

FY2023 Business Plan Summary

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 utilities 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 utilities.
- 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.
- Do not forget to incorporate the perspectives of resilience (Note 1) and Safety II (Note 2) when considering the Activity Plan.

(Note 1) 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.

(Note 2) The idea of “learning from success, increasing success” based on resilience engineering. Initiative targeting “everyday matters that are going right” to work toward the goal of taking future measures from the present as a starting point.

Direction of 10-Year Strategy Amendment (1/2)

In October 2022, October Meeting was held and the direction of "10-Year Strategy amendment" was confirmed as follows. (FY2023 Business Plan is formulated based on the direction of 10-Year Strategy amendment.)

- JANSI activities are progressing as planned based on the 10-Year Strategy, and there are no major amendments to the 10-Year Strategy at the present stage.
- Based on the basic concept of 10-Year Strategy amendment and the progress of activities, etc., minor amendments are made to the 10-Year Strategy activity plan and representative indicators in the following directions.

(Peer Review related)

- Amend the description of activity plan, etc. based on the equivalency acquisition.
- In formulating the New 10-Year Strategy for FY2023, consider how PR should be conducted in the future.

(PM&Cont.M related)

- Since the field activities continued until March 2023, there was a proposal to postpone the PM&Cont.M implementation decision date from March 2023 to May 2023. Consideration will also be given to making the implementation decision in March.

(OE upgrade related)

- Based on the status of coordination with utilities with regard to the change in policy on in-house analysis of overseas trouble information, report to the Board Meeting in January and make necessary amendments of the 10-Year Strategy with regard to activity contents etc. for the Board Meeting in March.

Direction of 10-Year Strategy Amendment (2/2)

(Organizational Effectiveness Evaluation related)

- Review the KPI (1 (person/year) personnel dispatched to WANO CPR) itself.

(Risk Management Support related)

- Continue with support such as providing the platform for information exchange among utilities, and amend the current 10-Year Strategy.

(SAT support related)

- Set utility KPIs and revise SAT guidelines (as appropriate).

(Incorporation of Fukushima Daiichi accident lessons learned related)

- Utilize the video for maintaining conscience of Fukushima Daiichi accident as a teaching material for training within the Institute.

(Securing and developing human resources related)

- Consider amending and revising the 10-Year Strategy in the direction of strengthening and accelerating current initiatives.

(Support through utilization of technology basis information related)

- Review the operations based on past activity evaluations.

(Operation Supervisors Certification task related)

- Support the establishment of a system for mutual dispatch of BWR operating staff (practical training according to position).

FY2023 Highly Focused Activities (1/2)

[Concept]

- Highly focused activities for FY2022 have progressed smoothly with the cooperation of the operators.
 - JANSI Peer Review (PR): Equivalency with WANO-PR has been granted in October
 - PM&Cont.M: The partial trial in collaboration with WANO started at Mihama NPP from October
 - Special support for reprocessing facilities: Achieved intended purposes in FY2022 1H and shifted to regular support
- In FY2023, it will be necessary to continue working with the operators to proceed with consideration for the New 10-Year Strategy formulation, including the expected end state of future PRs and the development of PM&Cont.M in collaboration with WANO, based on the progress of activities and changes in the environment.
- Also, multiple BWR plants are preparing for restart, and since strong support from the industry will be required for safe restart, highly focused activities and target initiatives are set as shown in the table below.

(Note) With regard to the “release of treated water of Fukushima Daiichi NPP,” it is attracting a lot of public attention and could affect all operators, so it is being coordinated in the direction of providing technical support that is possible within the scope of JANSI's resources from the perspective of whether the release can be continued in a stable manner.

FY2023 Highly Focused Activities (2/2)

[Specific Highly Focused Activities]

	FY2023 Highly Focused Activities	Target Initiatives
①	Effective and efficient implementation of peer reviews (PR), cooperation with WANO	○ Sound implementation of power plant PR (including substitute PR in place of WANO-PR) ○ Training/capacity building of reviewers
		○ Consideration of the expected end state of future PRs
②	Monitoring power plant performance on a constant basis	○ Cooperation with WANO ePM ○ Consideration for the full-scale operation of PM&Cont.M
③	BWR restart assistance	○ Support for ensuring safe restart of BWR power plants including opinion exchange with preceding plants and walkdown by experts, etc.

FY2023 Business Plan for Strategic Main Actions (1/5)

10Y Strategy Main Actions	FY2023 Business Plan (● is Highly Focused Activities)	Notes
(1) Conduct effective and efficient Peer Review	<ul style="list-style-type: none"> ● Steady implementation of station PR (Higashidori (Pre-Exit Meeting, Exit Meeting), Tsuruga, Shika (substitute JANSI-PR for WANO-PR), Hamaoka, Kashiwazaki-Kariwa (pre-observation, CPO)) ● Improve operations by exercising WANO equivalency in Shika PR. ● Participation in WANO-PR, Joint workshops ● Consideration of how future PR should be (to be considered in the FY2023 New 10-Year Strategy formulation) 	Written in red are activities associated with the 10YS amendment
(2) Strengthen close performance monitoring	<ul style="list-style-type: none"> ● Start actual operation of ePM (2 plants) ● Improve PM&Cont.M process ● PI utilization study (develop skills and methods for data analysis) ● PM&Cont.M effectiveness evaluation (collect plant performance data) ● Consideration of how future PR should be (to be considered in the FY2023 New 10-Year Strategy formulation) 	Written in red are activities associated with the 10YS amendment
(3) Continuously improve and conduct Plant Integrated Assessment	<ul style="list-style-type: none"> ○ Carry on/Improve Plant Integrated Assessment ○ Carry out awarding of stations ○ Quarterly reporting of PI data 	
(4) Upgrade OE analysis and share information actively	<ul style="list-style-type: none"> ○ Analyze domestic and foreign OE 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 (Develop/Modify OE system such as NICS) b. Active utilization of OE data (Improve analytical ability) c. OE information processing capacity improvement (Improve OE-PI system) ○ Promote preventive activities by instilling the importance of OE activities (SOER general education, OE seminars, etc.) 	Written in red are activities associated with the 10YS amendment

FY2023 Business Plan for Strategic Main Actions (2/5)

10Y Strategy Main Actions	FY2023 Business Plan (● is Highly Focused Activities)	Notes
(5) Strengthen the support for utilities to solve important common issues	<ul style="list-style-type: none"> ○Support for resolving important issues identified in PR, etc. (SR visits, TCP supports) ○Strengthen other support for utilities (OP,FP,MA,PCY,ES,EP) OP related: ①Support for improvement of common issues related to operating staff (Improvement of fundamental skills of operating staff, etc.) ②Support for the needs of operating staff (Implementation of information exchange among female operating staff and decommissioning plant operating staff, etc.) ○Other support activities (technical support for the release of treated water of Fukushima Daiichi) ○Excellence Guidelines update and sharing in the industry (common to each area) 	Written in red are activities associated with the 10YS amendment
(6) Support for utility's autonomous safety activities	<ul style="list-style-type: none"> ○CAP system (included in Technology Basis (c)) ○CM (including Environmental Qualification (EQ): Formulation of support plan and implementation of support, smooth implementation of CM-WG) ○Voluntary PIs shared by all utilities (Information sharing among utilities through Working Group (about once every six months), review of guidelines (as appropriate), support for PI operation) ○Risk sensitivity improvement (constant training to increase risk sensitivity) 	
(7) Support for restarting plants	<ul style="list-style-type: none"> ●Support for plants preparing for restart (support for ensuring safe restart of BWR power plants including opinion exchange with preceding plants and walkdown by experts, etc.) 	
(8) Reprocessing facility support	<ul style="list-style-type: none"> ○Support for the development of operation management system toward completion (Special support ended in FY2022 and shifted to regular support) 	
(9) Strengthen oversight both for station and corporate office	<ul style="list-style-type: none"> ○Safety Culture diagnosis both for station and corporate office (included in Main Action (10)) ○Support for utilities to establish RM system (support activities will not end in FY2022, but will be continued in FY2023), study and implementation of Organizational Effectiveness Evaluation (FY2022-FY2024) ○Participate in WANO-TC's corporate PR (as appropriate: included in Main Action (1)) 	Written in red are activities associated with the 10YS amendment

FY2023 Business Plan for Strategic Main Actions (3/5)

10Y Strategy Main Actions	FY2023 Business Plan	Notes
(10) Upgrade SC 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 ○Sophistication of safety culture diagnosis related work ○Safety culture diagnosis and PR information sharing and strengthening of cooperation 	
(11) Summarize safety improvement studies and provide support	<p>[Technical Support Department]</p> <ul style="list-style-type: none"> ○Evaluation methods for enhanced safety measures ○Development of safety measures evaluation basis ○Utility support activities based on overall summary of individual plant evaluation using SRS-46 	<p>Written in red are activities associated with the 10YS amendment</p>
(12) Implement Leadership Trainings	<ul style="list-style-type: none"> ○Effective and well-planned implementation of Leadership Trainings ○Effective use of on-demand training (further promotion of on-demand training, including the expansion of e-learning) ○Enhancement of table-top exercise (formulation of new exercise scenarios) ○Development and reasonable implementation of non-technical skill training to a wide range of utilities ○Grasp utility needs through feedback from trainees, training promotion working group, etc., and make improvements ○Trainer's skill improvement 	
(13) Promotion and adoption of SAT method	<ul style="list-style-type: none"> ○Implementation of station caravan ○Promote E-learning and utilization of guidelines ○Support for autonomous improvement activities including workshops and benchmarking ○Revision of SAT guidelines (revise as appropriate based on good practices of utilities and recent trends in education and training) 	<p>Written in red are activities associated with the 10YS amendment</p>

FY2023 Business Plan for Strategic Main Actions (4/5)

10Y Strategy Main Actions	FY2023 Business Plan	Notes
<p>(14) Reflect the lessons of Fukushima Daiichi accident</p>	<ul style="list-style-type: none"> ○Utilization of video learning materials for maintaining conscience of Fukushima Daiichi accident (in leadership trainings, JANSI staff trainings, etc.) ○Thorough incorporation of lessons learned from Fukushima Daiichi accident (promote confirmation of incorporation status/thorough incorporation of lessons learned, introduce examples of utilization of lessons learned through leadership trainings, etc. and promote effective utilization) 	<p>Written in red are activities associated with the 10YS amendment</p>
<p>(15) Foster ownership of self-regulation among utility leaders through dialogues</p>	<ul style="list-style-type: none"> ○Develop leadership as owner of self-regulation (President&CEO visits newly-appointed CEO/CNOs) ○Direct dialogue with stations by JANSI executives (In addition to interview with newly-appointed station manager, conduct as part of the opinion exchange with station executives in joint assessment) ○Communication to the front-line workers via various contents (Issue "JANSI ACTIVITIES" six times a year, etc.) 	
<p>(16) Support the utilities by providing documents of significance in the time of emergency</p>	<ul style="list-style-type: none"> ○Help utilities during emergency by issuing significance notice 	
<p>(17) Secure medium and long-term human resources and develop training program</p>	<ul style="list-style-type: none"> ○Securement of mid- to long-term human resources (Acceleration of current initiatives: full-scale implementation of continued employment until the age of 67, consideration toward implementation of continued employment until the age of 70) ○Capability development and adequate allocation of staff (Strengthen current initiatives: Grasp/share the development status of new graduates to steadily make them effective) ○Knowledge sharing within JANSI using knowledge management (KM) system (Strengthen current initiatives: Confirm KM utilization status) 	<p>Written in red are activities associated with the 10YS amendment</p>

FY2023 Business Plan for Strategic Main Actions (5/5)

10Y Strategy Main Actions	FY2023 Business Plan	Notes
<p>(18) JANSI Top leader's developing awareness among staffs as self-regulatory organization</p>	<ul style="list-style-type: none"> ○ Dialogue with a small number of staffs (Dialogues with the President&CEO, issuing President&CEO messages) ○ Survey on employees awareness (Implementation of awareness survey) 	
<p>(19) Strengthen cooperation with stakeholders to exercise synergy effect of nuclear safety</p>	<ul style="list-style-type: none"> ○ Increasing collaboration with NRA to demonstrate synergy effect in pursuing nuclear safety ○ Continued activities to promote understanding for ANRE (METI) and other important stakeholders ○ Enhanced collaboration with ATENA and NRRC ○ Activities to raise public acceptance 	
<p>(20) Build cooperative relationships with WANO, INPO and other external organizations</p>	<ul style="list-style-type: none"> ○ WANO (World Governing Board Meeting, TC Board Meeting, WIO Meeting, etc.) ○ INPO (Information exchange meeting, CNO visits to the US, etc.) ○ EDF (Developing a mutually beneficial relationship by exchanging information on Peer Review) ○ IAEA, OECD/NEA and others (International safety improvement that contributes to Japanese utilities) ○ International Advisory Committee (Committee meeting and more opportunities to receive advice on JANSI activities) 	<div style="border: 1px solid black; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">11</div>

FY2023 Business Plan related to Technology Basis (1/2)

10Y Strategy Tech Basis	FY2023 Business Plan	Notes
(A) Support with making the most of foundational technical information	<ul style="list-style-type: none"> ○Development of core internals inspection and evaluation guidelines (Overall planning/coordination, issuance of guidelines) ○Support related to hydrochemistry <ul style="list-style-type: none"> ▪ Hydrochemistry-related support (PWR survey outsourcing, BWR survey outsourcing) ○Support through lectures on basic safety principles, etc. 	Written in red are activities associated with the 10YS amendment
(B) Development of Maintenance Technology Basis	<ul style="list-style-type: none"> ○Development of industry-common maintenance technical basis and dissemination of it <ul style="list-style-type: none"> ▪ Improvement of maintenance information library ▪ Maintenance/Enhancement of database ▪ Enhancement of on-site engineer network activities ▪ Maintenance/Management of deterioration mechanism ▪ Understand utility issues and support improvement activities (hold technology basis meetings) ○Support for revision of JEAC4209 rules 	
(C) Support for Nuclear Safety Management System (SMS)	<ul style="list-style-type: none"> ○SMS issues study meeting (including CAP activity improvement) ○Internal audit review meeting, Human Factor (HF) study meeting (including HF experts meeting) ○Trainings for human performance improvement (HPI) ○Survey on precedents in Japan and overseas 	

FY2023 Business Plan related to Technology Basis (2/2)

10Y Strategy Tech Basis	FY2023 Business Plan	Notes
(D) Manufacturers Support	<ul style="list-style-type: none"> ○Reliable implementation of manufacturer PR (3 locations: NFI, JAEA Nuclear Science Research Institute, and GNF-J) 	
(E) Operation Supervisors Certification	<ul style="list-style-type: none"> ○Implementation of examinations (4 times a year) ○Support for building a system for mutual dispatch of BWR operating staff (practical training according to position) (Development of standard KSA catalogs, development of KSA comprehension check common questions, clarification of position certification criteria, etc.) ○Hands-on training in operating plants ○Enhanced service for accreditation 	<p>Written in red are activities associated with the 10YS amendment</p>