



JANSI Annual Conference 2024 Responses/Opinions Given to Comments and/or Questions

May 14th, 2024

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 “Continuous Improvement”		
Question	<p>Question for Mr. Lyash</p> <p>A BWR is scheduled to restart in 2024, the first BWR to be online since the 2011 accident. Browns Ferry Unit 1 restarted after 22 years offline. I’d appreciate any findings you can share and any messages you have for us on restarting after a long shutdown period.</p>	<p>Thank you for your question. We received the following reply from Mr. Lyash.</p> <p>All three Browns Ferry Units were shut down in 1985. Unit 2 was restarted in 1991, Unit 3 in 1995, and Unit 1 in 2007. The Browns Ferry Units are different from most Boiling Water Reactors in that all three reactors are in the same building and share some equipment and subsystems. While all three units were shut down in 1985, some systems like Fuel Pool Cooling and Residual Heat Removal on each unit, remained in service the whole time. Required Preventative Maintenance continued.</p>
Question	<p>Question for Mr. Lyash</p> <p>How did you maintain the motivation of your staff for 22 years until Browns Ferry Unit 1 came back online? I’m wondering if your staff lost their sense of purpose and if your safety culture degraded until restart was decided in May 2002.</p>	<p>Browns Ferry Unit 2 restarted only six years after the shutdown, so the staff did not experience as long a shutdown as it might seem since the Operations and Maintenance staff are common to all three units.</p> <p>Browns Ferry was operated as a two unit station from 1995 until restart of BFN-1 in 2007. Bringing Unit 1 back online in 2007 was source of pride for the BFN Staff and we did not experience moral issues in that regard.</p>
Question	<p>Question for Mr. Lyash</p> <p>Have you managed to add knowledge that only the field workers know to the procedures that is not traditionally included in the procedures? If so, were there any challenges that required creativity and resourcefulness to overcome, any challenges that were particularly tough?</p>	<p>Thank you for your question. We received the following reply from Mr. Lyash.</p> <p>We’ve found that stressing the importance of not working in “knowledge space” is critical to ensuring all information related to the work is adequately captured in a procedure. If the work cannot proceed using the written instructions, workers are to stop and request assistance from their supervisor to find or develop written instructions. This is to be challenged by a licensed senior reactor operator to ensure the method is appropriate and will not introduce an unanalyzed condition. Then, this is to be captured in the corrective action program and/or work instructions feedback process in order to ensure that the issue is corrected going forward.</p>



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Question	<p>Question for Mr. Lyash</p> <p>How many hours or what percentage of your working hours per year do you spend on the field (plant)?</p>	<p>Thank you for your question. We received the following reply from Mr. Lyash.</p> <p>Our leaders have various intentional interactions at our three nuclear sites throughout the year. CEO Jeff Lyash may have 10 interactions at Nuclear sites throughout the year while also visiting our gas, coal, hydro and solar stations as well. Our CNO and Nuclear Senior Vice presidents each have about 50 intentional interactions with the sites each year and our Site Vice Presidents and Plant Manager spend most of their time at the Nuclear plant.</p>
Question	<p>Question for Mr. Lyash</p> <p>How is management involved in human development as part of a culture of Continuous Improvement?</p>	<p>Thank you for your question. We received the following reply from Mr. Lyash.</p> <p>TVA Leadership is deeply committed and involved in the development and growth of our people. Within the Nuclear business, each employee is strongly encouraged to engage in conversations with their leaders regarding their Individual Development Plan (IDP) which is used to support the development and professional success of each individual employee. Our Approach to Development is based on 70% on-the-job experience, 20% Informal Learning, and 10% Formal Training, which is built into specific actions to enhance strengths, improve developmental needs, and help our employees move toward their career objectives. Leaders are expected to know their employees and are encouraged to have career discussions with their employees on a regular basis. Recognizing the importance of having a good understanding of an individual’s career goals, Talent Profiles are maintained and updated on a regular basis for succession plan participants.</p> <p>In addition, as part of our talent management framework, we review high potential, top talent, and have succession plans for positions down to the senior manager level. Monthly, our People Health Committees meet to review a focus area such as a diversity category or department. Following those monthly meetings, we follow both the succession plan as well as individual communications regarding employee development. In addition to the Site People Health committees, the Nuclear Executive Leadership team also meets monthly to discuss talent across the fleet as well as succession plans and metrics to ensure the continuous development and growth of our people. We track the number of internal promotions, and the effectiveness of our succession plans with a target of 70% for each. We also track DE&I metrics and new leader integrations.</p>
Comment	<p>There were many similarities between Japan and what TVA has experienced with them having to restart after a long shutdown period. Learning about that was very helpful.</p>	<p>Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.</p>



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Comment	The TVA president's talk on how he built up, what started as a low-level plant to a top-level nuclear power plant and the various measures he employed in terms of personnel, culture, and facilities was very inspiring from company management and organizational management perspectives.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The speech provided clarity on cutting-edge actions taken for continuous improvement and the approach to continuous improvement, an important theme for the future of the nuclear industry. It helped me understand the theme on a deeper level.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The keynote was a reminder that we need nuclear power generation to provide a stable supply of electricity, to provide energy security, and to ensure the Japanese people do not fall into poverty. I also learned that people and culture are critical in operating nuclear power plants.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	It helped me understand the need for everyone, from management to employees, to work on building a safety culture with a sense of ownership.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	It was a great opportunity to learn about utilities' attitude toward communication since the Fukushima Daiichi NPS accident, safety management and psychological safety, approach to leadership, and other topics that I don't encounter in my routine work.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	(I enjoyed it) because I was able to learn about TVA's teamwork and culture of continuous improvement that TVA has been working on over the years and their importance.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	Hearing the TVA CEO talk about improving performance and how difficult he found it to improve was inspiring.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	It was a great presentation. I was intrigued by the implications of the TVA bringing a unit online after a long shutdown period and rebuilding a culture for the restart of BWRs in Japan.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.



Category	Comment/question	Response/opinion from JANSI (or presenter)
Panel discussion "Continuous Improvement: How extend in Japan"		
Comment	I appreciated hearing about the way people and groups think and how they act, in plain language from the perspective of an expert in the field of psychology, instead of a nuclear industry perspective.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The discussion reminded me of the importance of creating an environment where people can speak up, building skills so that they can speak up, and keeping a positive mindset and making improvements.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	It was a rare opportunity to hear the take of CEOs from Japan and the US, a psychologist, the JANSI Chairman, and others on the topic of how to implement continuous improvement in domestic power plants. It was a multifaceted discussion that took into account the differences in cultures between Japan and the US.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The panelists' views on leadership, human resources development, and communication were very inspiring. My key takeaways were: "Elevate safety to culture"; "Consider humans as a resource not the cause of human error"; "Thinking about the differences between Japan and the US in terms of high context and low context and developing solutions with that in mind is a key issue."	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	I think much of the discussion was focused on general theories about organizations and culture. I'd be interested to know more about unique events in specific situations, and the thoughts and mindsets of individuals.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	Dr. Yamamoto's moderation was great and led to some in-depth discussions.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The discussions based on each of the panelists' experiences were very interesting. Dr. Yamamoto's moderation was excellent.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.



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Comment	Similar to the keynote, discussions covered important themes for the future of Japan’s nuclear power industry from a wide range of perspectives. It was very interesting.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	Dr. Yamamoto’s moderation was excellent; the discussion was lively and very informative.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The discussion on culture was very interesting and added value. I’m going to share the discussion on high-context and low-context culture with our AC team.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Others		
Comment	The keynote and panel discussion cast light onto the direction JANSI is heading in.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	The talk on US experiences and the panel discussion were all very timely and will be useful for the future.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	Commissioner Tomoyuki Sugiyama mentioned this in his speech, but the discussion would be even more interesting if people from the Japanese government and municipalities could participate.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.
Comment	As Commissioner Sugiyama from the NRA said, I hope the regulatory side could also participate and discuss matters in this kind of forum where there is no authority gradient.	Thank you for your comment. We will strive to meet your expectations, improving the conference offerings by continuing to work on programming and running the conference smoothly.

Thank you for your valuable comments and questions. They will inform our continued efforts to further improve the conference.

These are representative comments and questions. Illustrative comment or question has been chosen to represent similar comments and questions. Some comments and questions about conference operations have been omitted. We would be grateful for your understanding.