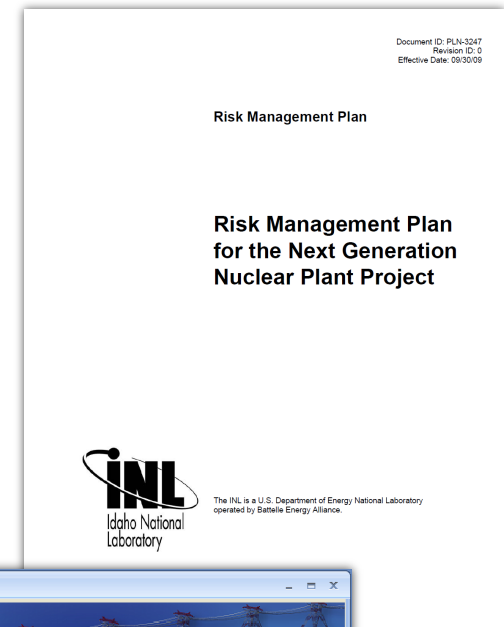


## ***NGNP – A Brief History***

- The earliest developments of NGNP are based on research, design, and deployments of High Temperature Gas Reactors
- Early 2000' s formulation of NGNP started
  - Various studies and GEN IV start defining NGNP
  - DOE, reactor suppliers, and industrial end users started collaborative activities
- *Energy Policy Act of 2005* formally outlined the NGNP as a federal project with specific project requirements
  - Generate **electricity**, or produce **hydrogen**, or **both**
  - Efficient and safe source for the product streams; process heat
  - Formalized as a DOE project in FY2006
- INL leads and directs the NGNP Project and Systems Engineering is an integral part of the project

# NGNP Risks Reduction

- Risk Management Plan
  - Method to manage NGNP risks
  - Integrated risk reduction via the use of:
    - Technology Readiness Assessment (TRA)
    - Technology Readiness Levels (TRLs)
    - Technology Development Roadmaps (TDRMs)
- Risk Management System
  - Risk Register
  - Risk reduction tasks
  - Risk waterfalls
  - Risk mitigation strategies
- Risk Decision Analysis
  - Multi-Attribute Utility Theory
  - Analytic Hierarchy Process

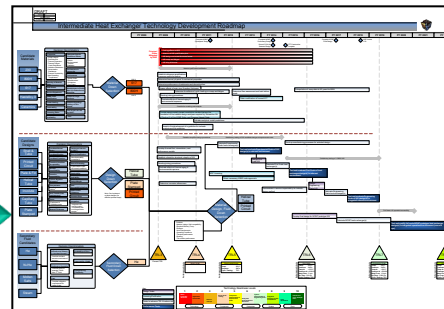


# Risk Reduction – An Iterative Process

Assess  
Technology  
Maturity

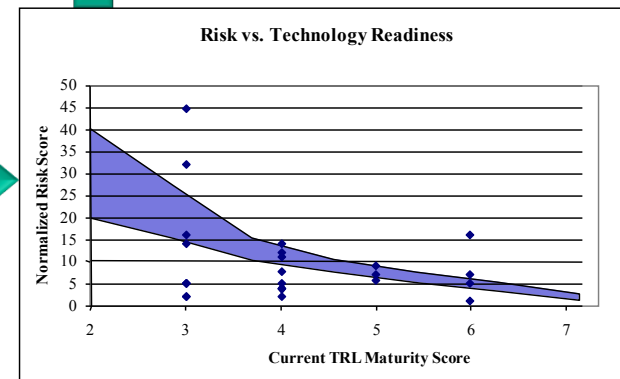
| NGNP                              |                                       | Min |
|-----------------------------------|---------------------------------------|-----|
| Area                              | System                                | TRL |
| NGNP                              |                                       |     |
| Nuclear Heat Supply System (NHSS) | Reactor Pressure Vessel               | 4   |
|                                   | Reactor Vessel Internals              | 4   |
|                                   | Reactor Core and Core Structure       | 4   |
|                                   | Fuel Elements                         | 4   |
|                                   | Reserve Shutdown System               | 5   |
|                                   | Reactivity Control System             | 4   |
|                                   | Core Conditioning System              | 4   |
|                                   | Reactor Cavity Cooling System         | 4   |
|                                   | Heat Transfer System (HTS)            | 3   |
|                                   | Circulators                           | 5   |
| Heat Transfer System (HTS)        | Intermediate Heat Exchanger           | 3   |
|                                   | Cross Vessel Piping                   | 4   |
|                                   | High Temperature Valves - Flapper     | 6   |
|                                   | High Temperature Valves - Iso, Relief | 4   |
|                                   | Power Conversion System (PCS)         | 4   |
| Power Conversion System (PCS)     | Steam Generator                       | 4   |
|                                   | Balance of Plant (BOP)                | 3   |
| Balance of Plant (BOP)            | Fuel Handling System - Prismatic      | 4   |
|                                   | Fuel Handling System - Pebble Bed     | 5   |
|                                   | Instrumentation & Control             | 3   |

Build the Roadmap &  
Define Path Forward



Evaluate the Roadmap  
& Refine Path Forward

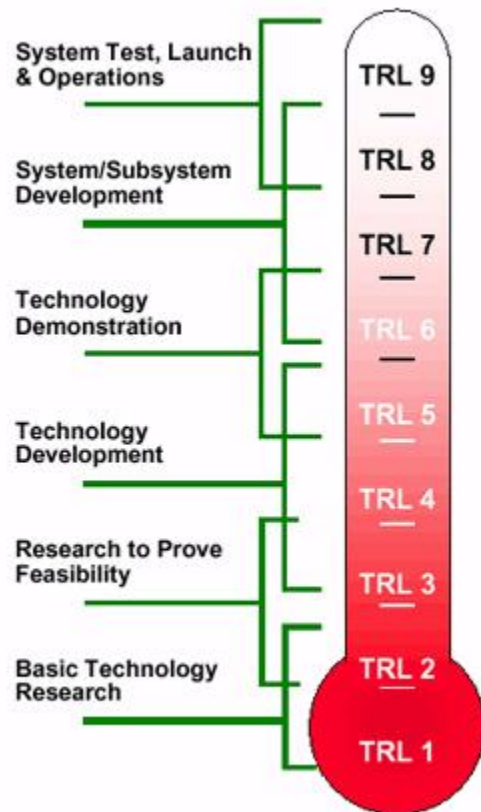
Advance TRLs  
& Reduce Risk



# ***Technology Readiness Assessment***

- NGNP TRA based upon a modified version of the DOD and NASA TRA/TRL processes
- Crucial to risk reduction activities to the project
  - Identifies technology development needs, technology development path forward, and risk reduction identification
- NGNP TRA initiated prior to development, acceptance, and implementation of DOE Guide 413.3-4 by the DOE
- DOE Guide 413.3-4
  - Outlines the technology assessment to be used in DOE projects
  - Input from the NGNP experiences with TRAs and TRLs
- Technology Development Roadmaps

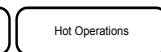
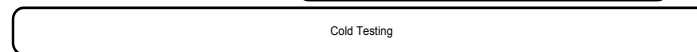
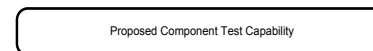
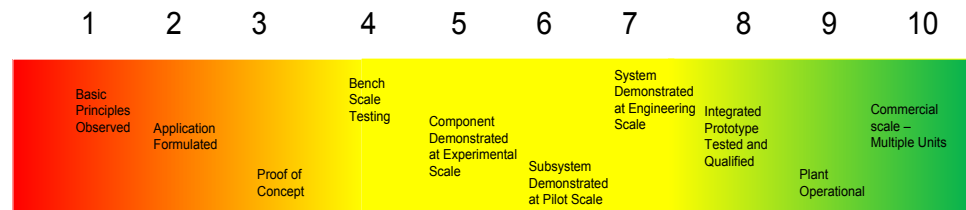
# Technology Readiness Levels



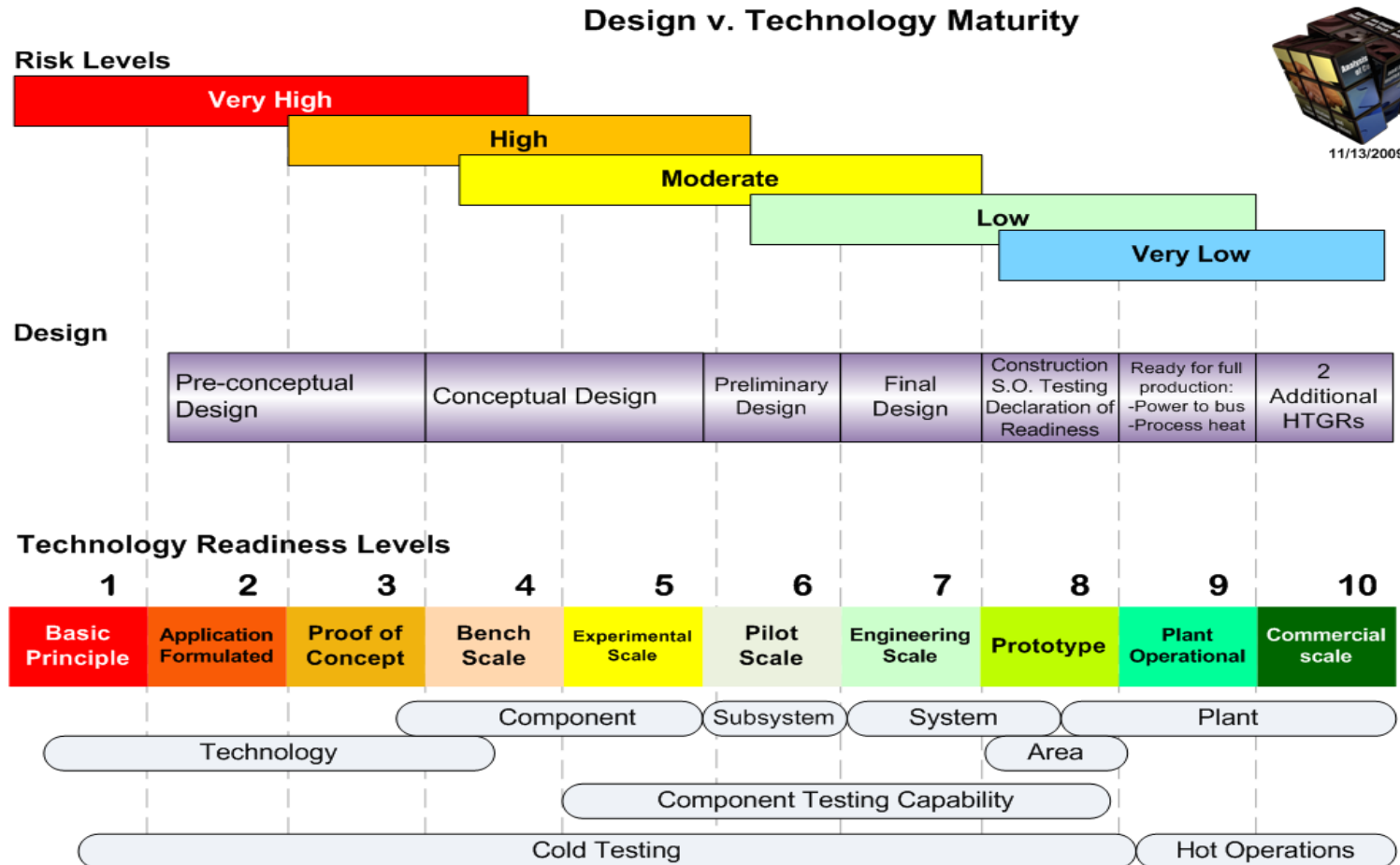
DOD and NASA use a 9-point scale

NGNP has adopted a **10-point scale**

Technology Readiness Levels



# Technology Readiness Levels

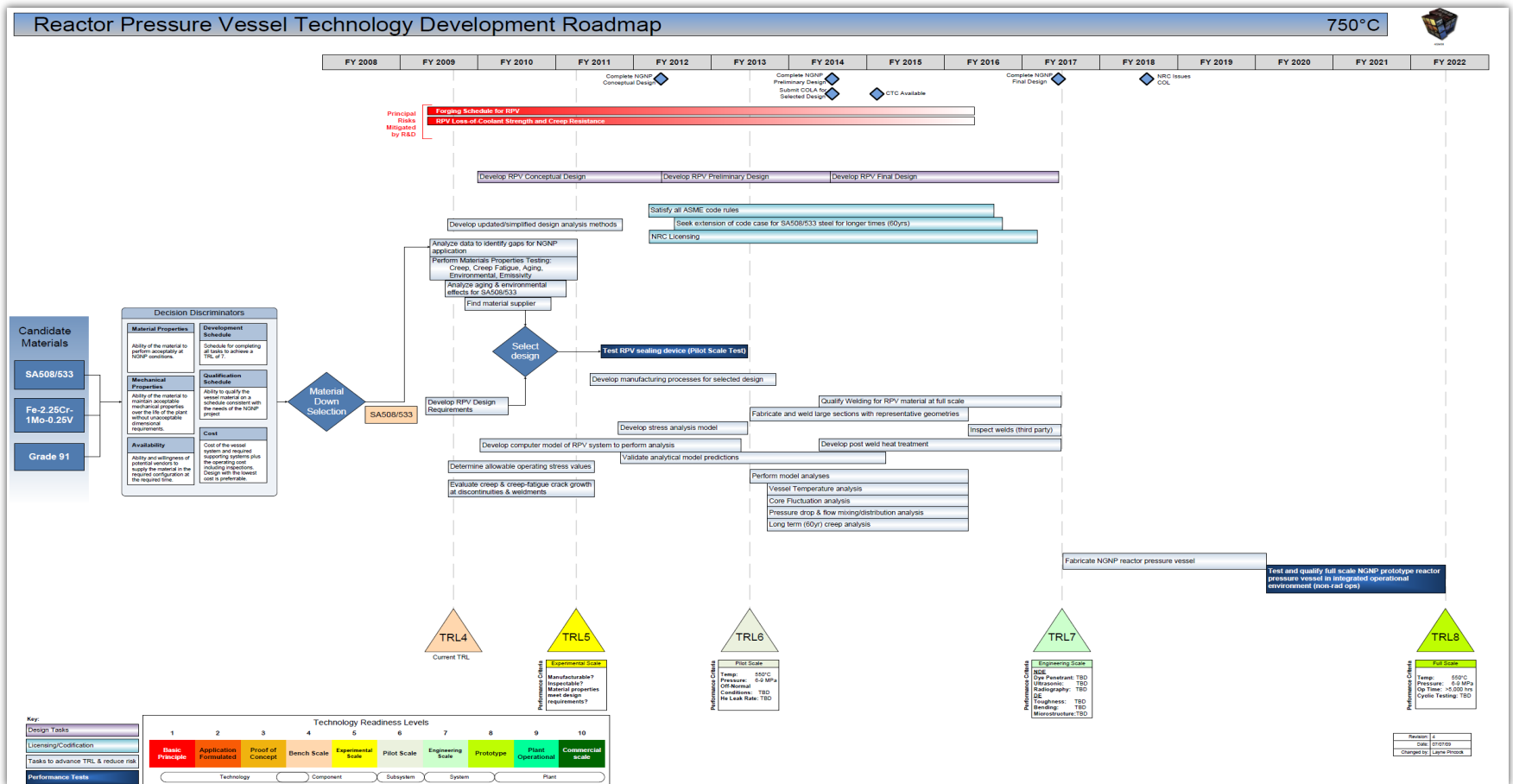


# Technology Readiness Levels

- Critical PASSCs
  - Plant
  - Areas
  - Systems
  - Subsystems
  - Components
- Current Technology Readiness Levels for NGNP (at 750°C ROT)

| NGNP |  | Min      |
|------|--|----------|
| Area | System                                   | TRL      |
| NGNP | <b>NGNP</b>                              | <b>3</b> |
|      | <b>Nuclear Heat Supply System (NHSS)</b> | <b>4</b> |
|      | Reactor Pressure Vessel                  | 4        |
|      | Reactor Vessel Internals                 | 4        |
|      | Reactor Core and Core Structure          | 4        |
|      | Fuel Elements                            | 4        |
|      | Reserve Shutdown System                  | 5        |
|      | Reactivity Control System                | 4        |
|      | Core Conditioning System                 | 4        |
|      | Reactor Cavity Cooling System            | 4        |
|      | <b>Heat Transfer System (HTS)</b>        | <b>3</b> |
|      | Circulators                              | 5        |
|      | Intermediate Heat Exchanger              | 3        |
|      | Cross Vessel Piping                      | 4        |
|      | High Temperature Valves - Flapper        | 6        |
|      | High Temperature Valves - Iso, Relief    | 4        |
|      | <b>Power Conversion System (PCS)</b>     | <b>4</b> |
|      | Steam Generator                          | 4        |
|      | <b>Balance of Plant (BOP)</b>            | <b>3</b> |
|      | Fuel Handling System - Prismatic         | 4        |
|      | Fuel Handling System - Pebble Bed        | 5        |
|      | Instrumentation & Control                | 3        |

# Technology Development Roadmaps





# Probability Definition

| Probabilities              | Range             | Technology Criteria   | Scale Criteria   | Use for calculation |
|----------------------------|-------------------|---|--|---------------------|
| <b>Beyond Design Basis</b> | $< 10^{-4}$       |   | Not evaluated since it is beyond the basis of the design   | <b>N/A</b>          |
| <b>Very Unlikely</b>       | $10^{-4}$ to 0.1% | Technology are well understood and are routinely used in similar, integrated applications and conditions.   | The scale of the system/component needed is similar to existing successful applications.   | <b>0.1</b>          |
| <b>Unlikely</b>            | 0.1% to 1%        | Technology is understood and has been used in applications and conditions close to, but not identical to required conditions. A small amount of development needed before deployment. | Majority of the components are similar in scale to existing applications.  | <b>0.3</b>          |
| <b>Somewhat Likely</b>     | 1% to 10%         | Technology needs a moderate amount of research, development, and design before deployment at required operating conditions.   | About half of components are similar in scale to existing applications.  | <b>0.5</b>          |
| <b>Likely</b>              | 10% to 50%        | Technology needs a major amount of research, development, and design before deployment at required operating conditions.  | Some of the components are scaled similar to existing applications, with the remainder needing significant design changes to achieve deployment. | <b>0.7</b>          |
| <b>Very Likely</b>         | > 50%             | Low maturity; complex, unclear development path; multiple unproven technologies must work together.   | All components needed have never been attempted at the necessary scale.  | <b>0.9</b>          |

# Consequence Definition

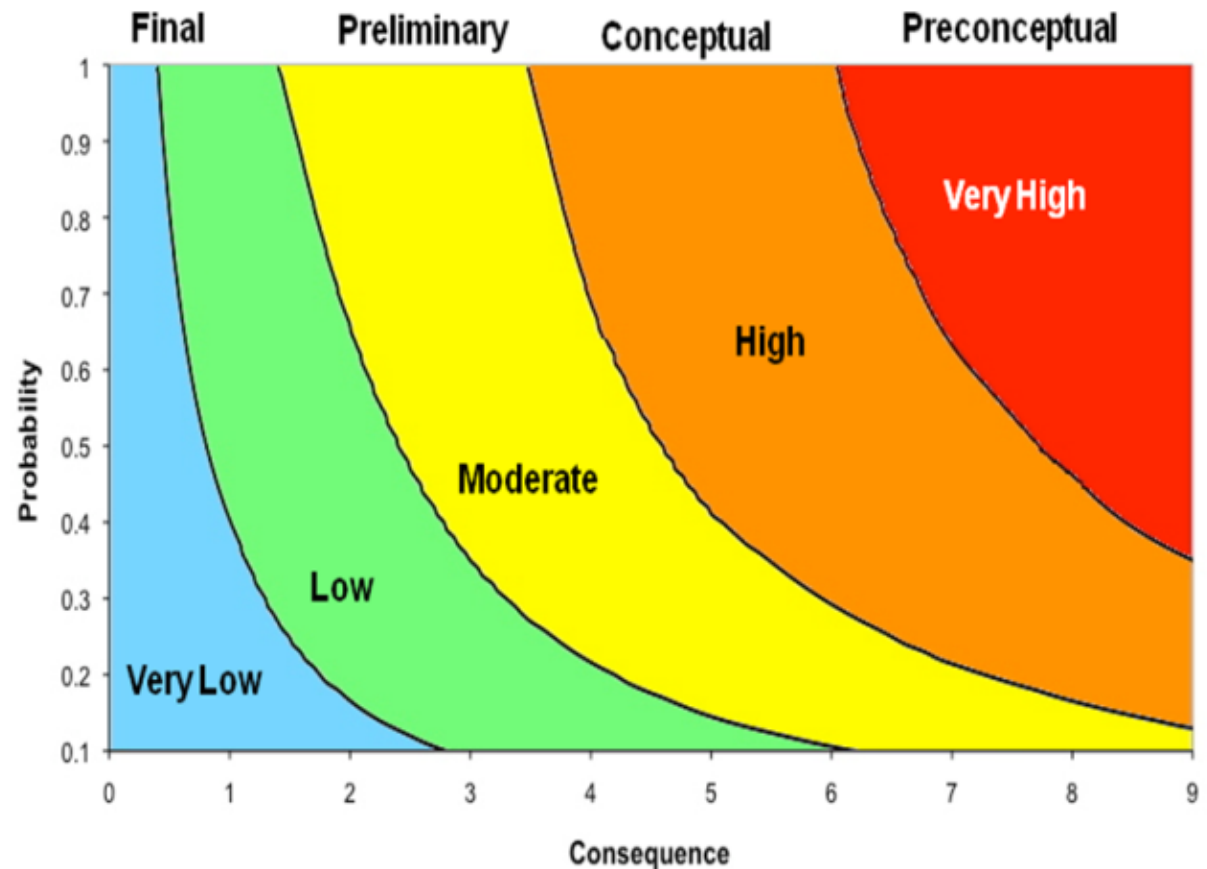
| Consequence        | Technical   | Schedule   | Use for calculation (risk units) |
|--------------------|---|--|----------------------------------|
| <b>Negligible</b>  | Minimal or no impact  | Schedule delays that do not affect milestones or the critical path   | <b>1</b>                         |
| <b>Marginal</b>    | Small change needed to design or path forward. Minor damage to equipment or facilities. Minor, temporary loss of capabilities.                        | Schedule delays that may affect external milestones or are threatening a slip along the critical path  | <b>3</b>                         |
| <b>Significant</b> | Moderate change needed to design or path forward. Moderate, but repairable damage to equipment or facilities. Moderate, temporary loss of capability. | Schedule delays that will slip the critical path end date by up to 6 months  | <b>5</b>                         |
| <b>Critical</b>    | Major change needed to design or path forward, workaround available. Significant, repairable damage to equipment or facilities.                       | Schedule delays that will slip the critical path end date by more than 6 months but less than 1 year   | <b>7</b>                         |
| <b>Crisis</b>      | Major change needed to design or path forward, no workaround available now. Loss of equipment or facilities.  | Schedule delays that will slip the critical path end date 1 year (schedule slips in excess of 1 year are anticipated to cause a loss of the program) | <b>9</b>                         |

# How Much Risk is Acceptable?

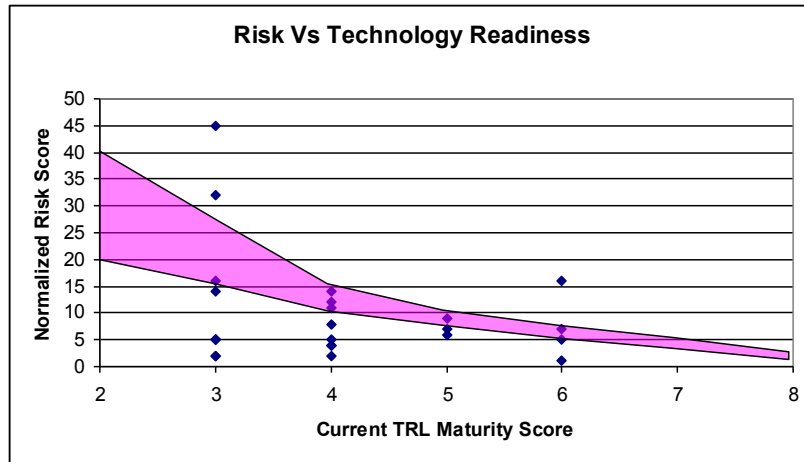
|             |                    |                 |                 |                 |                  |                  |
|-------------|--------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Probability | Very Likely        | Low<br>0.9      | Moderate<br>2.7 | High<br>4.5     | Very High<br>6.3 | Very High<br>8.1 |
|             | Likely             | Low<br>0.7      | Moderate<br>2.4 | High<br>4.4     | Very High<br>6.1 | Very High<br>7.9 |
|             | Somewhat<br>Likely | Low<br>0.5      | Moderate<br>1.9 | High<br>3.8     | High<br>5.3      | Very High<br>6.8 |
|             | UnLikely           | Very Low<br>0.3 | Low<br>1.2      | Moderate<br>2.6 | High<br>4.2      | High<br>5.4      |
|             | Very Unlikely      | Very Low<br>0.1 | Low<br>0.5      | Low<br>1.0      | Moderate<br>1.8  | Moderate<br>2.7  |
|             |                    | Negligible      | Marginal        | Significant     | Critical         | Crisis           |
| Consequence |                    |                 |                 |                 |                  |                  |

## Plan for Risk Reduction

- Acceptable project risk for each design phase



# Risk Reduction



- **Risk levels are reduced** as activities are performed to mature technologies
- Activities are measured against established **performance criteria** and how well they **reduce overall risk**

|        |            |       |           |
|--------|------------|-------|-----------|
|        | Risk Score | < 0.4 | Very Low  |
| 0.4 <= | Risk Score | < 1.4 | Low       |
| 1.4 <= | Risk Score | < 3.3 | Moderate  |
| 3.3 <= | Risk Score | < 5.9 | High      |
|        | Risk Score | > 5.9 | Very High |

|                 |                 |                 |                 |                  |                  |
|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| Very Likely     | Low<br>0.9      | Moderate<br>2.7 | High<br>4.5     | Very High<br>6.3 | Very High<br>8.1 |
| Likely          | Low<br>0.7      | Moderate<br>2.4 | High<br>4.4     | Very High<br>6.1 | Very High<br>7.9 |
| Somewhat Likely | Low<br>0.5      | Moderate<br>1.9 | High<br>3.8     | High<br>5.3      | Very High<br>6.8 |
| UnLikely        | Very Low<br>0.3 | Low<br>1.2      | Moderate<br>2.6 | High<br>4.2      | High<br>5.4      |
| Very Unlikely   | Very Low<br>0.1 | Low<br>0.5      | Low<br>1.0      | Moderate<br>1.8  | Moderate<br>2.7  |
|                 | Negligible      | Marginal        | Significant     | Critical         | Crisis           |

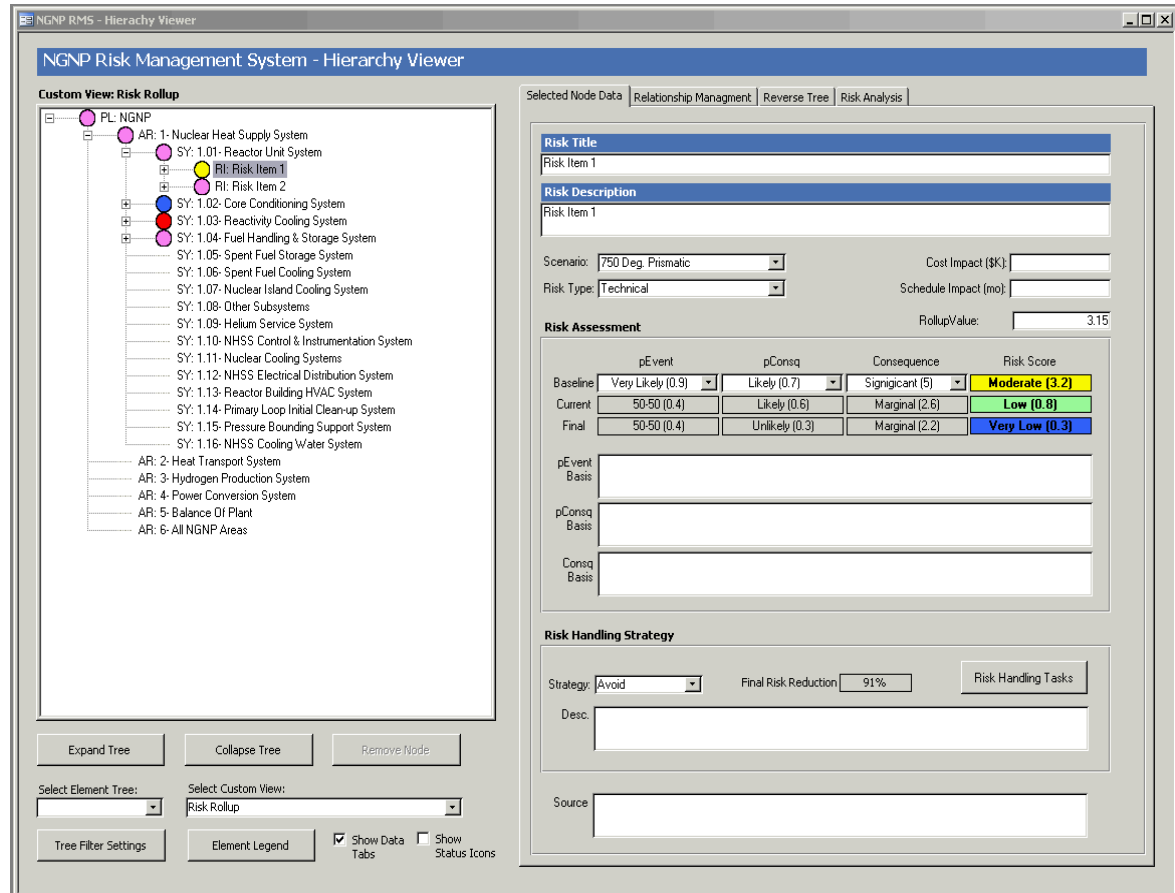
Diagram showing a path of risk reduction: 4 (Very Unlikely, Significant) → 3 (UnLikely, Critical) → 2 (Somewhat Likely, Critical) → 1 (Likely, Critical) → S (Very Likely, Crisis).

# ***Risk Management System***

- Risk Register
  - Risk identification
  - Risk classification – technical versus programmatic
- Risk Assessment Capability
  - Risk reduction tasks development
  - Risk reduction tasks assignments
  - Risk strawman scoring
  - Risk validation
  - Risk final scoring with input from Project Risk Analysis Tool
  - RMS is the Risk Model
  - Incorporate and collaborate with TRA and TDRM activities
  - Provide baseline for Risk Decision Making Analyses — QuickCompare™

# Risk Model

- Establishes risk baseline
- Documents risk reduction plan
- Tracks current risk reduction status
- Tracks risk by reference configuration
- Tracks risk by PASSC and area
- Informs decision making

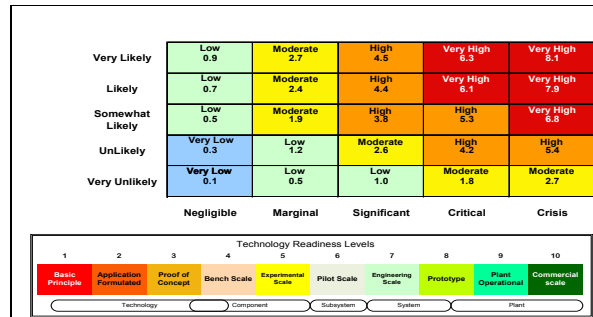


The screenshot shows the 'NGNP Risk Management System - Hierarchy Viewer' window. The left pane displays a hierarchical tree structure under 'PL: NGNP', including various systems like '1.01- Reactor Unit System' and '1.02- Core Conditioning System'. The right pane shows 'Selected Node Data' for 'Risk Item 1', including a 'Risk Assessment' table and a 'Risk Handling Strategy' section.

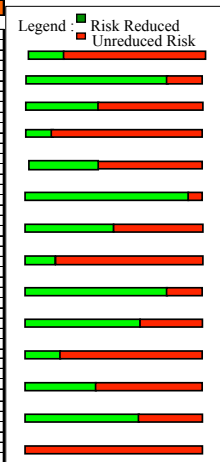
|          | pEvent            | pConsq         | Consequence     | Risk Score     |
|----------|-------------------|----------------|-----------------|----------------|
| Baseline | Very Likely (0.9) | Likely (0.7)   | Significant (5) | Moderate (3.2) |
| Current  | 50-50 (0.4)       | Likely (0.6)   | Marginal (2.6)  | Low (0.8)      |
| Final    | 50-50 (0.4)       | Unlikely (0.3) | Marginal (2.2)  | Very Low (0.3) |

The 'Risk Handling Strategy' section shows a strategy of 'Avoid' with a 'Final Risk Reduction' of 91%.

# PRAT – Project Risk Analysis Tool



| ID  | RPV TECHNICAL RISKS  | BASELINE |      |      | Risk Score After Task Completion | Residual Risk (APe) at 2016 | TRL 4 - 5 |     |     |      |     |     |      |     |     |      |     |     |
|-----|--|----------|------|------|----------------------------------|-----------------------------|-----------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|
|     |  | C        | Pc   | Pe   |                                  |                             | AC        | APc | APe | AC   | APc | APe | AC   | APc | APe | AC   | APc | APe |
| 35  | RPV Emissivity vs. Power Level - INL/EXT- 05 - 00952(PLN-2489) Revision 3                          | 9.00     | 1.00 | 0.70 | 6.30                             | 5.04                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 78  | Weldments and postweld heat treatment of Modified 9Cr-1Mo- INL PLN-2674                            | 9.00     | 1.00 | 0.70 | 6.30                             | 1.26                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 48  | RPV Loss-of-Coolant Strength and Creep Resistance INL/EXT-07-12967 Revision 1                      | 9.00     | 1.00 | 0.50 | 4.50                             | 2.66                        | 4.50      | APc | APe | 4.50 | APc | APe | 4.50 | APc | APe | 4.50 | APc | APe |
| 79  | Effects of Sulfur on RPV Wall - INL PLN-2674   | 5.00     | 1.00 | 0.50 | 2.50                             | 2.13                        | 2.50      | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe |
| 102 | Micro Structural Stability-INEEL/EXT-04-01816  | 9.00     | 1.00 | 0.70 | 6.30                             | 3.78                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 105 | RPV: Vessel Size/Fabrication- INEEL/EXT-04-01816   | 9.00     | 1.00 | 0.70 | 6.30                             | 0.50                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 9   | Inspection of Thick Sections and Weldments - INL/EXT - 08-15148                                    | 9.00     | 1.00 | 0.70 | 6.30                             | 3.15                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 76  | Thermal Aging Effects - PLN-2803 NGNP RPV Materials R&D Plan                                       | 7.00     | 1.00 | 0.50 | 3.50                             | 2.91                        | 3.50      | APc | APe | 3.50 | APc | APe | 3.50 | APc | APe | 3.50 | APc | APe |
| 132 | Irradiation Effects On Fracture Performance -PLN-2803 NGNP RPV Materials R&D Plan                  | 7.00     | 1.00 | 0.70 | 4.90                             | 0.98                        | 4.90      | APc | APe | 4.90 | APc | APe | 4.90 | APc | APe | 4.90 | APc | APe |
| 133 | Temperature Effects On Mechanical Properties of Grade 91 - PLN-2803 NGNP RPV Materials R&D Plan    | 5.00     | 1.00 | 0.50 | 2.50                             | 0.88                        | 2.50      | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe |
| 225 | Verification & Validation of Analytical Methods to Support Design Development - INL/EXT- 07- 12967 | 5.00     | 1.00 | 0.50 | 2.50                             | 2.00                        | 2.50      | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe | 2.50 | APc | APe |
| 226 | Uncertainty in Extrapolated Data to Higher Temperatures - INEEL/EXT-04-01816                       | 7.00     | 1.00 | 0.70 | 4.90                             | 2.04                        | 4.90      | APc | APe | 4.90 | APc | APe | 4.90 | APc | APe | 4.90 | APc | APe |
| 227 | Temperature of Pressure Boundary- INEEL/EXT-04-01816   | 9.00     | 1.00 | 0.70 | 6.30                             | 2.27                        | 6.30      | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe | 6.30 | APc | APe |
| 228 | NRC Issues Identified In PIRT and Not Addressed by Vendors - Phil Mills, et al                     | 9.00     | 1.00 | 0.30 | 2.70                             | 2.70                        | 2.70      | APc | APe | 2.70 | APc | APe | 2.70 | APc | APe | 2.70 | APc | APe |

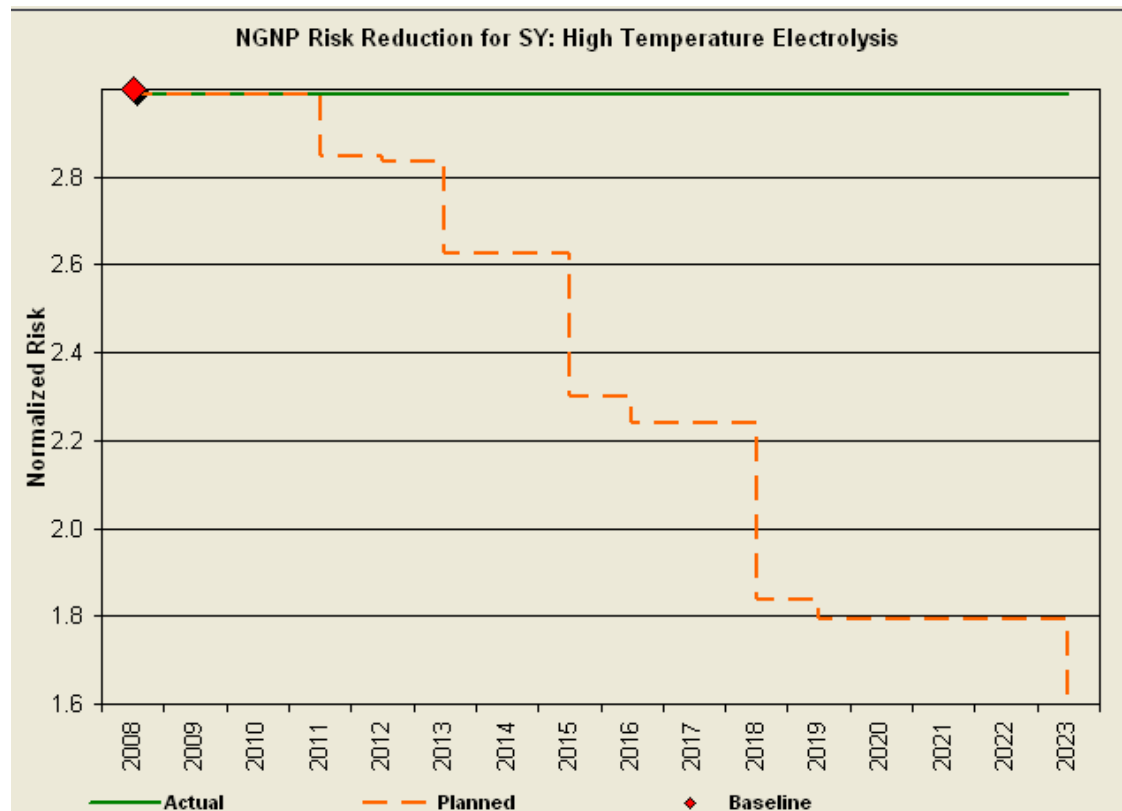




## R & D, Engineering, & Licensing Tasks Reduce the Probability or Consequence of Risks

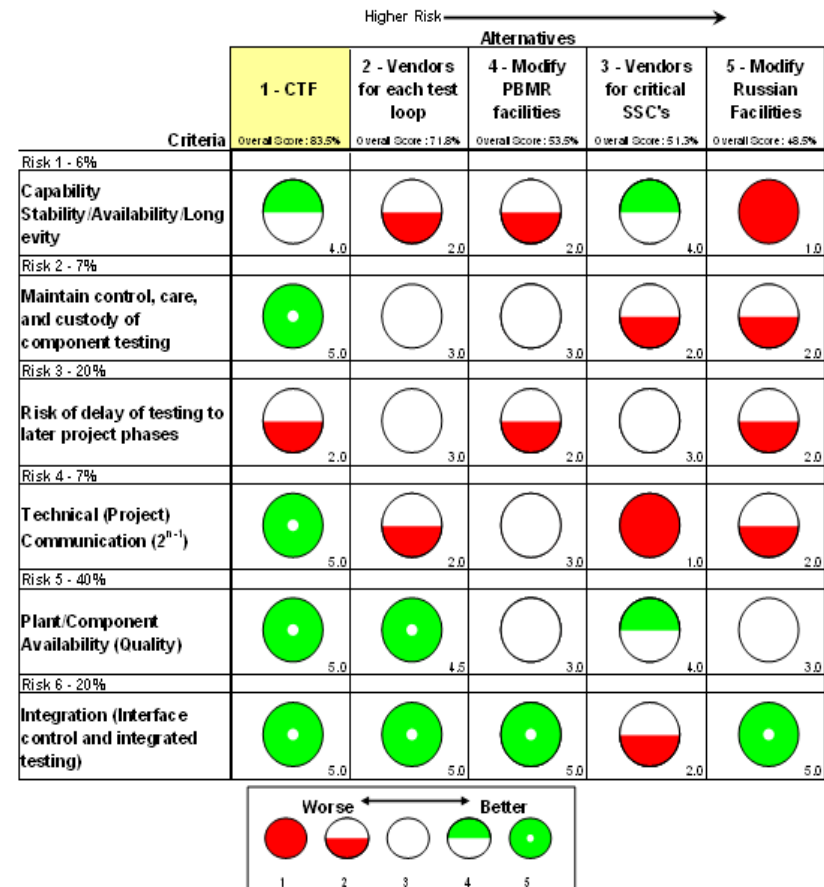
## Verify Reductions, Replan

- Evaluates the Task for Actual Risk Reduction versus Planned Risk Reduction
- Replan as Needed



# Decision Analysis

- QuickCompare™
  - Developed by INL for decision analysis
- Comparative analysis techniques
  - Provides prioritization of alternatives against risks
  - Assists in decision making for the decision makers
- Multi-Attribute Utility Theory
- Analytic Hierarchy Process



# Questions?

Thank you!

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