (b)(4),(b)(5). The refined approach presented in the IP supersedes the [redacted] (b)(4),(b)(5). The IP defines the process for periodically updating the Preliminary Documented Safety Analyses [redacted] (b)(4),(b)(5) screening and evaluating [redacted] (b)(4),(b)(5) and the program for transitioning to [redacted] (b)(4),(b)(5) Revised [redacted] (b)(4),(b)(5) procedures, guides, and desk-top instructions are under development to [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5)
- [redacted] (b)(4),(b)(5) was approved by ORP and implemented by BNI on November 20, 2014. The revised process clarifies when [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) are required and allows [redacted] (b)(4),(b)(5) to perform [redacted] (b)(4),(b)(5). The revised process enables [redacted] (b)(4),(b)(5) to be performed [redacted] (b)(4),(b)(5). All currently qualified [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) have been trained to the revised procedure and process efficiencies are being realized.
- Legacy [redacted] (b)(4),(b)(5) commitments (e.g., letters from ORP Contracting Officer Representatives containing direction or requested actions; DOE formal responses to [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) imposed through [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) have been [redacted] (b)(4),(b)(5) defined, [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) Progress is reviewed weekly in meetings with [redacted] and ORP nuclear safety [redacted] (b)(4),(b)(5) management. Proposed responses are [redacted] (b)(4),(b)(5) prior to [redacted] (b)(4),(b)(5). Similarly, the status of the legacy DNFSB staff items have been reviewed and consolidated. [redacted] (b)(4),(b)(5) technical issues [redacted] (b)(4),(b)(5) recent quarterly [redacted] (b)(4),(b)(5) dated September 19, 2014.
- [redacted] (b)(4),(b)(5) was completed for [redacted] (b)(4),(b)(5) as an intermediate milestone for [redacted] (b)(4),(b)(5). The resulting [redacted] (b)(4),(b)(5) is expected to be issued in [redacted] (b)(4),(b)(5)

- (b)(4),(b)(5) January 2015. The integrated (b)(4),(b)(5) will review the results of the HAR to determine if any changes are needed to either the (b)(4),(b)(5) before release of the procurement activities. In this manner BNI will ensure that (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) systems (b)(4),(b)(5) began three months ahead of schedule to support decisions on the (b)(4),(b)(5) strategy. The draft (b)(4),(b)(5) is scheduled for (b)(4),(b)(5) team review in January 2015.
  - The HLW safety design strategy (SDS) was developed to (b)(4),(b)(5) (b)(4),(b)(5) The SDS was developed by BNI and approved by DOE-ORP (with DOE-HQ concurrence) with no COAs. The HLW SDS identifies several controls that differ from the current (b)(4),(b)(5) Consistent with the HLW SDS (b)(4),(b)(5) analysis was performed to: 1) identify the (b)(4),(b)(5) 2) (b)(4),(b)(5) define the activities necessary to achieve (b)(4),(b)(5) including revision (b)(4),(b)(5) and 3) develop an integrated (b)(4),(b)(5) analysis evaluated a total of (b)(4),(b)(5) potential actions needed (including consideration of (b)(4),(b)(5) (b)(4),(b)(5) meeting items). This resulted in a total of (b)(4),(b)(5) actions included in the integrated schedule with (b)(4),(b)(5) of the actions planned for completion during FY 2015 and FY2016 (i.e., within the (b)(4),(b)(5) (b)(4),(b)(5) The activities defined in the integrated schedule will ensure (b)(4),(b)(5) (b)(4),(b)(5) prior to procurement and construction activities for HLW.
  - Planning for development of a (b)(4),(b)(5) began upon receipt of an ORP Letter, dated May 8, 2014, (b)(4),(b)(5) (b)(4),(b)(5) On July 25, 2014, (b)(4),(b)(5) (b)(4),(b)(5) was issued by BNI to document improvements needed to the (b)(4),(b)(5) process. A work plan, (b)(4),(b)(5) (b)(4),(b)(5) was submitted to ORP for approval on September 30, 2014. The (b)(4),(b)(5) was approved by ORP (through the E-stars system) on December 15, 2014. Like the (b)(4),(b)(5) will be used to ensure alignment (b)(4),(b)(5) incorporated into the design of the (b)(4),(b)(5)
  - BNI developed a proposal for the Direct Feed Low-Activity Waste (DFLAW). Key to that proposal was the identification of regulatory requirements for (b)(4),(b)(5) (b)(4),(b)(5) in the report (b)(4),(b)(5) (b)(4),(b)(5) The report documents and provides a basis for requirements key to the development of a (b)(4),(b)(5) with appropriate controls and design rigor based upon the (b)(4),(b)(5) The report was modeled on the (b)(4),(b)(5) format which (b)(4),(b)(5) included (b)(4),(b)(5) analysis, (b)(4),(b)(5) control (b)(4),(b)(5) The (b)(4),(b)(5) approach taken was based on the principles underlying (b)(4),(b)(5) (b)(4),(b)(5) and involved tailored application of those principles to a project (b)(4),(b)(5) (b)(4),(b)(5)
  - (b)(4),(b)(5) provided critical support to (b)(4),(b)(5) in developing the technical disposition to (b)(4),(b)(5) related to the (b)(4),(b)(5) (b)(4),(b)(5) installation.

- (b)(4),(b)(5) was significantly enhanced after (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) joined the NSE organization and have been instrumental in (b)(4),(b)(5) (b)(4),(b)(5) to ORP related to the issuance of new (b)(4),(b)(5) (b)(4),(b)(5) safety (b)(4),(b)(5) They also supported the (b)(4),(b)(5) analysis (b)(4),(b)(5) (b)(4),(b)(5) that has been characterized as thorough and of high quality by (b)(4),(b)(5) (b)(4),(b)(5)

#### Opportunities for Improvement

- Additional staffing to ensure adequate support for (b)(4),(b)(5) (b)(4),(b)(5) is needed to (b)(4),(b)(5) caused by (b)(4),(b)(5) during the past six months.
- (b)(4),(b)(5) has not been fully resolved (b)(4),(b)(5) actions (b)(4),(b)(5) agreed to by ORP.

### **Environment, Safety, and Health Programs**

#### Accomplishments

- Accident performance. The WTP Project achieved its best ever safety performance, based on Total Recordable Rate. This performance is noted by DOE as the best in class for a construction project of this size.
- Hazard analysis. The Project implemented (b)(4),(b)(5) program pilot. This program utilizes (b)(4),(b)(5) at the site. (b)(4),(b)(5) (b)(4),(b)(5) as a reminder to all in the area of (b)(4),(b)(5) (b)(4),(b)(5) to enhance diligence in working safely.
- Proactive safety. (b)(4),(b)(5) were conducted in July, September, and November. (b)(4),(b)(5) are designed to refocus employees on (b)(4),(b)(5) (b)(4),(b)(5)
- Behavior. During the period, BNI conducted (b)(4),(b)(5) training for all Project and subcontractor employees. (b)(4),(b)(5) (b)(4),(b)(5) This training included identification of the (b)(4),(b)(5) (b)(4),(b)(5)
- Lessons learned. Immediately following the (b)(4),(b)(5) BNI began an assessment based on lessons learned resulting from the investigation into the (b)(4),(b)(5) events. The report from this assessment identified a number of (b)(4),(b)(5) which are being documented in (b)(4),(b)(5) all issues noted were previously identified and in process of being addressed.
- To address potential concerns associated with the (b)(4),(b)(5) WTP reviewed the assessment team's report to identify (b)(4),(b)(5) Information was gathered and presentations were made to all construction site employees.
- During the period, Field Safety Assurance developed a (b)(4),(b)(5) (b)(4),(b)(5) Their results are then scored and discussed to (b)(4),(b)(5) This activity demonstrates the

(b)(4),(b)(5) and serves to remind employees to remain (b)(4),(b)(5)  
(b)(4),(b)(5) ORP has requested that information regarding this effort be provided for  
use as suggested implementation at other DOE sites.

- Field Safety Assurance personnel continue to develop and produce (b)(4),(b)(5)  
(b)(4),(b)(5) prevention. These videos are produced (b)(4),(b)(5)  
(b)(4),(b)(5) and are shown during periodic safety meetings.
- Actions included in the (b)(4),(b)(5) have been tracked to completion. Each month, BNI  
provides (b)(4),(b)(5) to ORP WTP Construction Oversight and Assurance Division  
personnel.
- To properly prepare for the future, BNI formed an Integrated Safety Management Steering Team.  
The team has developed an integrated schedule for (b)(4),(b)(5) in preparation for (b)(4),(b)(5)  
(b)(4),(b)(5) All major activities are reviewed by senior management and are used to (b)(4),(b)(5)  
(b)(4),(b)(5)
- The (b)(4),(b)(5) continues to make improvements in (b)(4),(b)(5) On  
completion of the trial program (b)(4),(b)(5) Construction identified additional opportunities for  
(b)(4),(b)(5) As such, (b)(4),(b)(5) and are currently being evaluated.
- Procurement & Subcontracts is working a (b)(4),(b)(5)  
(b)(4),(b)(5) to determine what improvements need to be made moving forward to eliminate  
(b)(4),(b)(5) and to improve the understanding and knowledge (b)(4),(b)(5)  
(b)(4),(b)(5)
- Due to increased (b)(4),(b)(5) in the months of November and December  
project management implemented (b)(4),(b)(5)  
(b)(4),(b)(5) All comments received from employees were generally positive, indicating their  
strong support for a safe workplace.

#### Opportunities for Improvement

- Review (b)(4),(b)(5) process to determine if issues are surfacing regarding (b)(4),(b)(5)  
(b)(4),(b)(5)
- Provide quarterly (b)(4),(b)(5) which is commensurate with (b)(4),(b)(5)  
(b)(4),(b)(5) commitments (b)(4),(b)(5) data.
- Continue with efforts to address (b)(4),(b)(5)
- Continue to provide more information to ORP regarding major (b)(4),(b)(5)  
(b)(4),(b)(5) such as the (b)(4),(b)(5)

### 3 Quality Assurance Program

BNI evaluates (b)(4),(b)(5)

The effectiveness of the Quality Assurance Program (QAP) is foundational to the current and future  
safety and reliability of the WTP. Achieving quality means consistently producing (b)(4),(b)(5)  
that meet DOE requirements, including establishing an environment where (b)(4),(b)(5)  
(b)(4),(b)(5) During the second half of 2014, the Project has  
made continued progress in improving the (b)(4),(b)(5)

(b)(4),(b)(5) and its implementation are effective, and that the framework needed to sustain performance is established. Completion of multiple actions for (b)(4),(b)(5) further advances the quality posture of the Project with remaining actions largely driving (b)(4),(b)(5). During this period, metrics for certain areas began to provide (b)(4),(b)(5). (b)(4),(b)(5) was submitted on August 28, 2014. The plan resulted from an effort to (b)(4),(b)(5) and included review by an external panel of industry experts. The review team concluded that (b)(4),(b)(5) is the road map for (b)(4),(b)(5) processes (b)(4),(b)(5) program (b)(4),(b)(5) contractual requirements. (b)(4),(b)(5) have been scheduled using (b)(4),(b)(5) with actions (b)(4),(b)(5). All employees were invited to (b)(4),(b)(5) that provided a summary of (b)(4),(b)(5) was developed, its importance, and the actions included. (b)(4),(b)(5) has been established to share progress and challenges with senior management and DOE.

(b)(4),(b)(5) plan was updated and (b)(4),(b)(5) was institutionalized project-wide for craft (b)(4),(b)(5) and non-manual personnel. (b)(4),(b)(5) was formed to provide oversight and initiate improvements to the program. Interactions during this period were focused on (b)(4),(b)(5) resulting in actionable feedback from the interactions related to (b)(4),(b)(5).

Multiple actions were taken to improve the Project performance on corrective action program implementation. These changes further improve one of the foundations of the quality program. In addition to an improved (b)(4),(b)(5) the procedures were enhanced for usability and there were (b)(4),(b)(5) of conditions. (b)(4),(b)(5) was developed that provides practical principles around the use, commitment to, and benefit of the (b)(4),(b)(5). These principles were distributed and reinforced through training sessions.

Metrics were developed in support of (b)(4),(b)(5). The procedure (b)(4),(b)(5) was revised and implemented August 8, 2014. It defines the process for developing and controlling (b)(4),(b)(5) that will comprise the (b)(4),(b)(5). It ensures that (b)(4),(b)(5) meet the (b)(4),(b)(5) by controlling the (b)(4),(b)(5) in their development. These (b)(4),(b)(5) provide information describing (b)(4),(b)(5) and identify trends that may affect achievement of (b)(4),(b)(5). Emphasis is placed on management systems related to (b)(4),(b)(5) integration. In addition to several of these metrics currently in use, the (b)(4),(b)(5) program was created to (b)(4),(b)(5). (b)(4),(b)(5) has matured and the reviews and metrics have already demonstrated (b)(4),(b)(5) and metrics. The improvements noted along with continued focus on the correct metrics map the course to (b)(4),(b)(5).

Accomplishments

- During the 2014-B period several action plans that were key to understanding and resolving issues (b)(4),(b)(5) effectiveness were finalized and submitted to DOE.
  - (b)(4),(b)(5)
    - o (b)(4),(b)(5) was submitted to ORP on August 28, 2014. The plan includes discrete initiatives (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) that will result in an (b)(4),(b)(5)  
(b)(4),(b)(5) BNI worked closely with ORP to develop Revision 1. Revision 1 reflects the integration and prioritization of initiatives. This revision includes the (b)(4),(b)(5) issue; (b)(4),(b)(5) evaluation (b)(4),(b)(5) (b)(4),(b)(5) initiatives and associated actions (b)(4),(b)(5) quality (b)(4),(b)(5) performance; (b)(4),(b)(5) (b)(4),(b)(5) schedule estimates. These factors were evaluated in conjunction with the Project's ongoing (b)(4),(b)(5) obligations. These collective considerations were used in an analysis (b)(4),(b)(5) identification of (b)(4),(b)(5) (b)(4),(b)(5) performance (b)(4),(b)(5) effectiveness, (b)(4),(b)(5) tools. Senior subject matter experts (SME) from (b)(4),(b)(5) accomplished the analysis with input (b)(4),(b)(5) (b)(4),(b)(5) DOE periodically attended MIP core team meetings and was briefed on MIP development.

(b)(4),(b)(5)

- o ORP and BNI chartered an external, independent review by a small panel of industry experts in May 2014, called the (b)(4),(b)(5) (b)(4),(b)(5) to provide feedback on the approach to consolidate (b)(4),(b)(5) from Revision 0 to Revision 1. The Review Team concluded that (b)(4),(b)(5) (b)(4),(b)(5)
- o All employees were invited to one of a series of meetings conducted in late September and October 2014 to provide a summary of the importance of (b)(4),(b)(5) (b)(4),(b)(5) ORP participation in these presentations was particularly constructive. This was followed by a similar joint presentation by BNI to ORP in November.
- o (b)(4),(b)(5) has been baselined, and the schedule is being updated bi-weekly. (b)(4),(b)(5) that includes metrics and (b)(4),(b)(5) is being published. A monthly area review has been established to provide a forum for senior management oversight of progress. The first monthly review was held October 27, 2014.
- (b)(4),(b)(5) was issued to ORP on October 15, 2014 (b)(4),(b)(5) The plan contains BNI's integrated approach to improve the (b)(4),(b)(5) A key element of the plan is improving the knowledge, skill, and ability of the project staff so that (b)(4),(b)(5) are achieved. Monthly meetings were initiated to status progress. The first meeting was held September 30, 2014.
- Changes to the (b)(4),(b)(5) were issued to ORP for review and approval on September 30, 2014 (b)(4),(b)(5) The manual was revised in support of the Software (b)(4),(b)(5) to implement improvements to (b)(4),(b)(5) ORP approved (b)(4),(b)(5) revision on November 13, 2014 (b)(4),(b)(5) The corresponding changes to the (b)(4),(b)(5) were issued to ORP for approval on December 1, 2014 (b)(4),(b)(5)
- The procedure, (b)(4),(b)(5) was issued to implement (b)(4),(b)(5) recommendations and actions identified (b)(4),(b)(5) The changes (b)(4),(b)(5) expand the process to the entire project, and require Requirement Area Managers to conduct or sponsor periodic (b)(4),(b)(5) implementation (b)(4),(b)(5) requirements (b)(4),(b)(5)

- Multiple actions were completed to strengthen and institutionalize the Project's quality culture expectations to ensure sustainability of improvement efforts and foster a continuous learning culture.

- (b)(4),(b)(5) Rev 0, was issued July 11, 2014. The policy is applicable to all Project personnel and subcontractors who perform Project activities. The policy states that (b)(4),(b)(5) (b)(4),(b)(5) The policy institutionalizes the (b)(4),(b)(5) and provides additional responsibilities for managers that include (b)(4),(b)(5) quality (b)(4),(b)(5) (b)(4),(b)(5)

- (b)(4),(b)(5) Rev 0, was submitted to ORP on August 28, 2014. The Plan describes the (b)(4),(b)(5) WTP Project's (b)(4),(b)(5) construct, and it identifies and describes the tools used to sustain and monitor the NSQC. ORP acceptance of the plan was received on September 22, 2014 (b)(4),(b)(5)

- People Based Quality

- o The Project (b)(4),(b)(5) Rev 1, was issued on July 22, 2014, to document the Project's closeout of (b)(4),(b)(5) and the decision to formally implement the non-manual (b)(4),(b)(5) Project-wide. This plan for the non-manual program compliments the (b)(4),(b)(5) that was formally chartered in the 2014 PEMP-A period.

- o (b)(4),(b)(5) leads and representatives for the non-manual (b)(4),(b)(5) program were selected for each of (b)(4),(b)(5) the (b)(4),(b)(5) to prepare the leads and representatives to conduct (b)(4),(b)(5) (b)(4),(b)(5) on July 28, 2014 (b)(4),(b)(5) (b)(4),(b)(5) were also selected and trained and interactions initiated. Over (b)(4),(b)(5) personnel (b)(4),(b)(5) received (b)(4),(b)(5)

- o (b)(4),(b)(5) was developed and deployed to facilitate the (b)(4),(b)(5) (b)(4),(b)(5) and the subsequent (b)(4),(b)(5)
- o (b)(4),(b)(5) Rev 0, was issued on August 25, 2014 to formally institutionalize the (b)(4),(b)(5) non-manual representatives' responsibilities and instructions for the (b)(4),(b)(5)

- o (b)(4),(b)(5) For the non-manual (b)(4),(b)(5) program, as of November 20, 2014, (b)(4),(b)(5) interactions on (b)(4),(b)(5) (b)(4),(b)(5) have been conducted. Issues identified included (b)(4),(b)(5) (b)(4),(b)(5) and the need for examples of how to (b)(4),(b)(5)

- o (b)(4),(b)(5) Rev 0, was issued September 25, 2014. (b)(4),(b)(5) was formed to provide oversight of the performance of and the results from the Project's (b)(4),(b)(5) and to initiate improvements based on (b)(4),(b)(5) (b)(4),(b)(5) Rev 0, was issued September 25, 2014, to provide an integrated description of both the (b)(4),(b)(5) (b)(4),(b)(5) The program description also describes how (b)(4),(b)(5) collaborate with (b)(4),(b)(5) to conduct analysis of (b)(4),(b)(5) and to provide recommendations. (b)(4),(b)(5)

(b)(4),(b)(5) Rev 1, was revised to expand the description of the program.  
The first steering committee was held November 6, 2014.

- o (b)(4),(b)(5) at the site to (b)(4),(b)(5)  
(b)(4),(b)(5) were installed for the (b)(4),(b)(5)  
(b)(4),(b)(5) Review of the (b)(4),(b)(5) resulted in generation of (b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5) December 11, 2014 to provide (b)(4),(b)(5)  
(b)(4),(b)(5) quality (b)(4),(b)(5)

- As part of continued improvements initiated to augment (b)(4),(b)(5) with employees who have the (b)(4),(b)(5) two (b)(4),(b)(5) employees and one (b)(4),(b)(5) employee rotated into (b)(4),(b)(5) (b)(4),(b)(5) starting in July 2014. (b)(4),(b)(5) also added two new employees with (b)(4),(b)(5)
- (b)(4),(b)(5) senior management were completed and approved for issuance. They were developed using (b)(4),(b)(5) with senior managers developing and reviewing (b)(4),(b)(5) with their peers and superiors. The approved documents are uploaded to the WTP (b)(4),(b)(5) (b)(4),(b)(5) Approximately (b)(4),(b)(5) documents were generated. (b)(4),(b)(5)
- (b)(4),(b)(5) were established for the (b)(4),(b)(5) (b)(4),(b)(5) via issue of (b)(4),(b)(5) Rev 4 on July 9, 2014. [Note that this was superseded by (b)(4),(b)(5) (b)(4),(b)(5) Rev 0, on December 22, 2014.] (b)(4),(b)(5) provide a forum for discussion of ongoing continuous improvement activities, including but not limited to (b)(4),(b)(5) planning, (b)(4),(b)(5) analysis, (b)(4),(b)(5) issues. (b)(4),(b)(5) further enhance (b)(4),(b)(5)
- (b)(4),(b)(5) Rev 0, was issued September 3, 2014. The plan describes methods used by HPT IPT to ensure that (b)(4),(b)(5) (b)(4),(b)(5) This plan also provides the foundation for (b)(4),(b)(5) to (b)(4),(b)(5) ensure (b)(4),(b)(5) analysis (b)(4),(b)(5) action and (b)(4),(b)(5) learning. This is accomplished through the review and monitoring of the following:

- (b)(4),(b)(5) performance in the (b)(4),(b)(5)
- (b)(4),(b)(5) lead: (b)(4),(b)(5)
  - Lessons Learned
  - Trending, Metric/Performance Indicators
  - Emerging Quality Issues
  - (b)(4),(b)(5)

(b)(4),(b)(5) used lessons learned from execution of the (b)(4),(b)(5) (b)(4),(b)(5) issued last year for (b)(4),(b)(5) A revision to the (b)(4),(b)(5) (b)(4),(b)(5) Rev 1, was issued October 31, 2014 to reflect (b)(4),(b)(5)

- (b)(4),(b)(5) identification of issues (b)(4),(b)(5) resolution of comments (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) was further strengthened by the (b)(4),(b)(5) that set guidance for timeliness of initiation (b)(4),(b)(5) (b)(4),(b)(5)
- The revised procedure (b)(4),(b)(5) Rev 1, was implemented August 8, 2014. It defines the process for developing and controlling (b)(4),(b)(5) that will comprise the (b)(4),(b)(5) It ensures that (b)(4),(b)(5) (b)(4),(b)(5) meet the (b)(4),(b)(5) (b)(4),(b)(5) provided in their development. These (b)(4),(b)(5) provide information describing (b)(4),(b)(5) and identify trends that (b)(4),(b)(5) (b)(4),(b)(5) Emphasis is placed on (b)(4),(b)(5) related to (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) was updated to include discussions of the (b)(4),(b)(5) (from the new (b)(4),(b)(5) and the (b)(4),(b)(5) (b)(4),(b)(5) was prepared for handout to (b)(4),(b)(5) that has the (b)(4),(b)(5) and (b)(4),(b)(5) (b)(4),(b)(5) on the other.
- The procedure, (b)(4),(b)(5) Rev 4, was issued on November 19, 2014, to institutionalize the monthly review and grading of select (b)(4),(b)(5) (b)(4),(b)(5) The grading is performed by the (b)(4),(b)(5) group members and (b)(4),(b)(5) and the corresponding (b)(4),(b)(5) is updated.
- Benchmarking, with a focus on (b)(4),(b)(5) was conducted to compare the (b)(4),(b)(5) projects and facilities to (b)(4),(b)(5) management program. (b)(4),(b)(5) is the most thorough but identified several recommendations to adopt (b)(4),(b)(5) (b)(4),(b)(5) The results are documented in the (b)(4),(b)(5) (b)(4),(b)(5) Rev 0, issued September 17, 2014.
- Subcontract (b)(4),(b)(5) was awarded to (b)(4),(b)(5) (b)(4),(b)(5) to obtain national expertise and experience to identify what the "best" (b)(4),(b)(5) (b)(4),(b)(5) should look like and what BNI might do to (b)(4),(b)(5) The subcontract includes the following four tasks and is scheduled to complete in January 2015:
  - Identify top-level (b)(4),(b)(5)
  - Verify that the requirements flow down into (b)(4),(b)(5)
  - Verify that (b)(4),(b)(5) flow down into procedures
  - Describe the "best" (b)(4),(b)(5) and what BNI would need to do to (b)(4),(b)(5)
- (b)(4),(b)(5) was created to measurably improve the overall quality of the (b)(4),(b)(5) from (b)(4),(b)(5) (b)(4),(b)(5) metrics were established to provide (b)(4),(b)(5) (b)(4),(b)(5) The first report was issued October 1, 2014 (b)(4),(b)(5) going forward, the report will be issued bi-monthly. A program description, (b)(4),(b)(5) (b)(4),(b)(5) was issued October 31, 2014 to provide a basis for the development and sustainability of the report.

- The project completed the transition from the existing (b)(4),(b)(5) (where issues were (b)(4),(b)(5)) to the new (b)(4),(b)(5) (where issues are (b)(4),(b)(5)). In support of the transition, a meeting was held in November with all Responsible Managers to roll out the (b)(4),(b)(5). (b)(4),(b)(5) was launched for all employees on (b)(4),(b)(5) in the new (b)(4),(b)(5). A series of training classes for Responsible Managers and Responsible Persons were conducted through the first half of December to prepare for (b)(4),(b)(5). The training addressed the changing software and the new procedures to be used for (b)(4),(b)(5).
- Senior management agreed on and (b)(4),(b)(5) on December 1, 2014. The (b)(4),(b)(5) 1) (b)(4),(b)(5) (b)(4),(b)(5) 2) (b)(4),(b)(5) (b)(4),(b)(5) 3) (b)(4),(b)(5) communicate (b)(4),(b)(5) and 4) (b)(4),(b)(5) (b)(4),(b)(5) colleagues (b)(4),(b)(5) (b)(4),(b)(5).
- Procedure and process improvements completed this period that (b)(4),(b)(5) (b)(4),(b)(5) are summarized below.
  - New procedures for (b)(4),(b)(5) were implemented to ensure consistent use of plans for (b)(4),(b)(5) and reflect input from (b)(4),(b)(5) (b)(4),(b)(5).
    - o (b)(4),(b)(5) Rev 0, issued July 30, 2014, establishes the process for (b)(4),(b)(5) documentation of (b)(4),(b)(5) (b)(4),(b)(5) process (b)(4),(b)(5).
    - o (b)(4),(b)(5) Rev 0, issued July 30, 2014, established the (b)(4),(b)(5) for performance of (b)(4),(b)(5) determination of (b)(4),(b)(5) establishment of (b)(4),(b)(5).
    - o (b)(4),(b)(5) Rev 0, issued July 30, 2014, established the processes for documenting (b)(4),(b)(5) and (b)(4),(b)(5) and processes that are not based on (b)(4),(b)(5).
  - A guide, (b)(4),(b)(5) Rev 0, was issued September 30, 2014 to supplement the guidance for (b)(4),(b)(5) (b)(4),(b)(5) when (b)(4),(b)(5) is used in (b)(4),(b)(5). The goals of the guide include documentation of the intended use of the results, documentation of (b)(4),(b)(5) the required (b)(4),(b)(5) use, and (b)(4),(b)(5) (b)(4),(b)(5).
  - The procedure, (b)(4),(b)(5) Rev 0, was issued September 30, 2014 to describe the responsibilities and process for identifying, collecting, and analyzing (b)(4),(b)(5) for (b)(4),(b)(5) to improve (b)(4),(b)(5) (b)(4),(b)(5) through (b)(4),(b)(5) (b)(4),(b)(5) which can significantly improve (b)(4),(b)(5) (b)(4),(b)(5) procedure, (b)(4),(b)(5) (b)(4),(b)(5) Rev 6.

- The revised procedure (b)(4),(b)(5) Rev 2, was issued for implementation on August 27, 2014, to clarify the expectation that personnel who (b)(4),(b)(5) (b)(4),(b)(5) are to notify (b)(4),(b)(5) upon identification and support an evaluation of whether (b)(4),(b)(5) (b)(4),(b)(5)
- During this period, the following activities were targeted at improving (b)(4),(b)(5)
  - Issued WTP (b)(4),(b)(5) in December 2014 outlining (b)(4),(b)(5) related to (b)(4),(b)(5) where the (b)(4),(b)(5) included a copy of the internal checklist (b)(4),(b)(5) to evaluate supplier calculations as an aid for the suppliers.
  - Continued full time (b)(4),(b)(5) support for (b)(4),(b)(5) of the (b)(4),(b)(5) Engagement is to ensure (b)(4),(b)(5) are identified and resolved properly and to support (b)(4),(b)(5) advances.
  - On November 5, 2014, BNI hosted suppliers (b)(4),(b)(5) to provide overall status and priority (b)(4),(b)(5) and to reinforce (b)(4),(b)(5)
  - From September 29 through October 2, 2014, an (b)(4),(b)(5) was conducted (b)(4),(b)(5) related to quality (b)(4),(b)(5) material (b)(4),(b)(5) team consisted of (b)(4),(b)(5) (b)(4),(b)(5) resulted in identifying (b)(4),(b)(5) (b)(4),(b)(5) It also highlighted areas for (b)(4),(b)(5) (b)(4),(b)(5) The trip achieved its objective of (b)(4),(b)(5) (b)(4),(b)(5) documentation (b)(4),(b)(5)
- Other accomplishments completed during the period include:
  - BNI contracted with (b)(4),(b)(5) to complete an evaluation of BNI's proposed approach for implementation of (b)(4),(b)(5) concluded that, (b)(4),(b)(5) concurred with BNI's recommendation to (b)(4),(b)(5) and build the (b)(4),(b)(5) to implement the (b)(4),(b)(5)
  - Three Project staff are members of the (b)(4),(b)(5) (b)(4),(b)(5)
  - The (b)(4),(b)(5) partnered with ORP to (b)(4),(b)(5) (b)(4),(b)(5) included personnel from DOE Headquarters (b)(4),(b)(5) ORP, BNI (b)(4),(b)(5) (b)(4),(b)(5) and (b)(4),(b)(5) Feedback (b)(4),(b)(5)
  - Quality Engineering
    - o (b)(4),(b)(5) provide (b)(4),(b)(5) quality (b)(4),(b)(5) originator (b)(4),(b)(5) metrics to (b)(4),(b)(5) areas.
    - o (b)(4),(b)(5) in Richland.
    - o (b)(4),(b)(5)

- o (b)(4),(b)(5) were issued with the August bulletin containing the first issue of (b)(4),(b)(5) for July review results. Metrics were included for (b)(4),(b)(5) in each (b)(4),(b)(5) succeeding month.
- o (b)(4),(b)(5) turned quality on calculations from (b)(4),(b)(5)
- The following external reviews or acceptance of BNI (b)(4),(b)(5) demonstrated (b)(4),(b)(5) performance during the period:
  - ORP conducted a quarterly assessment August 4-21, 2014 of (b)(4),(b)(5) addressing the (b)(4),(b)(5) regarding (b)(4),(b)(5)
  - (b)(4),(b)(5) No findings or assessment follow-up items were identified by the assessment (14-WTP-0138 / CCN 273119).
  - The HLW Facility SDS was approved by DOE on August 1, 2014 (CCN 271179) and formally issued with no conditions of approval (COA). The milestone HLW SDS serves as (b)(4),(b)(5) (b)(4),(b)(5) for Engineering and Nuclear Safety Engineering (NSE) to use during (b)(4),(b)(5) necessary to resolve (b)(4),(b)(5) where the resolution (b)(4),(b)(5)
  - ORP conducted an assessment September 2 – October 30, 2014 to review BNI improvements in PIER closure actions. No findings, opportunities for improvement or assessment follow-up items were identified by the assessment (14-WTP-0195 / CCN 274684).

Opportunities for Improvement

- Discussions are continuing with ORP to reach final alignment on the scope of (b)(4),(b)(5) (b)(4),(b)(5) associated with (b)(4),(b)(5) (b)(4),(b)(5) suppliers (b)(4),(b)(5) (b)(4),(b)(5) WTP (b)(4),(b)(5) program (b)(4),(b)(5) discussions are on-going regarding what (b)(4),(b)(5) in addition to those required by code, ORP desires. Finalization of plans to (b)(4),(b)(5) (b)(4),(b)(5) by the project (b)(4),(b)(5) is also pending conclusion of these discussion to support (b)(4),(b)(5) (b)(4),(b)(5) The initial sampling plan defining the scope for (b)(4),(b)(5) is also under discussion. There is agreement that (b)(4),(b)(5) can be dispositioned using the (b)(4),(b)(5) however (b)(4),(b)(5) has not yet been achieved. Development of an approach to (b)(4),(b)(5) in progress.
- A self-assessment using external SMEs is planned to evaluate the (b)(4),(b)(5) (b)(4),(b)(5) to identify opportunities to improve (b)(4),(b)(5) oversight. The lines of inquiry (LOI) from this self-assessment will address the (b)(4),(b)(5) (b)(4),(b)(5) identifies the following:
  - (b)(4),(b)(5)
  - Insights on (b)(4),(b)(5)
  - (b)(4),(b)(5) recommendations
- Finalization of an integrated set of (b)(4),(b)(5) that provide a method to monitor (b)(4),(b)(5) (b)(4),(b)(5) is in progress. A fully functional (b)(4),(b)(5) is expected to be available by February 2015. (b)(4),(b)(5) which include both (b)(4),(b)(5) (b)(4),(b)(5) will roll up into a (b)(4),(b)(5) to provide managers and individual

contributors an indication of (b)(4),(b)(5) in a manner that is both (b)(4),(b)(5)  
Identification of individual metrics that will roll up into (b)(4),(b)(5)  
(b)(4),(b)(5) is in progress.

- (b)(4),(b)(5) has loaded source requirements into (b)(4),(b)(5)  
(b)(4),(b)(5) is in the process of linking  
(b)(4),(b)(5) them to (b)(4),(b)(5) requirements to ensure that requirements are (b)(4),(b)(5) After completion of  
(b)(4),(b)(5) this step, the (b)(4),(b)(5) requirements (b)(4),(b)(5) will be allocated to the appropriate  
Requirement Area Managers to allow them to (b)(4),(b)(5)  
procedures.

## 4 BNI Project Leadership / Management

BNI assesses (b)(4),(b)(5)

Award Fee Objective 4 covers Project Leadership/Management and is measured by Project Performance and Cost Performance & Efficiencies. BNI continues to make substantial progress on the LBL facilities, and it continues to proceed with the current planned ramp-up of non-manual and manual staff focused on LAW Facility construction. Significant achievements include (b)(4),(b)(5)  
(b)(4),(b)(5) awarding the (b)(4),(b)(5) progressing construction  
installation of (b)(4),(b)(5) and initiating the (b)(4),(b)(5)  
(b)(4),(b)(5) In addition, BNI received formal direction from ORP on the approach to DFLAW and is progressing on conceptual design.

As part of the process to achieve alignment between the contract and (b)(4),(b)(5)  
(b)(4),(b)(5) BNI submitted Revision 2 of the contract modification proposals for the completion of  
(b)(4),(b)(5) to ORP consistent with ORP direction, and (b)(4),(b)(5)  
(b)(4),(b)(5) implement (b)(4),(b)(5) In addition, BNI submitted a comprehensive evaluation of (b)(4),(b)(5)  
proposed contract change which looked at the drivers and basis for the proposed change. This proposal effort was a significant undertaking and was accomplished (b)(4),(b)(5)  
ORP has provided authorization to proceed and (b)(4),(b)(5)  
(b)(4),(b)(5) 1) (b)(4),(b)(5) and 2) (b)(4),(b)(5) Work has been initiated on this scope.

Concurrent with the LBL and DFLAW work scopes, BNI received authorization from the ORP to proceed with production engineering and limited procurement and construction activities for the HLW Facility. Also, BNI submitted the (b)(4),(b)(5)  
(b)(4),(b)(5) which describes how BNI will meet the requirements and expectations of ORP in making a decision to proceed with the (b)(4),(b)(5) activities for (b)(4),(b)(5)  
In support of the (b)(4),(b)(5) facilities, BNI is aligning the teams to provide (b)(4),(b)(5) schedules (b)(4),(b)(5)  
Significant events include BNI's submittal of and ORP's acceptance of the (b)(4),(b)(5)  
(b)(4),(b)(5) approval of the (b)(4),(b)(5) completion of (b)(4),(b)(5) in support of the (b)(4),(b)(5)  
(b)(4),(b)(5) submission of eight (b)(4),(b)(5) Plans, and initiation of (b)(4),(b)(5)  
(b)(4),(b)(5) platform.

Other significant events included the submittal of the (b)(4),(b)(5) which captured (b)(4),(b)(5) discreet initiatives related to (b)(4),(b)(5) improvements that were evaluated utilizing a uniquely developed (b)(4),(b)(5) was submitted and approved by ORP and

(b)(4),(b)(5) the initial [redacted] integrated schedule and (b)(4),(b)(5) was produced and reviewed with management personnel from ORP, (b)(4),(b)(5) and BNI.

(b)(4),(b)(5) [redacted] ORP-directed changes to the project (b)(4),(b)(5) [redacted] c.g., restrictions on the use of (b)(4),(b)(5) [redacted] and constraints on establishment of (b)(4),(b)(5) [redacted] has impacted BNI's ability to (b)(4),(b)(5) [redacted] consistent with the (b)(4),(b)(5) [redacted] Recognizing these issues, BNI formally notified ORP and provided some options for consideration in developing a viable path forward. One of these options was the establishment of an internal (b)(4),(b)(5) [redacted] that would provide a mechanism to effectively manage the work scope and report (b)(4),(b)(5) [redacted] The development and implementation of the (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] tool that reflects the current (b)(4),(b)(5) [redacted] This required a major (b)(4),(b)(5) [redacted] and alignment of performance to reflect (b)(4),(b)(5) [redacted] The outcome of this implementation has resulted in (b)(4),(b)(5) [redacted] factor of (b)(4),(b)(5) [redacted] for the Project. This indicates that BNI provided (b)(4),(b)(5) [redacted] for work performed this reporting period. In addition, BNI has actively managed the spend plan to ensure that project costs did not exceed available funds, and it negotiated procurement and subcontract costs resulting in approximately (b)(4),(b)(5) [redacted] for the FY) in cost avoidance or [redacted] cumulative during the period. (b)(4),(b)(5) [redacted] In FY14 to date, BNI realized approximately (b)(4),(b)(5) [redacted] cost efficiencies and cost avoidance.

(b)(4),(b)(5) [redacted] was effectively managed and appeared seamless and routine, which is the best indicator of success. Throughout the (b)(4),(b)(5) [redacted] the workforce performed in a dedicated, transparent, and professional manner that focused on the project's and ORP's long-term goals. This is another instance where BNI's performance added value beyond the requirements of the contract. BNI continues to focus significant effort on (b)(4),(b)(5) [redacted]

(b)(4),(b)(5) [redacted] organization. Over the past 12 months, the Project maintained a (b)(4),(b)(5) [redacted] cumulative rate of [redacted] for self-identification of issues. During this period, [redacted] were submitted (b)(4),(b)(5) [redacted] and [redacted] were closed.

To further strengthen the leadership on the Project, BNI made several organizational changes this period focusing on (b)(4),(b)(5) [redacted] and strengthening the (b)(4),(b)(5) [redacted]

## Project Performance

### Accomplishments

The accomplishments listed below illustrate the progress that has been made during this PEMP period, (b)(4),(b)(5) [redacted]

(b)(4),(b)(5) [redacted] BNI has been deliberate in continually evaluating existing and new work scope with a focus on the most effective way of progressing the job.

- BNI continues to focus significant effort on (b)(4),(b)(5) [redacted] organization.

- The non-manual (b)(4),(b)(5) [redacted] program is now in its fourth month, and approximately [redacted] interactions are being conducted weekly by the representatives of the (b)(4),(b)(5) [redacted]

- (b)(4),(b)(5) [redacted] enhancements including revision of (b)(4),(b)(5) [redacted] implementation of (b)(4),(b)(5) [redacted] and associated (b)(4),(b)(5) [redacted]

(b)(4),(b)(5) These improvements promote (b)(4),(b)(5)  
(b)(4),(b)(5) issue resolution and (b)(4),(b)(5)

- BNI submitted Revision 1 of the (b)(4),(b)(5) to ORP. With input from the external team and its final report, ORP and BNI worked in conjunction to make determinations on the path forward for (b)(4),(b)(5) of the (b)(4),(b)(5) initiatives evaluated in (b)(4),(b)(5). (b)(4),(b)(5) continues to be discussed between ORP and BNI. Some notable achievements follow:
  - BNI has completed the effort to reflect the Revision 1 outcome in the (b)(4),(b)(5) and it has partnered with ORP on a (b)(4),(b)(5) (b)(4),(b)(5) in September 2014 and October 2014 and with ORP personnel in November 2014.
  - BNI is focused on demonstrating effective implementation of its (b)(4),(b)(5) no later than October 2015, and on ensuring that (b)(4),(b)(5)
  - (b)(4),(b)(5) is presented during a newly established (b)(4),(b)(5) (b)(4),(b)(5) and other supporting data shared during the meeting and made available through a new feature on the (b)(4),(b)(5). All of this information is being provided to ORP to facilitate continuing oversight of implementation progress.
- BNI received authorization from ORP to proceed with production engineering and limited procurement and construction activities for (b)(4),(b)(5). In support of this authorization, the (b)(4),(b)(5) (b)(4),(b)(5) personnel, (b)(4),(b)(5) (b)(4),(b)(5) schedules, products and deliverables, (b)(4),(b)(5) processes, reporting, and customer interface.
- BNI received ORP acceptance on the updated CAP submitted regarding the (b)(4),(b)(5) (b)(4),(b)(5) that included (b)(4),(b)(5) to address examples from (b)(4),(b)(5) and to address ORP comments regarding work done under (b)(4),(b)(5) over the past three years.
- ORP issued a letter supporting the scope of the (b)(4),(b)(5) for implementation. It is anticipated that ORP will (b)(4),(b)(5) (b)(4),(b)(5).
- With full transparency and customer knowledge, BNI developed and implemented (b)(4),(b)(5) provides a forward-looking tool that reflects (b)(4),(b)(5) (b)(4),(b)(5) would be used to (b)(4),(b)(5). This (b)(4),(b)(5) is based on essentially the same requirements as the (b)(4),(b)(5) and it is governed by a new procedure, (b)(4),(b)(5) (b)(4),(b)(5) Rev 1, which draws upon the requirements of the (b)(4),(b)(5) some identified exceptions. The intent is to resume operating under the (b)(4),(b)(5) after an appropriate Contract modification has been executed.
- The (b)(4),(b)(5) was submitted and approved by the ORP and the (b)(4),(b)(5) integrated schedule and (b)(4),(b)(5) was developed and reviewed with management personnel from the BNI, Tank Operations Contractor (TOC), and ORP.
- The following accomplishments contributed to moving the Project forward, focused on LBL completion:

- The (b)(4),(b)(5) was declared to be complete and ready for (b)(4),(b)(5)
- Installation of the (b)(4),(b)(5) was completed.
- Construction installation of (b)(4),(b)(5) is progressing.
- The (b)(4),(b)(5) was completed.
- (b)(4),(b)(5) completed a model review to verify that (b)(4),(b)(5) (b)(4),(b)(5) can be installed in (b)(4),(b)(5). A decision was made to (b)(4),(b)(5) (b)(4),(b)(5) system and a request for proposal was issued to (b)(4),(b)(5)
- (b)(4),(b)(5) - The final (b)(4),(b)(5) procedure and (b)(4),(b)(5) was completed, allowing (b)(4),(b)(5) to begin on the (b)(4),(b)(5) (b)(4),(b)(5) was initiated.
- (b)(4),(b)(5) procurement was awarded.
- (b)(4),(b)(5) - (b)(4),(b)(5) testing of (b)(4),(b)(5) was completed, and over (b)(4),(b)(5) (b)(4),(b)(5) and over (b)(4),(b)(5) were installed (b)(4),(b)(5) (focus on (b)(4),(b)(5) system (b)(4),(b)(5) system).
- Conceptual (b)(4),(b)(5) is progressing.
- (b)(4),(b)(5) rough order of magnitude (ROM) estimate was prepared and reviewed with BNI (b)(4),(b)(5)
- (b)(4),(b)(5) - In support of (b)(4),(b)(5) review (b)(4),(b)(5) was performed. The review focused on the (b)(4),(b)(5) operation with construction of (b)(4),(b)(5). The conclusion was that the current (b)(4),(b)(5)
- (b)(4),(b)(5) analysis is (b)(4),(b)(5) activity.
- (b)(4),(b)(5) It will be used to (b)(4),(b)(5) (b)(4),(b)(5) operations. (b)(4),(b)(5) is designed to (b)(4),(b)(5) (b)(4),(b)(5) when (b)(4),(b)(5)
- (b)(4),(b)(5) - By achieving (b)(4),(b)(5) starts and (b)(4),(b)(5) finishes on forecasted schedule activities, BNI exceeded the (b)(4),(b)(5) targets of (b)(4),(b)(5) for both.
- (b)(4),(b)(5) • (b)(4),(b)(5) progress in (b)(4),(b)(5). The following accomplishments contributed to the (b)(4),(b)(5) progress made in (b)(4),(b)(5):
- (b)(4),(b)(5) - To support the resumption of (b)(4),(b)(5) work at (b)(4),(b)(5) BNI has completed and issued all (b)(4),(b)(5)
  - o (b)(4),(b)(5)
  - o
  - o
  - o
  - o
  - o
  - o
  - o

- o (b)(4),(b)(5)
- (b)(4),(b)(5) - (b)(4),(b)(5) continued, and (b)(4),(b)(5) planned (b)(4),(b)(5) were completed.
- (b)(4),(b)(5) were released under the new (b)(4),(b)(5)
- (b)(4),(b)(5) began for (b)(4),(b)(5) that will be used to operate (b)(4),(b)(5) facilities.
- Installation of the (b)(4),(b)(5) was completed. During operations, this (b)(4),(b)(5) will begin the process for (b)(4),(b)(5)
- (b)(4),(b)(5)
- (b)(4),(b)(5) was approved by DOE on August 1, 2014. (b)(4),(b)(5) formally issued (b)(4),(b)(5). The milestone (b)(4),(b)(5) serves as the strategic approach (b)(4),(b)(5) document for (b)(4),(b)(5) to use during development of (b)(4),(b)(5) necessary to resolve (b)(4),(b)(5) where the resolution (b)(4),(b)(5)
- The draft plan for (b)(4),(b)(5) is in development using the (b)(4),(b)(5)
- (b)(4),(b)(5) Each itemized (b)(4),(b)(5) (b)(4),(b)(5). This is an important accomplishment because the plan is a key component to (b)(4),(b)(5) (b)(4),(b)(5) as described in ORP's (b)(4),(b)(5)
- (b)(4),(b)(5)
- (b)(4),(b)(5) was issued on October 15, 2015. The purpose of (b)(4),(b)(5) is to understand the (b)(4),(b)(5) (b)(4),(b)(5) component (b)(4),(b)(5)
- BNI conducted (b)(4),(b)(5) for the (b)(4),(b)(5)
- (b)(4),(b)(5)
- To further strengthen the leadership on the Project and to improve Project performance, BNI made several organizational changes this period:
  - (b)(4),(b)(5) department was reorganized to enhance the integration and coordination of (b)(4),(b)(5)
  - (b)(4),(b)(5) was established and filled with (b)(4),(b)(5) (b)(4),(b)(5). As BNI moves toward (b)(4),(b)(5) (b)(4),(b)(5) the efforts of (b)(4),(b)(5) become even more (b)(4),(b)(5) important. The establishment of this position, which reports directly to the Project Director, reflects that importance.

- To augment efforts to align project (b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5) This position reports directly to (b)(4),(b)(5) and is responsible for ensuring (b)(4),(b)(5)  
(b)(4),(b)(5)

**Opportunities for Improvement**

- With respect to (b)(4),(b)(5)  
(b)(4),(b)(5) project needs (b)(4),(b)(5) priorities. During this performance period, (b)(4),(b)(5) the project hired (b)(4),(b)(5) non-manual employees, but lost (b)(4),(b)(5) due to attrition, with a net increase of (b)(4),(b)(5)  
(b)(4),(b)(5) For the year, (b)(4),(b)(5) personnel were hired and (b)(4),(b)(5) were lost to attrition, with a net increase to the project  
(b)(4),(b)(5) of (b)(4),(b)(5) personnel. Project Management continues to work closely with BNI and (b)(4),(b)(5)  
(b)(4),(b)(5) to bring additional staff to the Project.
- With respect to resolution of (b)(4),(b)(5) technical issues, BNI has (b)(4),(b)(5)  
(b)(4),(b)(5) documents related to the (b)(4),(b)(5)  
Efforts are (b)(4),(b)(5)
- Conduct (b)(4),(b)(5) to evaluate (b)(4),(b)(5) due to possible  
(b)(4),(b)(5) specification (b)(4),(b)(5)
- Evaluate developing a means of (b)(4),(b)(5)  
(b)(4),(b)(5)
- Improve (b)(4),(b)(5)

**Cost Performance and Efficiencies**

**Accomplishments**

- (b)(4),(b)(5) During this reporting period many factors associated with (b)(4),(b)(5)  
(b)(4),(b)(5) tools and the transitioning to the  
(b)(4),(b)(5) presented the BNI team with (b)(4),(b)(5)  
(b)(4),(b)(5) BNI has been effective in (b)(4),(b)(5) such that the (b)(4),(b)(5)  
(b)(4),(b)(5) for this PEMP period is (b)(4),(b)(5) across all elements of the Project. This indicates that the WTP team has provided (b)(4),(b)(5) for work performed this reporting period.
- (b)(4),(b)(5) BNI achieved approximately (b)(4),(b)(5) in negotiated procurement  
(b)(4),(b)(5) and subcontracts cost avoidance, or (b)(4),(b)(5) for period July to present. For FY 14 BNI realized (b)(4),(b)(5)  
(b)(4),(b)(5) million, or (b)(4),(b)(5) in negotiated procurement and subcontracts cost avoidance
- BNI realized approximately (b)(4),(b)(5) cost efficiencies and cost avoidance. The bulk  
(b)(4),(b)(5) of this savings was the result of (b)(4),(b)(5)  
(b)(4),(b)(5) The value of the savings will be adjusted as applicable to align with the (b)(4),(b)(5)  
(b)(4),(b)(5) documentation (b)(4),(b)(5)
- (b)(4),(b)(5) was completed to perform (b)(4),(b)(5) analysis (b)(4),(b)(5)  
(b)(4),(b)(5) of the (b)(4),(b)(5) to determine if it is (b)(4),(b)(5)  
(b)(4),(b)(5)  
(b)(4),(b)(5) have been established to review (b)(4),(b)(5) with all factors taken into consideration. Results of the initiative recommended that (b)(4),(b)(5)  
(b)(4),(b)(5)

(b)(4),(b)(5) Following these recommendations will enable DOE to avoid over [redacted] in costs (b)(4),(b)(5) over the next seven years.

- (b)(4),(b)(5) a process improvement to (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) launched an initiative with a cross-functional team that includes DOE to seek improvements in (b)(4),(b)(5) in support of (b)(4),(b)(5) (b)(4),(b)(5)
- As part of the process to achieve alignment (b)(4),(b)(5) BNI submitted Revision 2 of the contract modification proposals to ORP for the (b)(4),(b)(5) consistent with ORP direction, and (b)(4),(b)(5) to implement [redacted] This (b)(4),(b)(5) proposal effort was a significant undertaking and was accomplished using (b)(4),(b)(5) (b)(4),(b)(5)
- BNI submitted a comprehensive evaluation of the (b)(4),(b)(5) proposed contract change which looked (b)(4),(b)(5) for the proposed change.
- BNI focused (b)(4),(b)(5) (b)(4),(b)(5) metrics, [redacted] results [redacted] ORP. (b)(4),(b)(5) (b)(4),(b)(5) was implemented in June with rollout of improvements to ORP and BNI (b)(4),(b)(5) and enhanced (b)(4),(b)(5) (b)(4),(b)(5) During June 2014 – November 2014, there were (b)(4),(b)(5) (b)(4),(b)(5) supporting the ORP and BNI shared goal of (b)(4),(b)(5) (b)(4),(b)(5) BNI continued its leadership role for the (b)(4),(b)(5) (b)(4),(b)(5) and (b)(4),(b)(5) management activities.
- (b)(4),(b)(5) processes. Changes in (b)(4),(b)(5) processes that were initiated during the previous PEMP period have continued, resulting in alignment with (b)(4),(b)(5) (b)(4),(b)(5) quality [redacted] raccability (b)(4),(b)(5) (b)(4),(b)(5)

**Opportunity for Improvement**

- With respect to (b)(4),(b)(5) processes, updating and implementing (b)(4),(b)(5) associated with (b)(4),(b)(5) systems (b)(4),(b)(5) is required to maintain compliance with (b)(4),(b)(5) (b)(4),(b)(5)

## 5 Technical Issue Resolution

Overall, BNI assesses (b)(4),(b)(5)

BNI achieved (b)(4),(b)(5) in the area of (b)(4),(b)(5) BNI completed re-alignment of (b)(4),(b)(5) and strengthened leadership; introduced (b)(4),(b)(5) (b)(4),(b)(5) integrated (b)(4),(b)(5) appointed a dedicated (b)(4),(b)(5) to drive management focus; received positive feedback from (b)(4),(b)(5) following numerous BNI presentations; continued to integrate (b)(4),(b)(5) (b)(4),(b)(5) as part of the BNI technical teams; provided timely support of DNFSB staff meetings and requests; achieved good communication between BNI technical team leads and ORP

oversight leads; enhanced leadership and communication; improved overall action responsiveness; and developed (b)(4),(b)(5)

BNI also made significant progress relative to (b)(4),(b)(5) as depicted below:

- ORP authorization was received for production engineering on HLW based on closure of the HLW technical decisions; (b)(4),(b)(5)  
(b)(4),(b)(5)
- ORP concurrence with the work plans for the eight PT Facility technical issues was received. These work plans provide the agreed to path for technical decisions and resolution of these key technical issues.
- (b)(4),(b)(5) studies that support the ORP decision process associated with the (b)(4),(b)(5) identified during the (b)(4),(b)(5) were submitted to ORP.

This progress and the agreed to paths to resolution have been highlighted in the formal briefings (b)(4),(b)(5) (b)(4),(b)(5) These briefings have also provided confidence that (b)(4),(b)(5) (b)(4),(b)(5)

In addition, BNI has been focused on fully (b)(4),(b)(5) and their effective (b)(4),(b)(5) During this period, BNI also reaffirmed (b)(4),(b)(5) which further established BNI's (b)(4),(b)(5)

All work associated with the completion of (b)(4),(b)(5) has been completed with (b)(4),(b)(5) between ORP and BNI. All issues, comments, and actions have (b)(4),(b)(5)

(b)(4),(b)(5) In addition, as noted by the evaluations below, (b)(4),(b)(5) requirements. As such, based on the work performed this period and the planned path forward, there is more than a reasonable probability of achieving (b)(4),(b)(5)

## Technical Issue Ownership

### Accomplishments

- (b)(4),(b)(5) was realigned, and leadership was strengthened. During this period, ORP reaffirmed BNI's (b)(4),(b)(5) and BNI improved overall ownership of (b)(4),(b)(5) ORP (b)(4),(b)(5) As a result, BNI reorganized (b)(4),(b)(5) to allow (b)(4),(b)(5) and to staff to (b)(4),(b)(5)  
(b)(4),(b)(5) A proactive (b)(4),(b)(5) has been underway, (b)(4),(b)(5) (b)(4),(b)(5) have been identified, and National Laboratory and subcontractor staff have been utilized to fill the key gaps. BNI has utilized the tools necessary to (b)(4),(b)(5) to drive the success of the (b)(4),(b)(5) performance. Tech team leads were (b)(4),(b)(5) (b)(4),(b)(5) enhance the overall (b)(4),(b)(5) In addition, (b)(4),(b)(5) (b)(4),(b)(5) plans has increased over this period. (b)(4),(b)(5) (b)(4),(b)(5) focused to understand what drives (b)(4),(b)(5) (b)(4),(b)(5) They have also identified (b)(4),(b)(5) selection of preferred (b)(4),(b)(5) The teams have developed paths forward to (b)(4),(b)(5) and to continue to (b)(4),(b)(5)

- A dedicated (b)(4),(b)(5) was designated. Resolution of (b)(4),(b)(5) (b)(4),(b)(5) is a high priority for the Project. The resources required to close the actions identified during the review have been assigned, and support across all disciplines is being provided to this effort. An (b)(4),(b)(5) directly reporting to the (b)(4),(b)(5) has been assigned and dedicated to the (b)(4),(b)(5) (b)(4),(b)(5) that were previously identified during the review. This has ensured consistency in (b)(4),(b)(5) priorities, (b)(4),(b)(5) closure, (b)(4),(b)(5) (b)(4),(b)(5) coordination of (b)(4),(b)(5) cost and schedule, (b)(4),(b)(5) (b)(4),(b)(5) have ensured that ORP and BNI senior management are kept informed of (b)(4),(b)(5) (b)(4),(b)(5) In addition, the Project has (b)(4),(b)(5) (b)(4),(b)(5)
- (b)(4),(b)(5) were introduced. BNI instituted a (b)(4),(b)(5) (b)(4),(b)(5) tool (b)(4),(b)(5) to ensure that (b)(4),(b)(5) (b)(4),(b)(5) were being appropriately measured and managed. The introduction of the (b)(4),(b)(5) has also helped to expedite (b)(4),(b)(5) focus discussions with ORP on (b)(4),(b)(5) (b)(4),(b)(5) schedule (b)(4),(b)(5) cost (b)(4),(b)(5) actions, (b)(4),(b)(5) to the completion of the work. They are presented to ORP on a monthly basis, and are an effective tool in (b)(4),(b)(5) on items critical to (b)(4),(b)(5) enable the Project to quickly (b)(4),(b)(5) including (b)(4),(b)(5) and have also driven (b)(4),(b)(5)
- Improved alignment of (b)(4),(b)(5) integrated (b)(4),(b)(5) BNI introduced a dedicated (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) and improved overall (b)(4),(b)(5) particularly with the (b)(4),(b)(5)
- With respect to senior management (b)(4),(b)(5) was assigned the task of (b)(4),(b)(5) plans (b)(4),(b)(5) approval. In the past, this was not required for (b)(4),(b)(5)
- (b)(4),(b)(5) commitments (b)(4),(b)(5) COR Letters from ORP, commitments made in BNI responses to (b)(4),(b)(5) have been captured and tracked utilizing (b)(4),(b)(5) The status of these commitments is (b)(4),(b)(5)
- (b)(4),(b)(5) developed and communicated with ORP to (b)(4),(b)(5) (b)(4),(b)(5) have been consolidated, (b)(4),(b)(5) Meetings have been held (b)(4),(b)(5) to discuss (b)(4),(b)(5) and the effort to consolidate (b)(4),(b)(5) Most of the open items are now in line with the twelve technical issues identified by the DNFSB in its quarterly letter to Congress dated September 19, 2014.

Opportunities for Improvement

- Increase (b)(4),(b)(5) (b)(4),(b)(5) Increase (b)(4),(b)(5) (b)(4),(b)(5) and realignment of work activities and responsibilities.
- Increase (b)(4),(b)(5) Pending ORP's direction on the revised work prioritization, (b)(4),(b)(5)

## Management of Issue Resolution

### Accomplishments

- (b)(4),(b)(5) • The [redacted] has been realigned. With [redacted] (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] for the (b)(4),(b)(5) [redacted] and the path forward to (b)(4),(b)(5) [redacted] activities (b)(4),(b)(5) [redacted] under development, the Project reached a critical stage of accomplishment in implementing ORP's framework for completing WTP. These major milestones required changes in the way work (b)(4),(b)(5) [redacted]. The decision was made to (b)(4),(b)(5) [redacted] and to assign (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] to strengthen the focus caused by (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted]. The new (b)(4),(b)(5) [redacted] directs his focus towards analysis (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] to provide a (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] directs his focus more towards (b)(4),(b)(5) [redacted] in order to support (b)(4),(b)(5) [redacted] activities. (b)(4),(b)(5) [redacted] owns the responsibility for (b)(4),(b)(5) [redacted] deliverables, (b)(4),(b)(5) [redacted] customer interfaces. By dedicating (b)(4),(b)(5) [redacted]
- (b)(4),(b)(5) ORP will continue to see improvements (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] quality, (b)(4),(b)(5) [redacted] management (b)(4),(b)(5) [redacted]
- (b)(4),(b)(5) [redacted] were integrated into (b)(4),(b)(5) [redacted] are directly linked to the definition of (b)(4),(b)(5) [redacted]. The results of these decisions will drive (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] and the interfaces between (b)(4),(b)(5) [redacted] have demonstrated the iterative nature of (b)(4),(b)(5) [redacted]
- (b)(4),(b)(5) As such, [redacted] has been fully integrated into (b)(4),(b)(5) [redacted] in resolving (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] was developed with the support of (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] and provided comments on those plans (b)(4),(b)(5) [redacted] also preparing and issuing the (b)(4),(b)(5) [redacted] (September 30, 2014). [redacted] has also provided (b)(4),(b)(5) [redacted] support to (b)(4),(b)(5) [redacted] over the next two years (FY 2015-2016). Dedicated NSE staff attends the weekly tech team meetings and provides counsel to the (b)(4),(b)(5) [redacted] nuclear safety. (b)(4),(b)(5) [redacted] schedule review and integration process.
- (b)(4),(b)(5) [redacted] have also integrated the (b)(4),(b)(5) [redacted] by working closely with the (b)(4),(b)(5) [redacted] to review (b)(4),(b)(5) [redacted] and to (b)(4),(b)(5) [redacted] development of (b)(4),(b)(5) [redacted]. This early initiative is an effort to (b)(4),(b)(5) [redacted] when they are fully mobilized for the completion of (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] documents and (b)(4),(b)(5) [redacted]
- (b)(4),(b)(5) [redacted] with ORP during the development of (b)(4),(b)(5) [redacted] plans. (b)(4),(b)(5) [redacted] has worked closely with ORP in the identification of the technical decisions and the paths forward to resolve the issues. The tech team leadership provides frequent briefings to (b)(4),(b)(5) [redacted] resolving these issues (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted]. Meetings are held with ORP on a monthly basis to review (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted] and address any comments ORP might have. (b)(4),(b)(5) [redacted] also meet daily/weekly with their ORP oversight leads to ensure (b)(4),(b)(5) [redacted] regarding the planned path forward and to (b)(4),(b)(5) [redacted] (b)(4),(b)(5) [redacted]

- BNI is aware that (b)(4),(b)(5) is a predictor of quality and success. (b)(4),(b)(5) reviewed the (b)(4),(b)(5) plans before they were submitted to ORP. The management team also reviews (b)(4),(b)(5) early in development and prior to being given to (b)(4),(b)(5). In addition, (b)(4),(b)(5) (b)(4),(b)(5) has conducted bi-weekly briefings to ORP and BNI management on (b)(4),(b)(5) (b)(4),(b)(5).
- (b)(4),(b)(5) have become more focused. By instituting the (b)(4),(b)(5) the tool has reduced (b)(4),(b)(5) (b)(4),(b)(5) while improving the overall quality of discussions by (b)(4),(b)(5) (b)(4),(b)(5) in reviewing items critical to (b)(4),(b)(5).
- (b)(4),(b)(5) have been issued and the (b)(4),(b)(5) (b)(4),(b)(5). All of (b)(4),(b)(5) review have been assessed for (b)(4),(b)(5) have been prioritized to ensure that (b)(4),(b)(5) (b)(4),(b)(5) are quickly determined. The three highest priority (b)(4),(b)(5) (b)(4),(b)(5) studies required to (b)(4),(b)(5) decisions that could (b)(4),(b)(5) (b)(4),(b)(5) were submitted on schedule. Submittal of the studies (b)(4),(b)(5) (b)(4),(b)(5) were a critical step in maintaining the (b)(4),(b)(5) (b)(4),(b)(5). The other studies required to resolve the (b)(4),(b)(5) (b)(4),(b)(5) have all been incorporated into (b)(4),(b)(5) and are currently on schedule.

Opportunities for Improvement

- (b)(4),(b)(5) were initiated by BNI with ORP (August 8, 2014) to assist in establishing (b)(4),(b)(5) for management of (b)(4),(b)(5) (b)(4),(b)(5). However, BNI was unable to complete this exercise with ORP due to (b)(4),(b)(5) (b)(4),(b)(5). The output of these meetings was intended to allow BNI to better capture ORP's expectations of objectives and associated success measures so that they could be (b)(4),(b)(5) (b)(4),(b)(5). This initiative will be revisited during 1Q 2015.
- (b)(4),(b)(5) (b)(4),(b)(5) in the development of work associated with (b)(4),(b)(5) and the basis for (b)(4),(b)(5) including performing reviews of (b)(4),(b)(5) (b)(4),(b)(5) and other inputs to further develop (b)(4),(b)(5) program. Due to (b)(4),(b)(5) BNI was unable to (b)(4),(b)(5) when the work scope was transitioned (b)(4),(b)(5) BNI, which is following its normal procurement process (b)(4),(b)(5) (b)(4),(b)(5) is competitively bidding (b)(4),(b)(5) BNI (b)(4),(b)(5) continues to work with (b)(4),(b)(5) on other aspects of (b)(4),(b)(5) but not in the performance of (b)(4),(b)(5). Integration of (b)(4),(b)(5) to support (b)(4),(b)(5) continues to be an area of opportunity.
- Reaffirm staffing priorities (b)(4),(b)(5). Full deployment of resources (b)(4),(b)(5) (b)(4),(b)(5). Full staffing of (b)(4),(b)(5) will be re-evaluated once (b)(4),(b)(5) effort is complete. Staff recruitment is ongoing with (b)(4),(b)(5) (b)(4),(b)(5).

## Quality of Deliverables

### Accomplishments

- The tech team work plans have been issued for each of the eight technical issues in PT Facility. Each work plan describes the following:
  - The scope of (b)(4),(b)(5) including any related issues from (b)(4),(b)(5) (b)(4),(b)(5) system, (b)(4),(b)(5) reports, (b)(4),(b)(5) actions (b)(4),(b)(5) plans (b)(4),(b)(5) (b)(4),(b)(5) identified issues.
  - The approaches for (b)(4),(b)(5) including the (b)(4),(b)(5) (b)(4),(b)(5)
  - The schedule and resources required to resolve the (b)(4),(b)(5) (b)(4),(b)(5)
  - The BNI (b)(4),(b)(5) processes to be used for the work, including implementation of (b)(4),(b)(5) to define the (b)(4),(b)(5) (b)(4),(b)(5) systems.

Overall, the quality of the deliverables (b)(4),(b)(5) (b)(4),(b)(5) In addition, senior management involvement from ORP and BNI was required to reach agreement on the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) However, in November 2014, (b)(4),(b)(5) and agreed to by ORP.
- During this period the technical teams supported multiple briefings and tours for DOE-HQ visits. In all cases, the quality of the presentations and knowledge of the tour members were recognized by ORP staff. These high quality tours and presentations have helped ORP demonstrate the professionalism and dedication of the Project staff. Specifically, positive feedback was received from ORP during DOE HQ (EM2.1) presentations (22-24 October) on the (b)(4),(b)(5) team work plans. The development of (b)(4),(b)(5) provided a clear and concise message, including the definition of the issue, a description of the endpoint strategy, the depth of technical support required, deliverables and forecast dates, and interfaces with other technical teams. These (b)(4),(b)(5) (b)(4),(b)(5) team (b)(4),(b)(5) provided the foundation for the presentations to EM2.1.
- BNI's responsiveness and the quality of briefings provided to the DNFSB staff in response to information requests and formal agendas have been recognized by the DNFSB staff and ORP Senior Technical Director. Preparations for briefings took high priority, and dry-runs were scheduled with both BNI management and ORP in preparation for the briefings. The overall quality of the briefings and the numerous discussions held with the DNFSB staff demonstrated the technical expertise that exists on the Project and the path forward for (b)(4),(b)(5)
- (b)(4),(b)(5) was approved and formally issued, with ORP comments fully incorporated, on August 4, 2014. The issuance of (b)(4),(b)(5) - a critical deliverable for WTP - was required to support the (b)(4),(b)(5) (b)(4),(b)(5) and for the development of the (b)(4),(b)(5) which in turn support the development of the (b)(4),(b)(5)

- Timeliness and quality of the (b)(4),(b)(5) due to the efforts of the (b)(4),(b)(5). This resulted in meaningful (b)(4),(b)(5) (b)(4),(b)(5) which was recognized by (b)(4),(b)(5) (b)(4),(b)(5).
- (b)(4),(b)(5) was approved and transfer of lessons learned were applied to (b)(4),(b)(5). (b)(4),(b)(5) provides a preferred (b)(4),(b)(5) strategy (b)(4),(b)(5) and it was holistically agreed upon by ORP and the (b)(4),(b)(5) within BNI. As a result, the SDS allows concurrent/parallel facility design and nuclear safety basis development while maintaining (b)(4),(b)(5) was developed, approved by BNI and ORP (August 1, 2014), and issued without any conditions of approval (COA). Some of the (b)(4),(b)(5) were different than those previously articulated in the (b)(4),(b)(5) in compliance with the (b)(4),(b)(5) was developed to: (i) identify the (b)(4),(b)(5) (b)(4),(b)(5) (ii) identify the activities necessary to (b)(4),(b)(5) and (iii) develop an (b)(4),(b)(5) the identified (b)(4),(b)(5) gap analysis evaluated a total of (b)(4),(b)(5) action items, including consideration of (b)(4),(b)(5) with the number of actions addressed by an integrated schedule being consolidated to approximately (b)(4),(b)(5) actions, of which approximately (b)(4),(b)(5) actions are scheduled in the (b)(4),(b)(5) (b)(4),(b)(5) and are currently on schedule. (b)(4),(b)(5) conducted a (b)(4),(b)(5) and used the lessons learned in the development of (b)(4),(b)(5) which was submitted to ORP on September 30, 2014, and was approved by ORP on December 15, 2014.

#### Opportunities for Improvement

- Use of in-process documents. In an effort to remain open and transparent, and to expedite the development of the tech team work plans, BNI provided in-process documents to ORP for review and comment. These documents (b)(4),(b)(5) (b)(4),(b)(5) documents will be provided for formal review in accordance with (b)(4),(b)(5) will be reviewed with ORP. In addition, documents will be fully reviewed and approved by BNI prior to submittal to ORP for comment. This additional rigor will help to (b)(4),(b)(5).
- Quality criteria associated with key deliverables. In parallel with the above, and for each key endpoint deliverable, BNI will work closely with ORP to (b)(4),(b)(5) criteria in order to ensure that (b)(4),(b)(5) The results of these discussions will (b)(4),(b)(5).
- (b)(4),(b)(5) Following the realignment of (b)(4),(b)(5) will be revisited and a dedicated (b)(4),(b)(5) will be developed to more succinctly and accurately address specific areas of (b)(4),(b)(5) associated with (b)(4),(b)(5).

#### Effectiveness of Technical Solutions

##### Accomplishments

- (b)(4),(b)(5) effort began with the receipt of the (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) On July 25, 2014, (b)(4),(b)(5) (b)(4),(b)(5)

(b)(4),(b)(5) was published to document improvements that could be made to (b)(4),(b)(5). Completion of the (b)(4),(b)(5) lessons learned assisted in the development of the (b)(4),(b)(5) Plan, which was submitted to ORP on September 30, 2014, and was approved (through the E-stars system) on December 15, 2014.

- (b)(4),(b)(5) has initiated the preliminary work required for development of (b)(4),(b)(5) (b)(4),(b)(5) and has established the key team members from (b)(4),(b)(5) to support the effort. The (b)(4),(b)(5) have been framed and ORP's draft comments on the (b)(4),(b)(5) plan have been received and incorporated. The plan identifies the (b)(4),(b)(5) that will be included in (b)(4),(b)(5) and it establishes (b)(4),(b)(5) (b)(4),(b)(5) in support of the (b)(4),(b)(5).
- As noted above, a specific work plan has been completed for each of the (b)(4),(b)(5). These (b)(4),(b)(5) provide the path forward and activities necessary to (b)(4),(b)(5) identified by ORP (b)(4),(b)(5) in its letter of direction to plan for (b)(4),(b)(5). (b)(4),(b)(5) were reviewed and issued by (b)(4),(b)(5) and have been agreed to by ORP after resolution of ORP's comments. These final work plans provide (b)(4),(b)(5) to reach the ORP (b)(4),(b)(5).
- SMEs have been integrated as part of (b)(4),(b)(5). Expert review panels have been identified and brought in to (b)(4),(b)(5). (b)(4),(b)(5) are being used to (b)(4),(b)(5) development. (b)(4),(b)(5) resources are being directly integrated within the Project teams to support (b)(4),(b)(5) planning, (b)(4),(b)(5) support. (b)(4),(b)(5) (b)(4),(b)(5) resources are also being used to support (b)(4),(b)(5). (b)(4),(b)(5) resources are being used to support the analysis (b)(4),(b)(5) to support the (b)(4),(b)(5). (b)(4),(b)(5) is providing support to the (b)(4),(b)(5).
- (b)(4),(b)(5) testing has progressed quickly during this period along three significant work fronts/ testing campaigns: (i) (b)(4),(b)(5) (ii) (b)(4),(b)(5) (b)(4),(b)(5) for a new (b)(4),(b)(5) design for (b)(4),(b)(5) and (iii) (b)(4),(b)(5) testing for (b)(4),(b)(5). To maximize progress, the (b)(4),(b)(5) team is advancing the (b)(4),(b)(5) concurrently as reflected below:
  - (b)(4),(b)(5) completed (b)(4),(b)(5) as specified in (b)(4),(b)(5) and remains on target to complete (b)(4),(b)(5) early during 1Q 2015.
  - (b)(4),(b)(5) completed: the fabrication of (b)(4),(b)(5) (b)(4),(b)(5) completed work for new test (b)(4),(b)(5) modified the (b)(4),(b)(5) (b)(4),(b)(5) and started (b)(4),(b)(5) December 15, 2014.
  - (b)(4),(b)(5) completed the preliminary (b)(4),(b)(5) (b)(4),(b)(5) and issued a competitive RFP (b)(4),(b)(5) December 22, 2014.
- The analysis report, (b)(4),(b)(5) was issued on August 28, 2014, with (b)(4),(b)(5) concurrence. The report provides the basis for (b)(4),(b)(5) limits to prevent (b)(4),(b)(5). The document has been reviewed by outside experts who concurred that it (b)(4),(b)(5) (b)(4),(b)(5).

Opportunities for Improvement

- (b)(4),(b)(5) order to develop (b)(4),(b)(5) (b)(4),(b)(5) expedited plan approval.
- (b)(4),(b)(5) results required further clarification (b)(4),(b)(5) presented to ORP on September 18, 2014, required multiple meetings and clarifications prior to reaching an agreement with ORP on (b)(4),(b)(5) Primary issues focused on the (b)(4),(b)(5) and how it was (b)(4),(b)(5) (b)(4),(b)(5) opportunity exists to (b)(4),(b)(5) acceptance (b)(4),(b)(5) process.
- (b)(4),(b)(5) is still in-process. (b)(4),(b)(5) have been identified and recommended to ORP to allow (b)(4),(b)(5) However, the (b)(4),(b)(5) (b)(4),(b)(5) are pending based on further (b)(4),(b)(5) required to ensure that (b)(4),(b)(5) (b)(4),(b)(5)

Action Responsiveness

Accomplishments

- Support was provided to ORP for technical issues. ORP notified BNI of potential changes to the site natural phenomena hazard (NPH) criteria, and requested that the BNI (b)(4),(b)(5) (b)(4),(b)(5) team provide support. (b)(4),(b)(5) team has worked closely with the ORP NPH criteria team to mitigate impacts to WTP structures, particularly impacts caused by changes in criteria for ashfall loading. Most significantly, (b)(4),(b)(5) team prepared and issued (b)(4),(b)(5) (b)(4),(b)(5) Rev. A (November 17, 2014), which demonstrates that (b)(4),(b)(5) drifting is bounded by the current design of the facilities. Since published information is not readily available that describes the behavior and mechanics of (b)(4),(b)(5) it was determined that the methodology used within the calculation would be reviewed by (b)(4),(b)(5) (b)(4),(b)(5)
- BNI's responsiveness to the DNFSB information requests and letters has been applauded by the DNFSB staff points of contact. Preparation for briefings took priority, and dry-runs were scheduled with both BNI senior management and ORP in preparation for the briefings. Legacy DNFSB open items have been consolidated, and approximately 30% have been closed. Meetings were held with the DNFSB staff to discuss the closure of the legacy items, and the effort to consolidate existing DNFSB requests. Where relevant, the existing open items have been consolidated and are in line with the twelve technical issues identified by the DNFSB in its quarterly letter to Congress dated September 19, 2014.
- Requests for tours were fully supported. The FSVT team provided numerous tours of the PJM controls and vessel testing facilities. Since July 2014, the Test Completion Team (TCT), in conjunction with the Design Authority, has provided 16 tours of the testing platforms, involving more than 130 visitors. Those visitors included ORP officials, including: Assistant Secretary for Environmental Management; the Associate Assistant Secretary of Energy for EM; and the DNFSB

representatives. TCT also provided tours to regulators from the state of Washington (Ecology), and to regional congressional representatives. The tours and associated information sharing have provided transparent lines of communication and improved rapport with stakeholders.

- (b)(4),(b)(5) critical to key technical decisions was prioritized. With the approval of the (b)(4),(b)(5) and associated work scope, BNI has developed a (b)(4),(b)(5) to support overall prioritization of work scope based on (b)(4),(b)(5). This tool was developed based on (b)(4),(b)(5) and then further expanded to include (b)(4),(b)(5). (b)(4),(b)(5). This tool will directly support additional planning for FY15 (through to FY17) and will be used to identify and prioritize work scope critical to the key technical decisions. This high priority request, which was closely collaborated with ORP, required a (b)(4),(b)(5).
- (b)(4),(b)(5) discussed openly with ORP. The team assigned to the resolution of (b)(4),(b)(5) has actively engaged with ORP management on a regular basis and has provided (b)(4),(b)(5). (b)(4),(b)(5) has provided (b)(4),(b)(5). (b)(4),(b)(5).

was submitted to ORP on August 22, 2014.

- BNI developed draft recommended (b)(4),(b)(5) in support of (b)(4),(b)(5). (b)(4),(b)(5) were related to (b)(4),(b)(5) (b)(4),(b)(5) August 19, 2014) and to (b)(4),(b)(5) July 17, 2014). This example demonstrates BNI's action responsiveness to support (b)(4),(b)(5). There was good communication between (b)(4),(b)(5). (b)(4),(b)(5) leads worked closely to resolve questions and comments on the plans, and they continue to seek feedback on performance in the bi-weekly metrics and in the monthly reviews and Project meetings. More recently (November and December 2014), BNI has supported weekly technical review meetings and discussions with (b)(4),(b)(5) to (b)(4),(b)(5) and to (b)(4),(b)(5).

#### Opportunities for Improvement

- (b)(4),(b)(5) Erosion / corrosion actions: (b)(4),(b)(5) actions associated with (b)(4),(b)(5) (March 2014) (b)(4),(b)(5) completed, and the remaining actions have been fully integrated into the (b)(4),(b)(5). (b)(4),(b)(5).
- Alignment of schedule. BNI is re-evaluating the (b)(4),(b)(5) to align with (b)(4),(b)(5) (b)(4),(b)(5) January 2015). BNI anticipated and notified ORP that (b)(4),(b)(5) would be required after the (b)(4),(b)(5) because the (b)(4),(b)(5). (b)(4),(b)(5) the majority of the (b)(4),(b)(5). (b)(4),(b)(5) where adverse impacts have been identified, BNI has demonstrably shown a pro-active management approach to mitigation, with efforts ongoing.
- Action planning. Due to the extent of actions and commitments arising from numerous meetings, presentations, and correspondence that originate from multiple sources, and that have been documented in multiple formats, BNI realizes that opportunity exists to improve the overall

effectiveness of these systems and the approach being used to manage them. A review of these systems is planned in 2015 and recommendations made to (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) This effort will be limited (b)(4),(b)(5) (b)(4),(b)(5)

**Cost, Schedule and Scope**

Accomplishments

- (b)(4),(b)(5) activities were converted to (b)(4),(b)(5) have now moved to (b)(4),(b)(5) to better (b)(4),(b)(5) for BNI and its subcontractors. To further improve the tracking of (b)(4),(b)(5) (b)(4),(b)(5) have been developed that (b)(4),(b)(5) (b)(4),(b)(5) (b)(4),(b)(5) have been provided to ORP and are used in monthly team reviews. In addition, BNI monitors (b)(4),(b)(5) meetings to which ORP is also invited.
- (b)(4),(b)(5) (July-November 2014): (b)(4),(b)(5) BNI has maintained (b)(4),(b)(5) (b)(4),(b)(5) over this reporting period, which is expected to continue during the next reporting period. The revised scope, reflecting the new prioritization of work activities, will require (b)(4),(b)(5) (b)(4),(b)(5) to be updated during 1Q 2015. Formal direction on the revised work scope is expected to be agreed to and finalized by ORP in January 2015.
- (b)(4),(b)(5) was developed and issued to ORP for approval on September 11, 2014. The integrated (b)(4),(b)(5) was submitted to ORP as part (b)(4),(b)(5) The schedule (b)(4),(b)(5) necessary to develop and approve (b)(4),(b)(5) and to support (b)(4),(b)(5) (b)(4),(b)(5) issues. Additionally, the (b)(4),(b)(5) (b)(4),(b)(5) Planning packages are scheduled for FY16 that consider (b)(4),(b)(5) (b)(4),(b)(5) in preparation of the (b)(4),(b)(5) aligning the (b)(4),(b)(5) (b)(4),(b)(5) However, following the finalization and approval of (b)(4),(b)(5) November 2014, BNI will be (b)(4),(b)(5) in January 2015 to reflect (b)(4),(b)(5) (b)(4),(b)(5) Furthermore, a subsequent update is also expected during the latter part of 1Q 2015 to reflect the more recent discussions held with ORP, which are associated with the prioritization of PT (b)(4),(b)(5) In response to this, the (b)(4),(b)(5) (b)(4),(b)(5) discretionary effort to manage this change in an ongoing attempt so as to (b)(4),(b)(5) (b)(4),(b)(5)

Opportunity for Improvement

- (b)(4),(b)(5) (b)(4),(b)(5) schedule (b)(4),(b)(5) BNI quickly developed a (b)(4),(b)(5) could accelerate the work; this effort is still ongoing. This (b)(4),(b)(5) was presented to ORP in December 2014. In addition, in December 2014, BNI presented the overall (b)(4),(b)(5) revised (b)(4),(b)(5) to ORP to better reflect (b)(4),(b)(5)

(b)(4),(b)(5) ORP provided positive feedback at the meeting on the revised schedule construct; however, the plan will need to be finalized and issued in January 2015 (which remains on target).

## Addendum 1

### BNI Self-assessment (Rating)

In accordance with Award Fee Incentive Ratings and Definitions provided in the PEMP, BNI has evaluated its performance, and provides the following self-assessment using adjectival ratings.

Award Fee Performance Objective		Adjectival Rating
1	Self-analysis/Assessments/Discovery/Action	(b)(4),(b)(5)
2	Environmental, Safety, and Health	
3	Quality Assurance Program	
4	Project Leadership/Management	
5	Technical Issue Resolution	