

FY2021 Business Plan



Fundamental Measure of JANSI Activities

1. JANSI's Mission

Pursue the World's Highest Level of Safety in Japan's Nuclear Power Industry

(~Untiring Pursuit of Highest Standards of Excellence~)

2. Initiative to accomplish JANSI's mission

(1) JANSI cooperates with internal/external institutions as self-regulatory organization that is independent from the utilities. JANSI objectively evaluates the utilities' safety improvement activities and recommends/proposes improvement measures.

(2) JANSI enhances individual's competencies to provide guidance to the utilities and drive them forward.

(3) JANSI established "Ideal of JANSI and the industry to accomplish self-regulation," and has been implementing joint self-assessment with the utilities.

(4) JANSI establishes the cycle of Excellence Setup, Assessment and Support and drives nuclear safety improvement comprehensively.

(5) In order to embody the idea that "the industry and JANSI will share the path that JANSI should take throughout the industry, and all parties will work together to realize it," the "JANSI-10-Year Strategy" was established.

3. System that ensures to proceed Business Activity

(1) Follow-up of Ten-Year Strategy

(2) Joint self-assessment and reflect the result to the next fiscal year plan

(3) Oversight by CEO and CNO (the Board of Directors Meeting, CNO Meeting)

(4) Recommendation by Associate Special Members (Associate Special Members Representative Meeting)

(5) Audit by Auditors (External Audit)



FY2021 Activity Policy

[Understanding of Business Plan Establishment]

- JANSI will have a bird's-eye view of the industry, work as an entire industry with the cooperation of utility that are advancing on common issues, and individually support utilities that are not working on it.
- Promote activities based on the 10-Year Strategy established together with the utility.
- Improve the effectiveness of activities at the Board Meeting and CNO Meeting while receiving oversight.
- It will be continued to consider improving the efficiency of individual activities under JANSI's governance.
- When considering, utilize the “Activity Plan Review Meeting,” etc., and proceed while communicating sufficiently with the utility. (Consider changes in the environment surrounding the industry.)

[Highly Focused Activities]

- Based on the environmental changes in FY2020, the effectiveness and progress of activities, etc., **the Highly Focused Activities in the FY2021 Business Plan** will be set as follows.

	FY2021 Highly Focused Activities	Theme
1	Effective/efficient implementation of PR, cooperation with WANO (Continued)	<ul style="list-style-type: none"> ▪ Ensure to conduct PR ▪ Reviewer training/skill improvement ▪ Task activities for WANO equivalency
2	Monitoring power plant performance on a regular basis (continued)	<ul style="list-style-type: none"> ▪ Steady implementation of PM-FS (overall system, system design study) Phase II -Domestic power plant investigation, integrated system requirement review, cost/personnel examination, etc. -Consideration of cooperation with WANO E-PM
3	Provide the support for reprocessing facility (continued)	<ul style="list-style-type: none"> ▪ Support for preparatory activities for the completion of reprocessing facility, based on the concrete examination of support activities
4	Utility support to improve power plant performance (select activities to implement in FY2021)	<ul style="list-style-type: none"> ▪ Full-scale implementation of risk sensitivity improvement training

FY2021 Business Plan pertaining to Main Action (1)

4

10-Year Strategy Main Action	FY2021 Business Plan ("●" in the table indicates FY2021 Highly Focused Activities)	Note
(1) Continuously improve and conduct effective and efficient peer reviews	<ul style="list-style-type: none"> ● Reliable implementation of power plant peer reviews (Ohi, Genkai, Takahama, Mihama, Higashidori (pre-observation), Tomari (pre- observation)) ● Effective and efficient implementation of peer reviews (reviewer training/capacity improvement) ● Cooperation with WANO (equivalency examination support, task activities) ● Implementation of FS for the construction of continuous monitoring 	Corresponding based on "WITH Corona PR Implementation Policy"
(2) Strengthen the support for the utilities to solve common important issues	<ul style="list-style-type: none"> ○ Support for solving important issues extracted by peer reviews, etc. ○ Hold a plant performance review meeting (PPRM) and report the results to the Board Meeting, etc. ○ JANSI as a whole will provide necessary support through SR and TCP as a contact point for improvement measures to improve safety implemented by power plants in response to items requiring improvement. ○ Update and dissemination activities of Excellence Guidelines (Ex-GL) 	
(3) Provide support for autonomous safety activity programs	<ul style="list-style-type: none"> ○ Support for the construction and operation of basic programs (CAP, CM, common voluntary PI) of utilities (update of GL based on benchmarking, development of GL through seminars, support for establishment of each program) ● Support for improving risk sensitivity of power plant staff (plan on-site training at the desired power plant once every two months) 	Reflect improvements from trial results
(4) Provide support for restarting plants	<ul style="list-style-type: none"> ○ Implement support such as exchanging opinions with preceding plants in cooperation with WANO 	
(5) Support for the reprocessing plant	<ul style="list-style-type: none"> ● Support for preparatory activities for reprocessing plant completion 	
(6) Strengthen continuous monitoring of plant performance	<ul style="list-style-type: none"> ● FS for PM, Cont. M construction <ul style="list-style-type: none"> ▪ Steady implementation of PM-FS Phase II ▪ Domestic power plant survey, integrated system requirement examination, cost/personnel examination, etc. 	

FY2021 Business Plan pertaining to Main Action (2)

5

10-Year Strategy Main Action	FY2021 Business Plan	Note
(7) Upgrade OE analysis work and actively provide information	<ul style="list-style-type: none"> ○ Collect and analyze domestic/foreign OE information and send documents according to importance to utilities ○ Strengthening OE information sharing (expansion of NICS registration function and its "continuation") ○ Strengthening the utilization of OE information (deepening analysis methods) ○ Enhancement of OE information processing (examination of expansion of OE-PI index) 	
(8) Upgrade and conduct of safety culture diagnosis method	<ul style="list-style-type: none"> ○ Implementation of safety culture diagnosis (6 locations: utility 5, manufacturer 1) ○ Support for safety culture fostering and improvement activities in utilities ○ Implementation of safety culture evaluation based on PR results 	Added interview at corporate office
(9) Summarize safety improvement tasks and enrich RM support	<ul style="list-style-type: none"> ○ RM system maintenance support (individual support of each company, RM review trial) ○ Development of evaluation method for safety improvement measures (Defense in depth level 1-3, interim summary of external event review) ○ Development of evaluation infrastructure for safety improvement measures (collection/sharing of new knowledge, consideration of DB reconstruction) 	
(10) Strengthen oversight feature such as corporate head offices	<ul style="list-style-type: none"> ○ Support for improving the effectiveness of oversight of utilities (Consideration of implementation of risk management review and safety culture diagnosis including corporate office, dispatching reviewers (as appropriate) to WANO-TC corporate office PR) 	
(11) Enhance the awareness of self-regulatory by having discussion among executives of the utilities	<ul style="list-style-type: none"> ○ Understanding activities for corporate office management and power plant executives <ul style="list-style-type: none"> ▪ Training of leadership as a subject of self-regulation (President & CEO's visit to the new CEO/CNO, CEO training, etc.) ▪ Direct dialogue with the power plant by JANSI executives ▪ Dissemination to the power plant workers using various contents, etc. 	
(12) Continuously improve and conduct Integrated Assessment for nuclear stations	<ul style="list-style-type: none"> ○ Implementation and enhancement of power plant comprehensive evaluation (Operation of power plant comprehensive evaluation, operation of power plant awards, preparation of past PI data) 	

FY2021 Business Plan pertaining to Main Action (3)

6

10-Year Strategy Main Action	FY2021 Business Plan	Note
(13) Implement leadership training for emergency response improvement and emergency training	<ul style="list-style-type: none"> ○ Leadership training (CEO, CNO, senior manager, power plant manager, map exercise, chief engineer of reactor, shift manager/deputy manager, implementation of crisis management training, continuous improvement of training program, extraction of new needs, etc.) ○ Support for nuclear disaster drills (Enhancement of training guidelines, development of activities based on the Nuclear Emergency Preparedness Drill Review Committee) 	Effective training that combines online training and group training
(14) Educate operators about systematic approach to training (SAT)	<ul style="list-style-type: none"> ○ Practical training, implementation of power plant caravan (Implemented on a power plant basis at the request of the power plant) ○ Promotion of e-learning attendance 	
(15) Incorporate Fukushima Daiichi lessons learned	<ul style="list-style-type: none"> ○ Utilization of maintaining conscience video teaching materials, provision of teaching materials to utilities ○ Confirmation of reflection of lessons learned from the Fukushima accident 	
(16) Support the utilities by providing significant event notice in the time of emergency	<ul style="list-style-type: none"> ○ Utilities support during an emergency <ul style="list-style-type: none"> ▪ Participate in training of utility and WANO (including dispatch of liaison) ▪ Prepare documents for constant equipment at JANSI in order to send alert documents and importance documents in a timely manner. 	
(17) Secure medium/long-term human resources and development program	<ul style="list-style-type: none"> ○ Long-term human resources securing program (Steady human resource request through Staffing Planning Meeting, introduction of competency evaluation utilizing skill sets, recruitment (new graduates, mid-career)) ○ Human resources development program (Implementation of competency management, implementation of staff education, promotion of knowledge management (KM)) 	Take measures to secure mid-career employees
(18) Establish the awareness as self-regulatory organization by the executives	<ul style="list-style-type: none"> ○ Dialogue with a small number of people (Dialogue activities with the top (President & CEO), sending of the President & CEO's message) ○ Awareness survey of employees (Followed-up on the execution status that will lead to improvement of awareness based on the results of the survey conducted in FY2020. The next awareness survey will be conducted in FY2023, three years later) 	

FY2021 Business Plan pertaining to Main Action (4)

7

10-Year Strategy Main Action	FY2021 Business Plan	Note
(19) Strengthen the cooperation with NRA to exercise synergy effect of nuclear safety	○ Continued communication with NRA	
(20) Build cooperative relationships with WANO, INPO and other external organizations	○ Develop a framework for international cooperation, support the efforts of utilities and each department, evaluate the effectiveness, and lead to improvement. (Corresponding to international organizations such as WANO, INPO, EDF, IAEA and OECD/NEA, and International Advisory Committee)	



FY2021 Business Plan pertaining to technology basis

8

Technology basis	FY2021 Business Plan	Note
(A) Autonomous guideline development support	<ul style="list-style-type: none"> ○Core internals inspection and evaluation Guideline (GL) ○EQ management GL ○Analysis capacity improvement GL ○Sharing information on international trend of electrical instrumentation 	
(B)Development of maintenance technology basis	<ul style="list-style-type: none"> ○Develop and share industry-common maintenance technology database (maintenance information library, database expansion, enhancement of on-site engineer network, deterioration mechanism table, etc.) ○Identify station issues and support ○Support maintenance rules revision 	
(C)Organizational effectiveness support (QMS)	<ul style="list-style-type: none"> ○ QMS issues review group ○ Internal audit review group ○ Training for QA activity improvement ○ Support revision of JEAC4111 ○ Support on demand through TCP or other channels 	
(D)Organizational effectiveness support (Human performance)	<ul style="list-style-type: none"> ○ HPI training (incl. RCA training) ○ Feasibility of training to nurture experts ○ Safety awareness posters ○ Provide HF analysis results to PR ○ Support on demand through TCP or other channels 	To be integrated with OR support – RCA
(E) Manufacturers	<ul style="list-style-type: none"> ○ Manufacturer peer reviews (2 locations) 	
(F) Operators accreditation	<ul style="list-style-type: none"> ○ Execution of examinations ○ “Hot reactor” experiencing training ○ Accreditation work improvement 	
(G) Maintenance Skill Certification tasks	<ul style="list-style-type: none"> ○Certification paper as requested by utilities ○Transfer to other organization (In FY2021 the same tasks as in FY2020 will be implemented.) 	
(H) Codes and standards	<ul style="list-style-type: none"> ○Contribution to selected academic committees of codes and standards ○Transfer to operators by FY2022 	

(Reference 1/2) Organizational Reform

1. Objectives

- (1) Build a structure in line with the 10-year strategy and further promote collaboration among departments under the clear executive responsibility of the General Manager to steadily, effectively, and efficiently realize the future vision.
- (2) Cascade top management policies down to the working level employees, enhance alignment of activities, and demonstrate the overall strength of JANSI
- (3) Support the purpose of work-style reform and create a motivating and open work environment

2. Concepts of Organizational Reform

- (1) Reorganize to align to the five categories of the 10-Year Strategy and consolidate activities as appropriate
- (2) Flatten organization to encourage autonomy as well as ensure MEOs* support the President regarding their area of responsibility, while participating in the Executive Management Meeting and being involved in the planning and decision-making of business strategies

*MEO: Managing Executive Officers

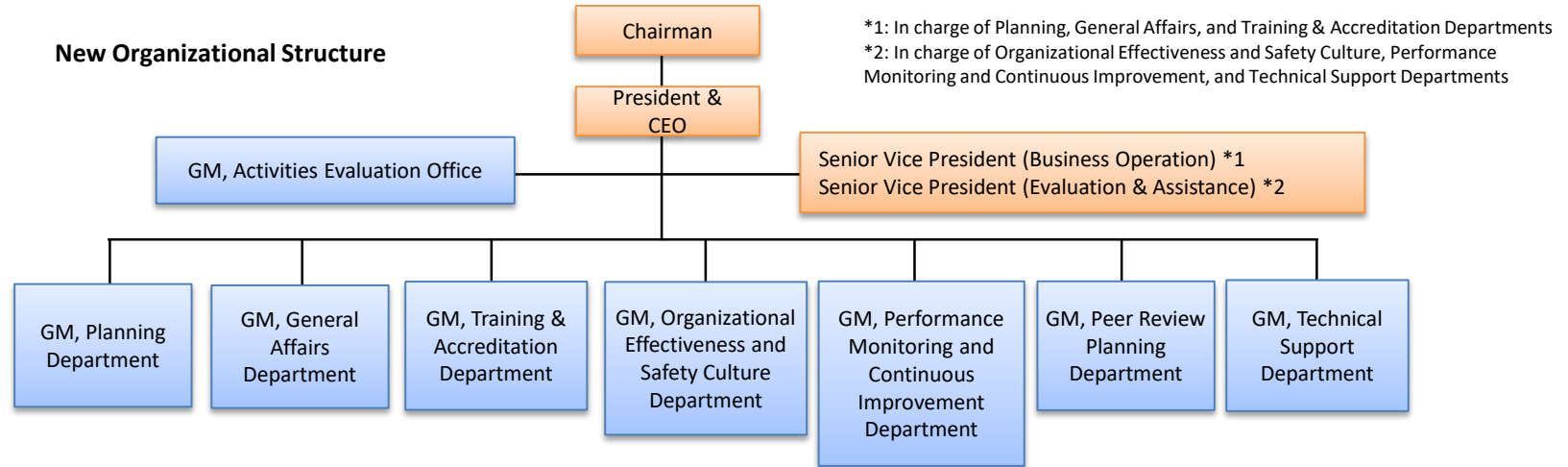
3. Effective Date

July 1st, 2021

NB: This organizational reform was approved by the JANSI Board in May 2021.

(Reference 2/2) New Organizational Structure

New Organizational Structure



Current Organizational Structure

