

# **JANSI's Activities for Self-Regulation**

**Topical Meeting embedded to INES-4:  
International Nuclear Law Symposium (NLS)**

**Royal Blue Hall, Tokyo Tech Front**

**2013 Nov. 6, 7**

**Akihide Kugo**

**Japan Nuclear Safety Institute (JANSI)**



# Contents

---

- I Why was JANSI born with some roles within the Japanese nuclear operators' society?**
- II Merits and Demerits of “regulation” and “self-regulation”**
- III History of Severe Accident Management in Japan**
- IV Meaning of JANSI's activities**
- V Examples**
- VI Conclusion**



# I . Why was JANSI born with some roles within the Japanese nuclear operators' society? (1/3)

---

The Japan Nuclear Safety Institute (JANSI) was established on November 15, 2012 as a “self-regulated” organization for Japanese operators themselves to enhance nuclear safety autonomously and continuously .



# I . Why was JANSI born with some roles within the Japanese nuclear operators' society? (2/3)

---

An international symposium was held by inviting the nuclear organizations and personnel concerned from abroad (NRC, DOE, INPO, EPRI, IAEA, CEA, WANO) (2012.12.18).

Several hot appeals were made for JANSI at the symposium.



Mr. Magwood, NRC Commissioner,

*“JANSI obviously has a long road ahead to become a successful tutor to Japanese utilities. But adopting many of INPO’s proven attributes would be a good place to start.”*



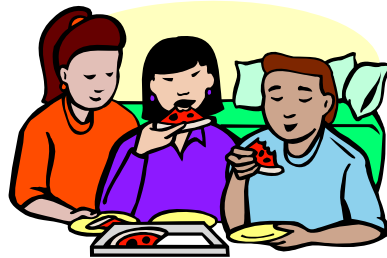
# I . Why was JANSI born with some roles within the Japanese nuclear operators' society? (3/3)

School

School teacher  
(Regulation)



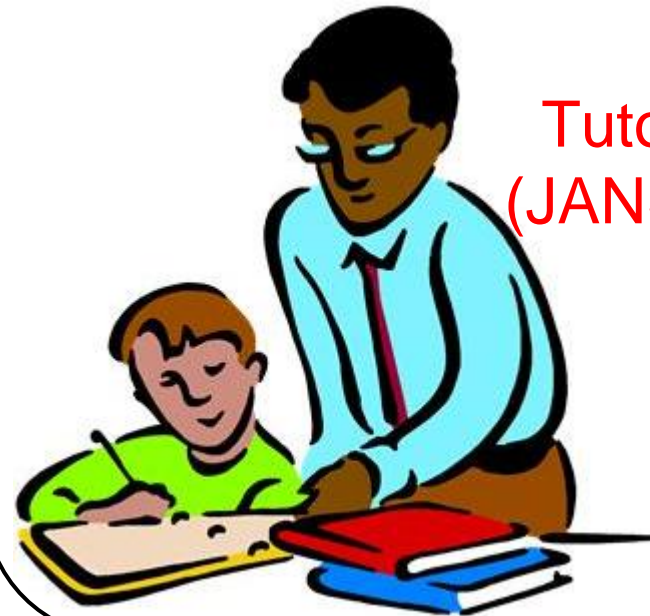
Student  
(Utilities)



Home



Tutor  
(JANSI)



## II. Merits and Demerits of “Regulation” and “Self-regulation” (1/2)

---

*the theory of “Cognitive Dissonance”*

Leon Festinger, 1957



“Self-Justification”

Elliot Aronson

Regulation requires the rule for making up the human deficiency or weakness.



## II. Merits and Demerits of “Regulation” and “Self-regulation” (2/2)

---

### regulation

- Merits:
- Implementation
  - Responsibility for the results
  - Penalty
- Demerits:
- Decline of human motivation
  - No vigilance

### self-regulation

- Merit:
- Implement timelessly without perplexing regulatory approval procedure
- Demerit:
- Inducing self-justification



### III. History of Severe Accident Management in Japan

---

#### Fact

- In 1992, the Government required nuclear operators to implement the accident management measures not as compulsory but voluntary tasks, self-regulation in other words.
- Since its completion, the Utilities had been dormant.

#### insight

- Back-Fit rule might bring “Decrease of Cost Efficiency” and “Lawsuit”.

#### Fact

- the New Regulatory Requirements for Commercial Nuclear Power Reactors from NRA came into effect in July 2013.

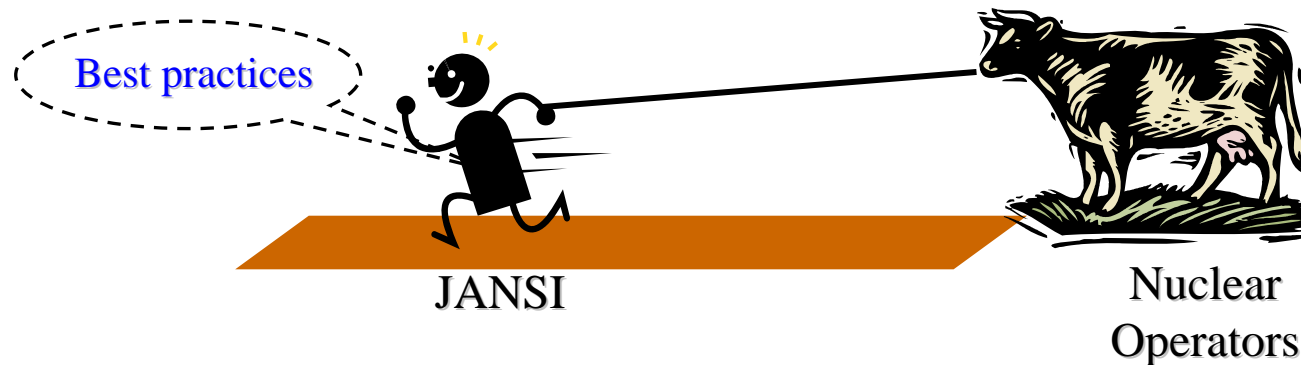




## IV. Meaning of JANSI's activities (1/3)

### Against Self-Justification, Complacency

- JANSI leads a nuclear operator to much safer place by taking a rein.



To move forward;

### Accountability: High Expertise

- Variety of viewpoints
- Deep insights
- Trust



- International communication network
- World-Wide Good Practices
- Close communication with JANSI



## IV. Meaning of JANSI's activities (2/3)

---



Forward



## IV. Meaning of JANSI's activities (3/3)

---

### Utilities

#### ① Top's commitment; Leadership:

Necessity to know the existing risks

#### Relief

Cognitive dissonance → Self-Justification

#### ② Peer Review:

Learning good practices

#### ③ Communication with JANSI

“ We're in the same boat”



## V. Examples (1/10) - Top's commitment 1 -

### Value Sharing Session for CEOs ( three times )

Value:

“ We're in the same boat ”



1<sup>st</sup> : Panel discussion

“Direct cause of Fukushima Dai-ichi”

2<sup>nd</sup>: Panel discussion

“Organizational culture in TEPCO”

3<sup>rd</sup>: Breakdown session

“Their own Counter measures ”



## V. Examples (2/10) - Top's commitment 2 -

### U.S.-Japan CNOs session

US CNOs have completed a week-long technical visit to Japan, learning from their counterparts' experiences of the Fukushima accident and recovery.

The trip to Japan was coordinated by JANSI and its counterpart INPO. Both bodies provide a forum for operators of nuclear power plants to share experience and learn from each other.



In the Earthquake-isolated emergency response center of Fukushima Daiichi NPPs



In the JANSI's office



## V. Examples (3/10) - Good Practices 1 -

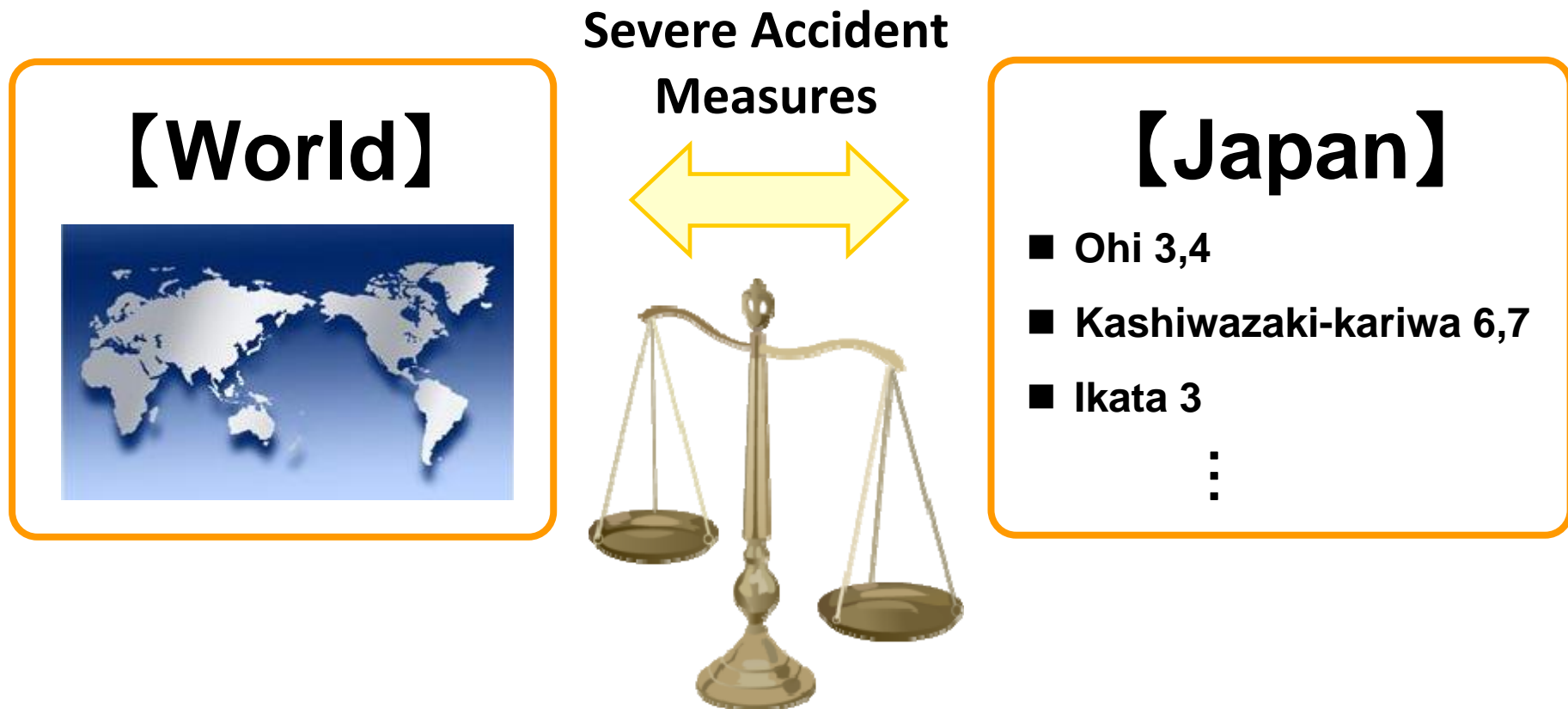
### JANSI's first Peer Review

( May 15-29, 2013, Higashidori NPS, Tohoku Electric Power Co. Inc.)

- Conducting a peer review according to global standards with some reviewers invited from overseas.
- Providing AFI to executives directly at exit meeting.
- Commitment by CEO at the CEOs conference in venue.



## Severe Accident Measures: Database of “The Difference from the World”



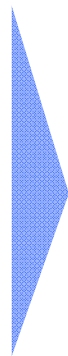
# V. Examples (5/10) - Good Practices 3 -

## Emergency Response



### Nuclear Emergency Drill Guideline

(published 2013.01)



### Nuclear Emergency Drill Examination Committee

(established 2013.05)

To assist operators  
drills to be more  
effective

### ER Seminar & Lecture



Regulations of emergency response in US  
and progress by nuclear operators




Judgment by conductor at the  
Great East Japan Earthquake





# V. Examples (6/10) - Good Practices 4 -

## “Report of Lesson from 2F” Working Group

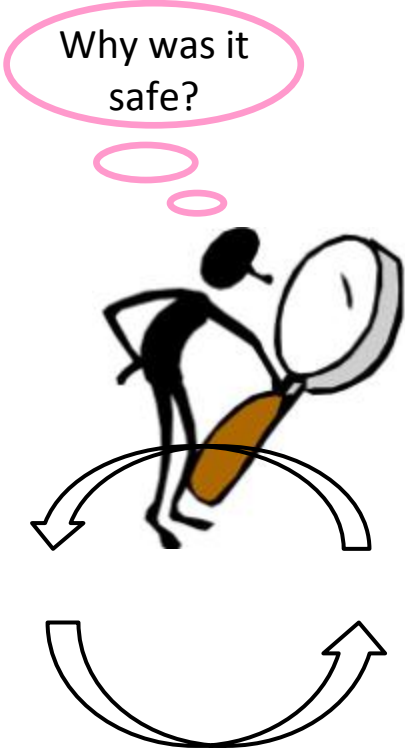


Create the report of Fukushima Dai-ni  
Lessons: 21 items

1F (Fukushima Daiichi)



✗  
(Severe Accident)



2F (Fukushima Daini)



○  
(survival)



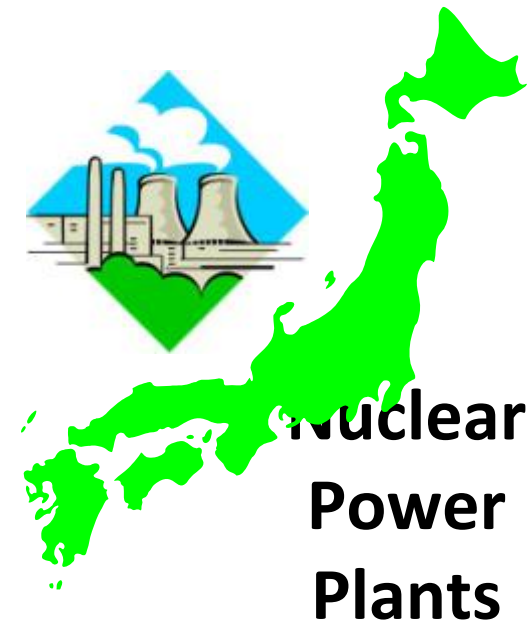
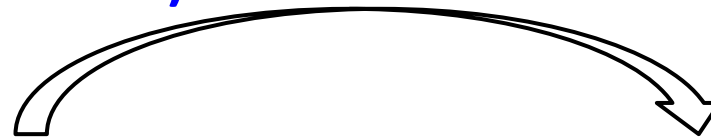
## V. Examples (7/10) - Mechanism and Platform for JANSI/NPOs Communication -

# SR

(Senior Representatives)



JANSI



- Follow-up activities after Peer Review
- Support to solve the problems
- Coordinate between NPPs and JANSI



## V. Examples (8/10) - Mechanism and Platform for World-Wide Scope 1 -

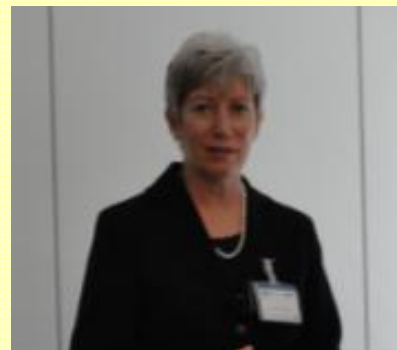
### Nuclear Safety Seminar

#### Application of Probabilistic Risk Assessment (PRA) at Nuclear Power Stations



INPO's  
Expert

#### US Emergency Response Training: The Past, The Present, and The Way Forward



INPO's  
Expert



## V. Examples (9/10) - Mechanism and Platform for World-Wide Scope 2 -

### International Advisory Committee



Deputy Executive vice President,  
Generation & Engineering, EDF  
at JANSI



Former Executive Director for  
Operations for the NRC  
at ATLANTA



## V. Examples (10/10) - Mechanism and Platform for World-Wide Scope 3 -

### Technical Review group



Lloyd's Register Consultant  
(Risk management consulting company),  
(U.S.)



Director, Plant Technology, EPRI,  
(U.S.)



Professor, University of Pisa,  
(Italy)



## IX. Conclusion (1/2)

---

- Nuclear operators are **actors on the stage**.  
JANSI is just a coach or **a trainer on the wings**.
- JANSI shall tackle the ***self-justification*** derived from ***cognitive dissonance*** and shall lead the nuclear operators by making a platform.
- Pursuing **excellence** (leadership, good practice, communication...) will **fit for the self-regulation**.



## IX. Conclusion (2/2)

---

If individuals concentrate their time and effort on protecting their egos, they will never grow. In order to grow, we must learn from our mistakes.

E. Aronson, “*The Social Animal*”



# Untiring Pursuit of the Highest Standards of Excellence



**JANSI**