

Resolution Item 2

Approval on FY2022 Business Plan and Budget Balance



Idea of Business Plan Formulation

【Basic Stance】

- 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. (*1)
 - 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. In addition, proceed while incorporating the perspective of resilience (*2) into the activities. (Consider changes in the environment surrounding the industry.)
- (*1) Hold October Meeting (internal review meeting) to comprehensively discuss from the perspective of whether effective activity is carried out to achieve critical success factors of the 10-Year Strategy based on changes in the business environment, plant performance, JANSI activity status, etc., and to share the basic direction of JANSI activities from the next fiscal year onward.
- (*2) Resilience is a term which means rebounding, elasticity, ability to recover, and restoring force. It is also a term that attracts widespread attention as risk and crisis management capability.



Direction of 10-Year Strategy Amendment

October Meeting was held in October 2021 to confirm the direction of "10-Year Strategy amendment" as follows.

- With regard to the WANO PR equivalency, the target date for acquisition will be postponed from FY2021 to FY2022 due to the COVID-19 pandemic.
 - Will proceed with the consideration of PM&Cont.M establishment with ePM as the core. With regard to PM&Cont.M, it is expected to start full-scale operation in FY2024 based on the ePM schedule.
 - Will accelerate the consideration of the future PR, PM&Cont.M/ePM, etc. including collaboration with WANO, while aiming to maximize the core identities of JANSI.
 - Regarding the initiatives for risk management (RM) among the plans for "enhancement of support/evaluation activities including the corporate office," the RM review will be canceled, and evaluation/support will be provided from a broader viewpoint of organizational effectiveness.
 - Regarding support for 4 important issues (performance improvement, basics of operation, fire protection, SAT), will switch to regular support and continue to follow up on the improvement status, since the operators' initiatives on the issues have improved.
- ⇒ Formulated the FY2022 Business Plan based on the direction of 10-Year Strategy revision mentioned above.



FY2022 Highly Focused Activities

○Based on the direction of above-mentioned 10-Year Strategy amendment, FY2022 Business Plan has been identified.

○Of the FY2022 Business Plan pertaining to Main Action, **the Highly Focused Activities in FY2022 Business Plan** will be set as follows, based on environmental changes, effectiveness and progress of activities in FY2021.

○In response to the environmental changes due to WANO's AfE, JANSI's future activities will change significantly through Highly Focused Activities ① and ②. While firmly recognizing the core identity of JANSI, will return to the purpose of establishment of JANSI and consider the division of roles and cooperation with WANO.

	FY2022 Highly Focused Activities	Theme
①	Effective/efficient implementation of PR, cooperation with WANO	<ul style="list-style-type: none"> ○Ensure to conduct PR ○Reviewer training/skill improvement ○Activities for WANO equivalency
②	Monitoring power plant performance on a regular basis	<ul style="list-style-type: none"> ○Summing up the feasibility study results of Performance Monitoring and Continuous Monitoring ○Promotion of cooperation with WANO E-PM
③	Provide support for reprocessing facility	<ul style="list-style-type: none"> ○ Support for safety improvement activities for successful completion of the reprocessing facility which is planned in the first half of FY2022

FY2022 Business Plan pertaining to Main Action (1)

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10-Year Strategy Main Action	FY2022 Business Plan ("●" in the table indicates FY2022 Highly Focused Activities)	Note
(1) Conduct effective and efficient Peer Review	<ul style="list-style-type: none"> ●Materialize station Peer Review (Mihama, Shimane, Tomari, Sendai and Higashidori) ●Effective/efficient implementation of PR (Reviewer trainings, skill improvement) ●Collaboration with WANO, Equivalency assessment process (continue on Mihama PR and newly start with Sendai PR) 	Postponed obtaining WANO equivalency from FY2021 to FY2022
(2) Strengthen close monitoring of plant performance	<ul style="list-style-type: none"> ●Feasibility study Phase II for PM&Cont.M ○Utilization of performance indicators (PI) 	Postponed Phase-II completion date from the 1 st half of FY2022 to the end of FY2022
(3) Continuously improve and conduct Plant Integrated Assessment	<ul style="list-style-type: none"> ○Carry on Plant Integrated Assessment ○Carry out awarding of stations 	
(4) Upgrade OE analysis and share information actively	<ul style="list-style-type: none"> ○Collect and analyze domestic and foreign OE information and provide utilities with documents according to significance ○Study for improvement and sophistication of OE-related work <ul style="list-style-type: none"> a. Active information sharing b. Active utilization of OE data c. OE information processing capacity 	

FY2022 Business Plan pertaining to Main Action (2)

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10-Year Strategy Main Action	FY2022 Business Plan ("●" in the table indicates FY2022 Highly Focused Activities)	Note
(5) Strengthen the support for the utilities to solve important common issues	<ul style="list-style-type: none"> ○ Follow up on important issues extracted through Peer Reviews as regular support ("Shift team members' Operational Fundamentals in the simulator training," "Mitigation of fire risks," "Plant performance improvement" and "Educating utilities about SAT method and getting it rooted") ○ Other support for utilities (Team Performance Training, FP Review Meeting, etc.) ○ Excellence Guidelines update and sharing in the industry 	Shifted from important issues to regular support
(6) Provide the support for utility's autonomous safety activities	<ul style="list-style-type: none"> ○ CAP system (included in Technology Basis (C)) ○ Configuration Management (CM) (including Environmental Qualification; EQ) ○ Voluntary PIs shared by all utilities ○ Risk sensitivity (training to enhance risk sensitivity) 	Included "EQ management of Technology Basis (A)" in CM
(7) Support for restarting plants	<ul style="list-style-type: none"> ○ Support for plants preparing for restart 	
(8) Support for the reprocessing facility	<ul style="list-style-type: none"> ● Support from individual task teams ● Manage various meetings (Progress meeting in JANSI, Steering Committee, and meeting for sharing with the operators (Collaboration Supervisors Meeting, etc.)) 	
(9) Strengthen oversight both for station and corporate office	<ul style="list-style-type: none"> ○ Safety culture diagnosis both for station and corporate office ○ Support for utilities to establish Risk Management system, survey/confirmation of RM system, study of Organizational Effectiveness evaluation ○ Participate in WANO-TC's corporate PR (as appropriate) 	Introduction of organizational effectiveness evaluation and RM support will continue as part of the evaluation

FY2022 Business Plan pertaining to Main Action (3)

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10-Year Strategy Main Action	FY2022 Business Plan	Note
(10) Upgrade safety culture diagnosis methods and conduct of it	<ul style="list-style-type: none"> ○Implementation of safety culture diagnosis (6 locations: 5 utilities and 1 manufacturer) ○Support for safety culture fostering and improvement ○Review of diagnosis method and improvement ○Safety culture assessment based on Peer Review results 	
(11) Summarize safety improvement studies and provide support・・・renamed	【Technical Support Department】 <ul style="list-style-type: none"> ○Evaluation methods for enhanced safety measures ○Development of safety measures evaluation basis 	Removed description related to RM (integrated into Main Action (9))
(12) Implement Leadership Training・・・renamed	<ul style="list-style-type: none"> ○Effective and well-planned implementation of Leadership Trainings ○Continuous improvement of training content ○Planning ability improvement of the secretariat, trainer's skill improvement 	Conducted for during emergency and normal times. Moved emergency preparedness drill support to Main Action (5).
(13) Promotion and adoption of SAT method	<ul style="list-style-type: none"> ○Hands-on training and “station caravan” ○E-learning and utilization of guidelines ○Support for mutual learning based on the operators experience (workshops) 	Integrated hands-on training and station caravan and provided to each station. Shifted from important issues to regular support.



FY2022 Business Plan pertaining to Main Action (4)

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10-Year Strategy Main Action	FY2022 Business Plan	Note
(14) Reflect the lessons of Fukushima Daiichi accident	<ul style="list-style-type: none"> ○Lecture from responders to the accident followed by discussion, materials to be provided to utilities as well as utilized in the training ○Checking status of incorporation of lessons learned 	
(15) Foster ownership of self-regulation among utility leaders through dialogues	<ul style="list-style-type: none"> ○Develop leadership as owner of self-regulation ○Direct dialogue with stations by JANSI executives ○Communication to the front-line workers via various contents 	
(16) Support the utilities by providing documents of significance in the time of emergency	<ul style="list-style-type: none"> ○Help utilities in emergency by issuing significance notice 	
(17) Secure medium and long-term human resources and develop training program	<ul style="list-style-type: none"> ○Securement of mid- to long-term human resources ○Adequate allocation of staff ○Employees capability development ○Knowledge sharing within JANSI using knowledge management (KM) system 	



FY2022 Business Plan pertaining to Main Action (5)

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10-Year Strategy Main Action	FY2022 Business Plan	Note
(18) JANSI Top leader's commitment to developing awareness among staffs as self-regulatory organization	<ul style="list-style-type: none"> ○ Dialogue with a small number of staffs (Dialogues with the top leader, etc.) ○ Survey on employees awareness (Follow up on response to the results of the survey and preparation for the next round of survey) 	
(19) Strengthen cooperation with stakeholders to exercise synergy effect of nuclear safety・・・renamed	<ul style="list-style-type: none"> ○ Increasing collaboration with NRA to demonstrate synergy effect in pursuing nuclear safety ○ Continued promotional activities for ANRE (METI) and other important stakeholders ○ Enhanced collaboration with ATENA and NRRC ○ Public Acceptance 	Added strengthening of cooperation with stakeholders other than NRA
(20) Build cooperative relationships with WANO, INPO and other external organizations	<ul style="list-style-type: none"> ○ WANO (Building a complementary relationship by cooperation and contribution to AfE) ○ INPO (Developing a mutually beneficial relationship by organizing Top Executives Meeting and Japan-US CNO Meeting) ○ EDF (Developing a mutually beneficial relationship by exchanging information on Peer Review) ○ IAEA, OECD/NEA (International safety improvement that contributes to Japanese utilities) ○ International Advisory Committee (Annual meeting, increase opportunities to receive advice on JANSI activities and utilize for improvement) 	



FY2022 Business Plan pertaining to technology basis (1)

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Technology basis related to Ten-Year Strategy	FY2022 Business Plan	Note
(A) Support with making the most of foundational technical information ・・・renamed	<ul style="list-style-type: none"> ○Core internals inspection and evaluation guidelines ○Maintaining academic society's codes and standards ○Smooth transition of work to FEPC 	Integrated (I) "Maintenance and promotion of codes/standards" into (A) "Support with making the most of foundational technical information" (renamed)
(B) Development of Maintenance Technology Basis	<ul style="list-style-type: none"> ○Development of industry-common maintenance technical basis and dissemination of it ○Support for revision of maintenance management rules, etc. 	
(C) Support for Nuclear Safety Management System (SMS) ・・・renamed	<ul style="list-style-type: none"> ○SMS (ex-QMS) issues study meeting (including CAP system improvement) ○Internal audit review meeting ○Human Factor (HF) study meeting (including HF experts meeting) ○Trainings for human performance improvement (HPI), quality assurance related ability improvement ○Industry-wide education of HPI (Enlightenment posters on safety) 	Integrated the conventional organizational effectiveness support (QMS, human performance, root cause analysis)



FY2022 Business Plan pertaining to technology basis (2)

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Technology basis related to Ten-Year Strategy	FY2022 Business Plan	Note
(D) Manufacturers Support	○Reliable implementation of manufacturer PR (3 locations: JAEA, MNF and NFD)	
(E) Operation Supervisors Certification	○Implementation of examinations (4 times a year) ○Hands-on training in operating plants ○Enhanced service for accreditation	

(H) "Maintenance Skill Certification tasks" has been deleted as the duties have been transferred to JAPEIC from FY2022.

