

Foreword

This is the third time the *Bechtel Technology Journal* has been published. For the first two issues, printed copies were distributed and an electronic copy was posted to Bechtel's website. Beginning with this issue, the print version has been eliminated, so you will find us only on the Internet. Be assured, however, that the high caliber of the papers has been maintained. The quality of the papers is indicative of the depth of our expertise. The diversity of the topics is representative of the numerous disciplines and technical specialties that exist within Bechtel.

There are many perceptions concerning innovation. Innovation can be adapting unique new technologies into the design and construction of industrial facilities. Innovation can also be modifying work processes either to be more efficient or to provide a work process workaround that saves schedule without degrading the quality of a deliverable. The papers in this *BTJ* help demonstrate some of Bechtel's innovative approaches.

The *BTJ*'s objective is to share with our clients, our employees, and select industry and university experts a sampling of our technical and operational experiences. The papers included have been written by individuals from each of Bechtel's global business units. In some cases, our customers have also made significant contributions as co-authors. For this, we thank them!

The authors, editorial board, editorial team, and graphics/design team who have made this publication possible can be truly proud of the outcome. To each go my personal thanks. I, too, am proud to be a small part of this effort and am confident that this *BTJ* provides a better understanding of how Bechtel applies our best practices to our work.

Sincerely,



A handwritten signature in black ink that reads "Benjamin Fultz".

Benjamin Fultz
Global Chief, Materials Engineering Technology
Bechtel Oil, Gas & Chemicals
Chair, Bechtel Fellows