

FY2024 Business Plan Summary



Future Visions and Critical Success Factors

【Revision of 10-Year Strategy】

○ In revising the 10-Year Strategy in FY2023 which was its middle year, JANSI has “reviewed the current Future Visions” → “identified key factors to achieve them (Critical Success Factors)”.



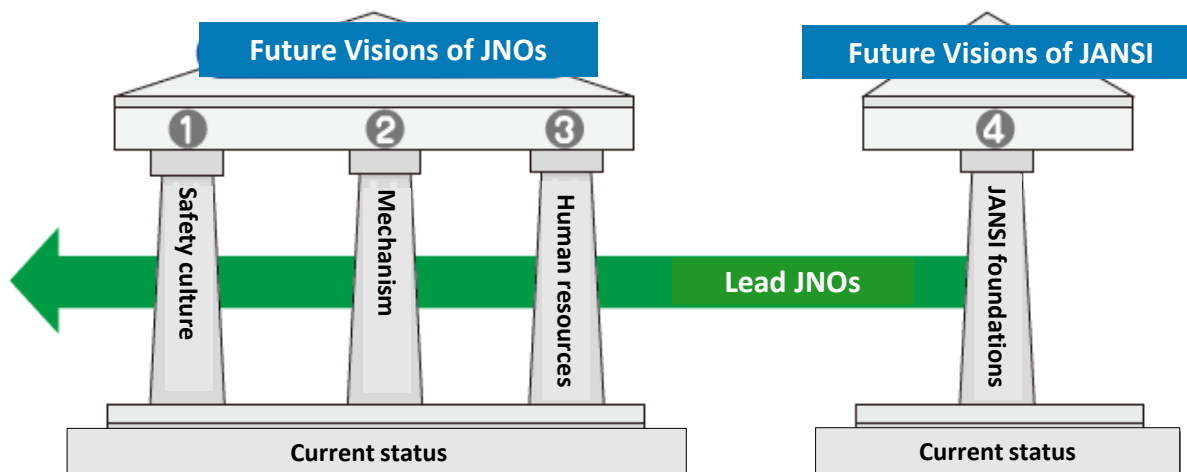
Future Visions

- The operators has achieved and been keeping the world’s highest level of safety and reliability by instilling the initiatives for autonomous and continuous safety improvement.
- JANSI leads the operators from an independent standpoint as authority of world’s excellence.



Key Factors to achieve Future Visions (Critical Success Factors)

1. Fostering healthy safety culture
2. Operating foundation programs for autonomous and continuous improvement
3. Securing/developing human resources necessary for business operations
4. Enhancing/strengthening the foundations (functions, awareness, technical skills, etc.) and implementing effective/efficient activities as a self-regulatory organization



JANSI Main Activities (Main Actions)

【Revision of 10-Year Strategy】

○ JANSI has set JANSI main activities (Main Actions) that contribute to achieving Critical Success Factors

Critical Success Factors	Main Actions
1. Fostering of healthy safety culture	(1) Lead the awareness raising of operators as the main actor of self-regulation (2) Support the safety culture fostering activities (3) Determine/develop organizational effectiveness to maintain and continue high performance
2. Operation of foundation program for voluntary continuous improvement	(4) Pursuit of world's excellence (5) Effective/efficient implementation of high-quality PR (6) Maturing and effective utilization of PMCM (7) Continuous improvement of Plant Integrated Assessment (8) Improvement of OE activities (9) Prompt and appropriate response to important issues
3. Securing/developing personnel necessary for business operations	(10) Enhance and implement leadership training, seminars, etc.
4. As a self-regulatory organization, enhance/strengthen the foundation of functions, awareness, technical capabilities, etc., and implement effective/efficient activities	(11) Establish foundation as self-regulatory organization (12) Collaboration with domestic and overseas related organizations & Building trusting relationships, etc.
【Important issues to be addressed in the near future】	(13) Long-term shutdown plant support & restart support (14) Support for nuclear fuel cycle facilities
【Other: Tasks Separated from Main Actions】	○ Task for Operation Supervisors Certification Exam/Accreditation

[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.



[Concept]

- Highly Focused Activities for FY2023 have been progressing smoothly with the cooperation of the operators.

(1) Peer review, PMCM:

- MOU with regard to exercise of equivalency was entered into with WANO in May, and Shika PR was implemented in October based on the MOU (Exit Meeting was held in February).
- The necessary number of reviewers was secured/developed through self-help efforts, etc., but JANSI continued communicating with the operators in order to secure reviewers sustainably.
- While following the WANO's movement regarding how the future PR should be, JANSI has developed the strategy to introduce the graded approach peer review taking account of PMCM effectiveness and progress of autonomous and continuous plant performance improvement.
- By collaborating with WANO, the full-scale PMCM operations have been started in Ikata and Sendai in addition to Mihama. In the next fiscal year, it will be started in all operating plants.

(2) BWR restart support:

- The support has been provided for Onagawa and Shimane in response to their requests for support. Both of them aim to restart in or after August 2024.

- The Highly Focused Activities for FY2024 are set as shown in the following page since: It is necessary to continue to collaborate with the operators in FY2024 in implementing PR- and PMCM-related activities; and several BWR plants plan to restart in FY2024, and restarting the BWR plants safely needs strong support from the industry.



FY2024 Highly Focused Activities (2/2)

[Specific Highly Focused Activities]

	FY2024 Highly Focused Activities	Target Initiatives
①	Effective and efficient implementation of PR, cooperation with WANO	<ul style="list-style-type: none">○ Sound implementation of power plant PR and improvement in its operations (including WANO equivalency-exercised PR)○ Training/competency building of reviewers
②	Improvement of plant performance through constant monitoring of it	<ul style="list-style-type: none">○ Gradual start of the full-scale PMCM operations in cooperation with WANO ePM○ Consideration of data utilization for PMCM effectiveness improvement and efficient PMCM
③	BWR restart assistance	<ul style="list-style-type: none">○ Support for ensuring safe restart of BWR power plants including opinion exchange with preceding plants and walkdown by experts, etc.

(Note) As for the reprocessing facility, special support had been provided as a part of FY2022 Highly Focused Activities in collaboration with the operators. There are no issues that greatly hinder the construction work from completing. The mechanism for improvement has been developed and continuous improvement has been progressing. JANSI experts are providing specialized support in each field such as follow-ups on improvement activities as a part of usual support activities. JANSI will continue to provide support in collaboration with the operators by utilizing knowledge/experiences in plant management which is a JANSI's strength.



FY2024 Business Plan for Strategic Main Actions (1)

10YS Main Actions	FY2024 Business Plan (Items with ● are related to FY 2024 Highly Focused Activity)	Notes
(1) Lead the awareness raising of operators as the main actor of self-regulation	<ul style="list-style-type: none"> ○ Delivery of JANSI messages through the Board Meetings, etc. ○ Dialogues with the operators' top leaders, direct dialogues between JANSI top management and the stations ○ Implementation of Joint Assessment ○ Communication to the front-line workers of the stations through various types of content (issuance of JANSI ACTIVITIES (6 times/year), etc.) ○ Support o remember the lessons learned from the Fukushima Daiichi accident 	
(2) Support the safety culture fostering activities	<ul style="list-style-type: none"> ○ Safety Culture: on-site diagnosis (5 locations: 4 utilities and 1 manufacturer)/survey by questionnaire ○ Support for the safety culture fostering activities (self-assessment workshop, safety culture promotion seminars, safety caravans, etc.) ○ Support to improve safety culture self-assessment capabilities (participation of industry peers, synchronization with PR timing) 	The item in red represents a strategic work (to strengthen Main Actions)
(3) Determine/develop organizational effectiveness to maintain and continue high performance	<ul style="list-style-type: none"> ○ Developing the desired state of an effective organization ○ Development/trial operations of evaluation methods ○ Collaboration with WANO-TC (obtain CPR information, participate in CPR) 	Same as above
(4) Pursuit of world's excellence	<ul style="list-style-type: none"> ○ Activities regarding the world's excellence (collect information on world's excellence, revise the excellence guidelines, collaborate with domestic/overseas related organizations, etc.) ○ Roll-out of world's excellence (spread excellence and promote autonomous improvement by utilizing JANSI platforms, collaborate with domestic related organizations (ATENA, NRRC and others), etc.) 	



FY2024 Business Plan for Strategic Main Actions (2)

10YS Main Actions	FY2024 Business Plan (Items with ● are related to FY 2024 Highly Focused Activity)	Notes
(5) Effective/efficient implementation of high-quality PR	<ul style="list-style-type: none"> ● Steady and continuous promotion of JANSI PR (4 plants) ● Promotion of effective/efficient PR (establish the operations of equivalency-exercised PR, establish the method to strengthen collaboration) ● Improvement/maintenance of human/organizational competencies (establish the systems/programs, promote interactions with overseas organizations) ● Establishment of the methods to coordinate PR timing ○ Implementation of manufacturer PR (including JNFL enrichment/ facility, MOX fuel fabrication) (3 locations) 	The item in red represents a strategic work (to strengthen Main Actions)
(6) Maturing and effective utilization of PMCM	<ul style="list-style-type: none"> ● Roll-out and improvement of PMCM activities (Roll-out PMCM to all operating plants and improve PMCM continuously, introduce a performance data exchange system) ○ Utilization of PI and making improvements (introduce/utilize overseas knowledge, train analysis personnel) ● Timely sharing of plant performance information (Consideration/introduction of a data display system) ○ PMCM effectiveness verification ● Collaboration with WANO-TC ePM 	Same as above
(7) Continuous improvement of Plant Integrated Assessment	<ul style="list-style-type: none"> ○ Implementation of Plant Integrated Assessment/commendation of Power Plant Awards ○ Improvement in the integrated assessment system (Consider implementing PI evaluation independently by separating PR evaluation, select new PIs, coordinate to use WANO-PR results in Sessions) 	Same as above

FY2024 Business Plan for Strategic Main Actions (3)

10YS Main Actions	FY2024 Business Plan (Items with ● are related to FY 2024 Highly Focused Activity)	Notes
(8) Improvement of OE activities	<ul style="list-style-type: none"> ○ Reaffirmation of the importance of OE work and development of necessary systems (strengthen the OE activity collaborative system, develop/establish a system to deliberate Documents of Significance, strengthen the system to study overseas OE information, provide OE seminars/SOER general education continuously, train OE instructors, etc.) ○ Effective/efficient operations of OE information analysis (strengthen the OE information processing method, tendency analysis, continuously improve OE information system, continuously improve OE-PI system, etc.) 	The item in red represents a strategic work (to strengthen Main Actions)
(9) Prompt and appropriate response to important issues	<ul style="list-style-type: none"> ○ Analysis of the plants' current statuses and identification of important issues/development of support plan to solve the important issues and provision of support (examples of JNO initiatives to improve self-assessment capabilities: performance improvement training, introduction of host peer participation in PR, etc.) ○ Development of special support plan and provision of support ○ Support for full-scale treated water release from Fukushima Daiichi ○ Support for physical protection/safeguards ○ Response to prolonged plant operation (develop an industry-wide maintenance engineering platform) ○ Responses related to core internal inspection and evaluation guidelines 	Same as above
(10) Enhance and implement leadership training, seminars, etc.	<ul style="list-style-type: none"> ○ Implementation of leadership training, seminar, etc. (Implement leadership training and make continuous improvements, create new leadership training program for young leaders, develop/provide systems of training/seminars, etc.) ○ Support to establish SAT (continued) ○ Support to improve training effectiveness (Study SAT utilization cases, observe training/offer advice) ○ Development of training guidelines (when necessary) 	Same as above

FY2024 Business Plan for Strategic Main Actions (4)

10YS Main Actions	FY2024 Business Plan (Items with ● are related to FY 2024 Highly Focused Activity)	Notes
(11) Establish foundation as self-regulatory organization	<ul style="list-style-type: none"> ○ Securement of human resources in a mid- and long-term basis/enhancement of the employees' capabilities and effective posting ○ Transmission of the organizational culture and knowledge/experiences ○ Instillation of self-regulation through dialogue with top management, etc./employee awareness survey (every three years) ○ Development of a plan to review/establish new business models through digital transformation , etc. ○ Emergency support to JNO (Participate in WANO training, etc.) 	The item in red represents a strategic work (to strengthen Main Actions)
(12) Collaboration with domestic and overseas related organizations & Building trusting relationships, etc.	<ul style="list-style-type: none"> ○ Stronger collaboration with ATENA, NRRC and other domestic related organizations, resolution of issues faced by the industry ○ Stronger collaboration with WANO, INPO and other overseas organizations/deeper mutual beneficial relationships ○ Building a trusting relationship with NRA through continued/expanded communication ○ Strengthening communication to the stakeholders including the general public, gaining understanding (the website open to the public, JANSI On-Line, Annual Conference, Annual Report, opinion exchange with the members of Domestic/International Advisory Committees, etc.) 	
(13) Long-term shutdown plant support & restart support	<ul style="list-style-type: none"> ● Support for the long-term shutdown plants ● Support in accordance with restating timing 	Important issues to address in the near future
(14) Support for nuclear fuel cycle facilities	<ul style="list-style-type: none"> ○ Support for the reprocessing facility (through SR, TCP) ○ Support for the cycle facilities (implement PR equivalent to the one for fuel processing facilities/provide support through SR, TCP) ○ Dispatching JANSI reviewers to participate in WANO PR to be implemented at the reprocessing facility after completion of construction. 	Same as above

FY2024 Business Plan for Task separated from Main Actions

Task	FY2024 Business Plan (Items with ● are related to FY 2024 Highly Focused Activity)	Notes
A. Task for Operation Supervisors Certification Exam/Accreditation	○ Implementation of the task for Operation Supervisors Certification Exam/Accreditation (4 times/year), and making continuous improvements	Tasks separated from Main Actions

