



JANSI Annual Conference 2023 Responses/Opinions Given to Comments and/or Questions

April 28th, 2023

JANSI’s replies, views and other comments are posted below to comments and/or questions received during the conference or from the post-conference survey.

Category	Comment/Question	Response/Opinion from JANSI (or Presenter)
Keynote Speech “Improving Columbia Generating Station Performance by Embracing Self-Regulation”		
Question	<p>Question for Mr. Schuetz</p> <p>What was the situation like when the Columbia Generating Station was initially performing poorly?</p> <p>By what means did its performance improve rapidly thereafter?</p> <p>Following that rapid improvement, there was a decline and then a gradual increase. What was the reason behind the decline, and what triggered the second improvement?</p>	<p>Thank you for your question. We received the following reply from Mr. Schuetz.</p> <p>The broad performance decline that existed a decade ago was due to a breakdown in the ability of employees at all levels to demonstrate the daily behaviors expected of nuclear professionals. Strong action was needed to arrest the decline. The initial sharp increase in performance was the result of a top-down focus on behaviors. We would demonstrate the right behaviors in everything we did, even if that meant we accomplished only 1 task per day. It would not be unusual for senior corporate leaders and executives up through the CNO to be in the field daily, coaching behaviors - a task that would normally fall to the first line supervisors. This approach, while initially effective, diverts the attention of the senior leaders from their own roles in setting and communicating strategy and attending to running the business.</p> <p>It was recognized early on that this approach would not be capable of sustaining exemplary performance in the long run and so, once performance was on an upward trajectory, a transition to a “supervisor led” organization was undertaken. A great deal of focus was provided on strengthening the leadership and risk management skills of the first line supervisors. While this was also effective, what was missed was simultaneous development of mid-level managers and even department heads, who in many cases were new to their role or had forgotten their proper role during the time of top-down direction. As the senior leaders and executives stepped back into their proper roles once the supervisors were developed, there was a void at the manager level and performance declined.</p> <p>The gap at the manager level was finally recognized and efforts to develop and empower that group, including very clear descriptions of roles and responsibilities, were successful in arresting and reversing the decline. INPO played a key role in developing both the supervisors and managers both through direct on-site engagement and through their robust industry leadership training pipeline.</p>



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Question	<p>Question for Mr. Schuetz</p> <p>I completely agree with your comment about the need to send the best people when dispatching one's staff to INPO. Japanese operators, including my organization, have not yet established that kind of mindset for JANSI.</p> <p>Do discussions at INPO's CEO and CNO meetings cover certain rules and systems, such as having the best staff members be dispatched when exchanging personnel with operators?</p>	<p>Thank you for your question. We received the following reply from Mr. Schuetz.</p> <p>In support of INPO each utility has a responsibility to provide their fair share of personnel. The assignment task is typically handled by the Site Vice President and station staff. Problems, which are rare, are brought to the CNO. INPO staffing strategy and concerns are discussed at the Executive Advisory Group (EAG), which consists of all CNOs and senior INPO staff.</p> <p>All personal provided to INPO are nominated by the utility and must be accepted by INPO for assignment. In some cases this process includes an interview and professional history review. For functional area assignments, such as an Operations Evaluator or a Peer Review Industry Peer, this is done by the responsible INPO department or Peer Review Team Leader. For more senior positions, an INPO VP may be the approving authority.</p>
Comment	<p>I renewed my awareness that INPO and operators have been collaborating in earnest to voluntarily enhance safety.</p>	<p>Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.</p>
Comment	<p>The speech mentioned that making systems, providing education, and having top management and external parties provide encouragement would not move things forward without the thirst of the people that are actually involved, because we're dealing with people's actions. I could not agree more about that "thirst".</p>	<p>Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.</p>
Comment	<p>I learned what should be done based on real-life experiences/examples about bringing things from rock-bottom to a top-notch level.</p>	<p>Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.</p>
Comment	<p>I found it very persuasive regarding the point about the need for top-level personnel to get involved to make self-regulation more effective.</p>	<p>Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.</p>



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Panel Discussion "Expectations and Prospects for Future Activities"		
Question	<p>Question for JANSI</p> <p>What does JANSI currently think about and what efforts will it make from here on, regarding the three questions (i.e., how to have the Japanese public recognize JANSI as a self-regulatory organization that features will and strength; what exactly is the independence that JANSI should have; and how to communicate with the NRA)?</p>	<p>Thank you for your question. JANSI's reply is written as below.</p> <p>①Promotion of understanding toward JANSI's activities</p> <p>The basis of the appeal is that JANSI's activities are functioning effectively as a self-regulatory organization. For each target, we will appropriately provide information and have dialogues in a timely manner through effective means. Additionally, we will strictly manage the privacy of individual power stations and information of INPO and WANO to ensure confidentiality.</p> <p>In specific, JANSI On-Line is issued four times a year and an annual report is also created and posted on the website, which is used for dialogues with relevant organizations. Additionally, we improve and enhance our website to make it easier to understand, see and use more needed information in a timely manner.</p> <p>Moreover, station performance shows good performance, with data such as the number of cases of unplanned shutdown greatly improving since the Fukushima Accident. We believe these improvements are the results of JANSI's activities in addition to various initiatives of operators themselves. We believe such track record of actually improving safety is important in promoting understanding.</p> <p>②Independence of JANSI</p> <p>Independence of a self-regulatory organization is built by having top executives of operators deeply understand the significance of self-regulation and giving strong authority to the self-regulatory organization as well as guaranteeing its independence. In response, the self-regulatory organization must have high technical capabilities and integrity. A self-regulatory organization is an organization established by the industry, but it conducts subjective and critical assessments from a position independent from individual operators.</p> <p>③Communication with NRA</p> <p>Although self-regulatory activities and regulatory activities of the national government are independent of one another, we believe we should be oriented toward building a synergistic relationship. Currently, operating experience information (OE information) is being shared, but in order to further expand opportunities to exchange information, we need to have discussions regarding confidentiality of information.</p>

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Comment	The panelists engaged in a multifaceted discussion based on various perspectives. It was worth listening to.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	Mr. Webster posed a question about the role of leaders and the willingness about becoming one of the world's safest industries. That was wonderful.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	The moderator moved the discussion forward by summarizing each speaker's remarks. This made the discussion easy to understand.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Activity Report "JANSI Activity Review and Future Initiatives ~ Instillation and Deepening of Self Regulation ~"		
Comment	The reflection on the rocky first five years and the next five years when things started to become well-established struck a chord with me.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	I learned that JANSI's peer review is the equivalent of or better than WANO's peer review.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	A lot of information seems to have been crammed into a short window of time.	Thank you for your comment. We will take the comments voiced into consideration in planning and administering future conferences as we strive to further enhance and improve conference content.
Others		
Comment	It's been a while since I participated in this event at the venue. I enjoyed it very much.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	The hybrid approach would be effective in encouraging participants who are far away from the venue, such as those at power stations.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	My online participation experience has been very efficient and I viewed the event without any problem. I would appreciate it if organizers can maintain this format.	Thank you for your comment. So that the conference meets everyone's expectations, we will strive to enrich content through appropriate planning and smooth administration.
Comment	Many people gather for the event, including from abroad, so I would like organizers to secure time for participants to speak more with others.	Thank you for your comment. We will strive to further improve content by having opportunity such as cocktail party, so that participants can socialize.

Thank you for your valuable comments and questions. We will use these for future reference as we continue in our efforts to further improve conference content.

We have consolidated some similar comments and questions and omitted others relating to administrative matters etc. Thank you very much for your understanding.