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RE: WTP Quality Situation,

To understand what is occurring at the WTP, in terms of quality issues, one must first understand the facts and forces behind the scenes.

Fact #1 is that craftsmanship at the WTP surpasses any I have seen on at major construction work. Most of the workers at the WTP are senior; it is easy to make the argument that the WTP is being built by senior citizens. The demographics of the work force show that we have many over 50 years of age workers supported by very young apprentices (under 30 years of age).

Also, many of the senior craftsmen consider it a duty to work on a project that is so important to the nation. Many have returned from retirement to work on the project. The net result is a high level of craftsmanship.

Fact #2; the quality issues that arise at the WTP arise from engineering/procurement errors. These errors have four root causes: (1) Diversion of engineering/procurement funds; (2) The engineers in California do not have professional pride or personal concern about the WTP; (3) inadequate staffing of on-site QA/QC personnel; and (4) Lack of authority for on-site QA/QC personnel. These causes are elaborated on below, in order.

- (1) Most of the engineering/procurement for the WTP is done out of Bechtel's California offices. These same Bechtel offices, and the same personnel, do the engineering/procurement for many other Bechtel projects worldwide. As a result Bechtel will have their offices/personnel work on troubled projects and move the costs to the WTP budget. The lack of tight oversight by DOE ORP makes this fraudulent use of funds easy and safe for Bechtel. This is no small impact on the WTP. Last year there was an average of 3,000 Bechtel engineers charging to the WTP; during the same year there were an average of 900 construction workers building the WTP. Yet, construction activities were continuously delayed because engineering/procurement was not complete for the next step in the construction. How can engineering/procurement be so far behind? It is because the engineers are not working on the WTP; they only charge to it.
- (2) Although we in Richland look at the WTP as the construction project that will secure the future for our progeny; the Bechtel engineers in California look upon it as the "dog" project. The Bechtel managers look upon the WTP as their "cash cow" project. No one in Bechtel looks upon the WTP as a project for which they take personal pride. After all, the waste at Hanford will never affect them or their families; thus they view it as someone else's problem. DOE ORP has yet to take a STRONG stand with Bechtel about staffing and project priority. Therefore, the Bechtel personnel with lowest achievement ratings (and thus the least political pull) are assigned to the WTP. The WTP is the Bechtel equivalent of the Germany 'Western Front'. The WTP should have the best personnel Bechtel has to offer; not the worst.

- (3) The QA/QC personnel in the field at the WTP are so few that they cannot visit the ongoing work, receive/inspect incoming materials, and maintain their reports and paperwork. I judge that the QA/QC staff, on-site at the WTP, needs to be increased by a factor of four (4x) immediately just to stay even.
- (4) The Bechtel 'culture' is that the superintendents rule their project as unquestioned monarchs. This means that a superintendent can overrule any QA/QC issue, or inspector, without question and with only one word. Any QA/QC personnel that challenges a superintendent will quickly find his/her career at Bechtel irreversibly damaged. Thus, on-site QA/QC personnel do not go near anything that might in some way upset a Bechtel Superintendent (the same issues plague the WTP Bechtel Safety Department).

The solutions to the problems are really straight forward, but will take commitment by DOE ORP to implement.

First, all WTP engineering/procurement should be moved to Richland immediately. Bechtel will not want to do this but it is the only way to control the time charging. If a DOE inspector finds any other project material within the Bechtel Richland offices/computers they can immediately start fraud charges. Also, moving all engineering/procurement to Richland will make the Bechtel personnel more acutely aware of the importance of the WTP to the nation's future.

Second, DOE ORP should make Bechtel show that their 'best and brightest' are assigned to the WTP project. DOE ORP must take on a very demanding and questioning attitude to force Bechtel to deliver the best personnel to the project.

Third, DOE ORP should demand that the WTP QA/QC department be reorganized to give the organization at least as much power as the Superintendents. This would include the power to stop/suspend work without reprisal, the power to demand full documentation of engineering plans and materials specifications prior to procurement or installation, and the power to remove problem management (superintendents). Also, the reorganization should include adequate on-site staffing to support the 'real' work load of assuring full QA/QC success at the WTP.

Bottom line: DOE ORP personnel are poorly suited (via education, experience, and accomplishment) to direct the WTP construction effort. Bechtel has vast experience at 'pulling the wool over the eyes' of their clients. It takes experienced, questioning, and dedicated oversight to catch the tricks Bechtel pulls. From the top down the DOE ORP personnel are much more interested in the own personal careers than the fate of the WTP, and are willing to sacrifice the WTP for personal political gain. The negative impact of this incompetence is evident in the current state of construction/budget.

On the ground at the WTP