

FY2023 Business Report Summary



1-1. FY2023 Activity Status (Main Actions: 1/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(1) Effective and efficient implementation of peer reviews (PR)	<ul style="list-style-type: none"> ● Steady implementation of station PR (at 3 plants: Tsuruga, Shika, Hamaoka (ongoing)) ● Improve operations by exercising WANO equivalency in Shika PR. ● Participation in WANO-PR (10 personnel/PR), Joint workshops (of TC-TLs and JANSI-TLs) ● Consideration of how future PR should be <ul style="list-style-type: none"> • Set subtasks, performed overseas benchmarking and exchanged opinions with the Plant Managers to consider “how future PR should be” and create JANSI’s rough draft. The consideration results have been incorporated into the new 10YS.

- Conducted 33 times (including Hamaoka) since the founding of JANSI (2012).
- Conduct JANSI/WANO peer reviews alternately.
- Concluded MOU with WANO-Tokyo Center (TC) on the exercise of equivalency (exercised equivalency for Shika PR in FY2023 3Q)

<The Role of JANSI Peer Reviews>

- Evaluate **all activities that affect safety** of the operators
- **Communicate to the JNO leaders** about performance status such as AFI, good practices, etc.

<Requirements for Effective Peer Reviews>

- **Relationship of trust with the station** is a prerequisite (interview content, reports, and other information will not be disclosed)
- Conduct **objective and critical review that will lead to improvements**

- Direct JNO to self-improvement through **peer pressure**
- Improvement by continuous involvement through **evaluation and support**

Peer Review Track Record of the Past 3 Years			FY2023
FY2020	FY2021	FY2022	
Ikata Tokai Daini (Onagawa and Tomari were postponed due to COVID-19 pandemic)	Onagawa Ohi Takahama Genkai	Mihama Shimane Tomari Sendai Higashidori	Tsuruga Shika Hamaoka



1-1. FY2023 Activity Status (Main Actions: 2/14)

10YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(2) Strengthen constant monitoring of plant performance	<ul style="list-style-type: none"> ● Start full-scale operations of ePM at 3 plants: Mihama (shifted from partial trial to full-scale operations in May), Ikata and Sendai (started the full-scale operations in Oct.) ● Improve PMCM processes (created the PMCM guidelines, revised the work procedures/information handling procedures, created/revised the PMCM handbook, etc.) ● PI utilization study (develop skills and methods for data analysis: PMCM system improvement study, etc.) ● PMCM effectiveness evaluation (collected plant performance data: WANO-PI/Voluntarily-set Common PI) ● Consideration of how future PR should be (the results have been incorporated into the new 10YS)

- Based on the result of Feasibility Study of the mechanism for constantly grasping power plant performance, the Board of Directors approved the collaborative implementation of PMCM (Performance Monitoring & Continuous Monitoring) by JANSI and ePM (enhanced Performance Monitoring) by WANO. (Mihama: already transferred to full-scale implementation in May 2023 from partial trial; Ikata and Sendai: started implementation by collecting PIs in October 2023.)
- Establish PMCM guidelines, revise procedure manuals, and create PMCM booklet.

Aim

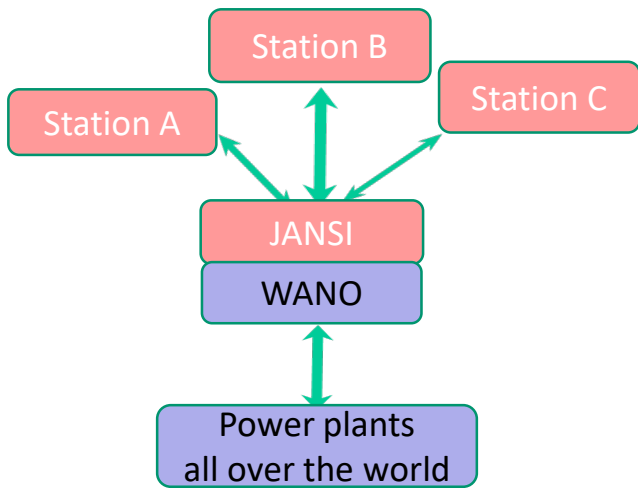
- Collect plant performance indicators and factor indicators at each station on a regular basis
- Aggregate data from each station to JANSI

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- Early detection of deterioration trends by trend monitoring of factor indicators, etc.
- Comparison with other stations

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- Utilities take the lead and **make improvements on their own**
- JANSI **provides comprehensive evaluation and timely support** based on expertise and experience in each field
- **Collaborate with WANO and support stations effectively and efficiently including international perspectives**

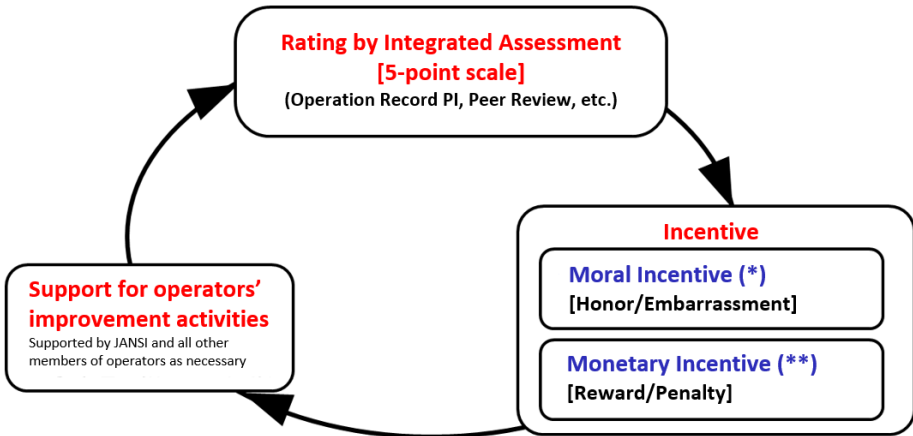


1-1. FY2023 Activity Status (Main Actions: 3/14)

10YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(3) Continuously improve and conduct Integrated Assessment for nuclear stations	<ul style="list-style-type: none"> ○ Implement/improve Plant Integrated Assessment (collected the overall evaluation results, deliberated them at Power Plant Integrated Assessment Committee, informed the operators of the result after President & CEO made the final scoring.) ○ Implement Power Plant Awards (Special Award to 2 plants) <ul style="list-style-type: none"> ▪ Kansai Electric Mihama NPP: Advanced initiatives for performance monitoring ▪ Kyushu Electric Sendai NPP: Active initiatives for fire preventive measures in the entire plant ○ Quarterly report on performance indicator (PI) data (4 times/year: sent to the operation committee members,

- Started Plant Integrated Assessment in FY2016 (Conducts the Assessment based on the plant performance in the previous fiscal year, and shared the information in CEO Session)
- Gave the Power Plant Awards (Special Awards) (2018: three plants; 2019: one plant; 2020: three plants; 2021: N/A; 2022: one plant; 2023: the two plants: Kansai Electric Mihama NPP *Advanced initiatives for performance monitoring*, Kyushu Electric Sendai NPP *Active initiatives regarding fire preventive measures in the entire plant*)

Share information among all CEOs and recognize stations with Power Plant Awards

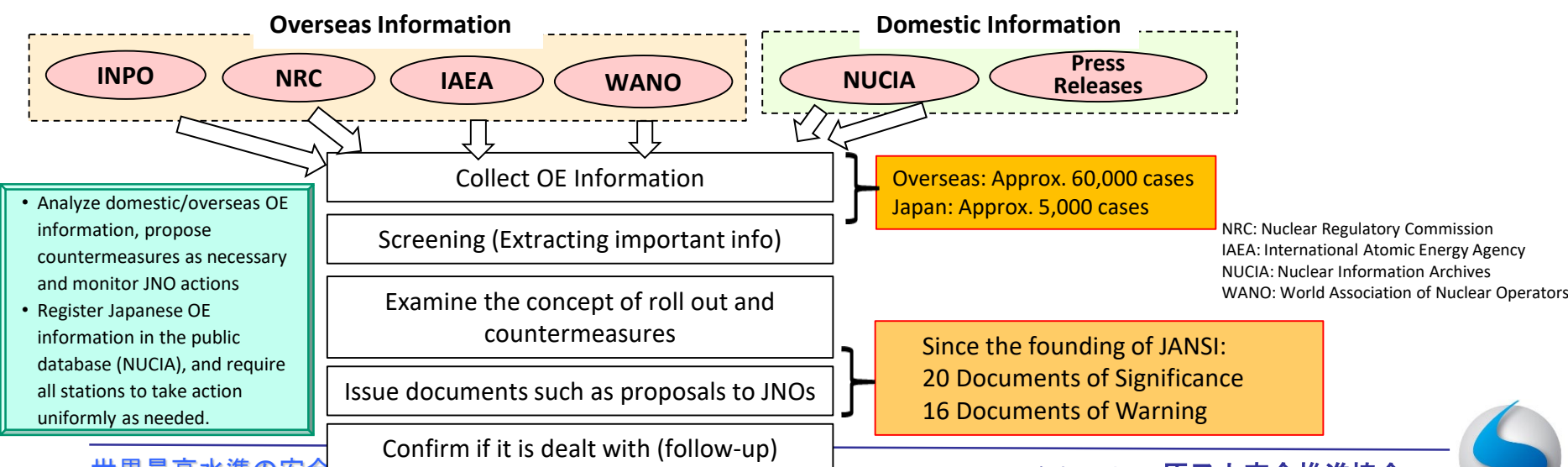


(*) Commend excellent stations in front of all utility CEOs
 (**) JANSI membership fees are at a premium or discount according to the comprehensive evaluation results



1-1. FY2023 Activity Status (Main Actions: 4/14)

10YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(4) Upgrade OE tasks and actively provide information	<ul style="list-style-type: none"> ○ Analyze domestic and foreign OE and provided utilities with documents according to significance (Documents of Significance: None, Documents of Warning: the following 3 Documents have been issued) <ul style="list-style-type: none"> ▪ Warning regarding Tomari NPP EDG automatic shutdown (Jul. 7) ▪ Fire prevention regarding electrical equipment, etc. (warning) (Sep. 27) ▪ Warning regarding LCO deviation incident due to work schedule mismanagement (Feb. 1) ○ Study for improvement and sophistication of OE-related work (Active information sharing/utilization, OE information processing capacity improvement (OE-PI system improvement)) ○ Promote preventive activities by instilling the importance of OE activities (At OE Information Review Meeting and Overseas Information Review Meeting, the information was shared with the operators on domestic/overseas OE information including NICS, IER, status of initiatives for providing OE information documents, SOER general training, JANSI-NRA regular information-sharing sessions, etc.)



1-1. FY2023 Activity Status (Main Actions : 5/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(5) Strengthen the support for the operators to resolve shared important issues	<ul style="list-style-type: none"> ○Support for resolving important issues identified in PR, etc. (periodic SR visits, TCP supports) ○Strengthened other support for utilities (OP, FP, MA, RPCY, ES, EP) <ul style="list-style-type: none"> • Support through TPT, Mid-loop Information Liaison Meeting, FP Review Meeting, Emergency Drills Review Meeting, etc. ○Other support activities (technical support for the Fukushima Daiichi treated water release: OP,MA/WM,CY) ○Excellence Guidelines update and sharing in the industry (common to each area)

AFIs pointed out in peer reviews are analyzed and common issues of high importance are identified. In response to this, on the JANSI platform, JANSI leads/supports improvement of the operators through conducting intensive initiatives including sharing good domestic/foreign practices, establishing necessary guidelines, conducting training through seminars, etc. with the participation of the operators.

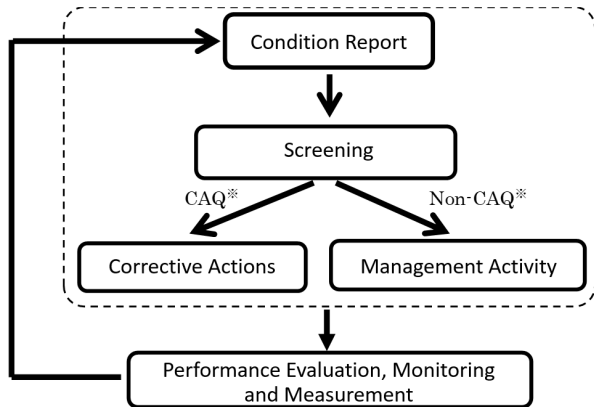
Field	Review Meeting, etc.	Activity Overview
Maintenance (MA)	MA Review Meeting, etc.	Conduct benchmarking, etc. on good practices related to basic maintenance work such as slinging and lifting work, share information with the entire industry, and consider improvement measures to lead the operators. Also, share information on the initiatives in Europe and the US for avoiding mid-loop operation.
Operations (OP)	TCP Liaison Meeting (Utilize constant liaison meetings)	Propose the introduction of team performance improvement training (TPT) with stricter settings than before based on lessons learned from Fukushima Daiichi accident, and provide guidelines for implementing TPT. At each utility, TPT is conducted in cooperation between the station's operations division/training division and external training institutions (Nuclear Power Training Center, etc.). JANSI cooperates as an evaluator and observer of TPT and provides the latest OP information.
Fire Protection (FP)	FP Review Meeting, etc.	From the perspectives of reducing the risks of the impact of fire, including "combustible materials control" and "initial-stage firefighting," implement activities such as development of "Fire Protection Excellence Guidelines," benchmarking, and fire protection seminars to lead improvement of the operators.
Training and Qualification (TQ)	Training Promotion WG (Utilize training & caravans)	To improve the effectiveness of education and training, support the introduction of Systematic Approach to Training (SAT) through the use of guidelines, SAT workshops, power plant caravans, etc.
Performance Improvement (PI)	Peer Review related meeting, etc.	In addition to leadership training, discuss performance improvement initiatives and leadership issues of each station at JANSI meetings and lead the operators, in order to promote understanding and widespread use of performance improvement tools and to strengthen leadership involvement.

1-1. FY2023 Activity Status (Main Actions: 6/14)

10YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(6) Provide support for autonomous safety activity programs	<ul style="list-style-type: none"> ○CAP: Held QMS Issue Review Meeting (3 times), the affiliated CPA Working Group (4 times) ○CM: including EQ management <ul style="list-style-type: none"> • Support through CM-WG (held 4 times), EQ Review Meeting (held twice), and EQ Working Group (held 3 times), held the EQ seminar ○Voluntarily-set Common PI: included in Main Action (2) ○Risk Sensitivity Training was conducted at 6 sites

- Formulated guidelines pertaining to corrective action program (CAP) system with the operators.
- Support for continuous improvement of the operators is being implemented through setting up meeting to exchange information with each other and sharing of issues in actual operation.
- The improvement status of each utility in CAP activity is reported at the NRA "Opinion Exchange Meeting on the Inspection System." Each company has made steady progress in CAP activity as a program to voluntarily promote safety improvement, and it is functioning as a mechanism, while improvements are continuously being made

◆ Process in the corrective action program (CAP) System



* CAQ: Condition Adverse to Quality

* Non-CAQ: Non Condition Adverse to Quality



1-1. FY2023 Activity Status (Main Actions : 7/14)

8

Ten-Year Strategy Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(7) Provide support for restarting plants	● Support for plants preparing for restart (held the opinion exchange session jointly with 3 plants (Shimane, Onagawa, KK), visited plants to confirm the status of preparation for restart, made report on JANSI restart support at FEPC Restart Acceleration Task Force, etc.)
(8) Provide support for reprocessing and other facilities	○ Special support had been ended in FY2022 (support upon requests through SR/TCP) • As individual support after the special support ended, RM group (support for establishing the company-wide RM system), CAP/Trouble group (provision of a cause analysis lecture and confirmation of a text improvement plan) and CM group (introduction of initiatives for addressing issues and good practices at CM-WG) provided support.
(9) Strengthen oversight function including corporate offices	○ Diagnosis of safety culture including the corporate offices: included in Main Action (10) ○ Support for establishing the risk management (RM) system including the corporate offices, study/establishment of organizational effectiveness assessment • Held task forces 4 times ○ Participated in WANO Corporate Peer Review (2 reviews)

【Restart Assistance】

- Continue support from restarted plants (acceptance of secondees (operating staff) from long-term shut down plants, operator experience training in operating plants)
- As the restart assistance for BWR plants, conduct review of the pre-restart check plan.
- Conduct joint opinion exchange meeting between preceding PWR plants and BWR plants regarding sequence training.

【Other Support (related to release of treated water by ALPSs of Fukushima Daiichi)】

- JANSI is conducting review (confirmation of document, on-site observation/interview) from the perspective of eliminating factors that would hinder the accurate release of ALPS treated water into the ocean (from January 2023).
- Based on the review result, JANSI presented the “findings” to TEPCO HD.



1-1. FY2023 Activity Status (Main Actions : 8/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(10) Upgrade safety culture diagnosis method and conduct of it	<ul style="list-style-type: none"> ○ Implement the safety culture diagnosis (5 sites) ○ Support for fostering/improving the safety culture <ul style="list-style-type: none"> ▪ Support for the self-assessment (4 operators), implemented safety culture fostering seminars (basic/follow-up, hands-on) and safety caravans (4 operators), held lectures upon requests from the members (2 operators). ○ Sophistication of safety culture diagnosis related work (collaboration with domestic/overseas related organizations) <ul style="list-style-type: none"> ▪ Held JEA seminar, lectured for overseas trainees at the Wakasawan Energy Center, and participated in IAEA-TM. ○ Share the information on the safety culture diagnosis and PR and strengthened collaboration

○ Safety Culture Assessment

- On-site diagnosis: based on result of questionnaires, conduct on-site diagnosis every 4-5 years for utilities, every 4 years for plant and nuclear fuel manufactures, interviewing site staff to identify potential problems. Interviews with corporate office staff have been included since FY 2020.
- Safety Culture questionnaire: Survey is made every 3 years, as observations of regular basis, for special members (utilities), and semi-special members (manufacturers research organizations).

- On-site diagnosis is designed to observe and analyze the target company from multiple perspectives in terms of organizational culture, and to provide a diagnosis from an independent and objective standpoint as to how this relates to the maintenance and improvement of performance, including safety.
- The purpose is to provide an opportunity for the company itself to better recognize its own state in relation to safety, and to enhance its learning ability as an organization striving for safety excellence.

- Safety Culture questionnaire, through analysis of survey responses, makes it possible to grasp trends, make relative comparisons between departments within member site, and compare between management levels within site. As a result, it will be possible to clarify focus areas that need to be addressed in the future by the operator organizations, and utilize for the voluntary improvement of safety culture of the utilities.

(About 80 questions to be answered by each management level of utilities)



1-1. FY2023 Activity Status (Main Actions : 9/14)

10

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(11) Summarize safety improvement tasks and provide support	<p>○Develop the evaluation methods for enhanced safety measures, etc.</p> <p>•Overall summary of FY2022 proposal follow-ups was reported at Collab. Supervisors Mtg., CNO Mtg. Board Mtg. in Apr./May. Consolidated result of FY2023 proposal follow-ups/policy for explaining at BM, etc. were explained at Nuclear Safety Experts Meeting (Mar. 22) to hear opinions.</p> <p>○Development of safety measures evaluation basis</p> <p>•With regard to issues found by JANSI, the study results of the latest information on safety improvement measures taken at overseas plants were introduced to the personnel in charge at explanatory sessions, etc. to hear opinions and promote the improvement measures. The outline of the explanatory sessions was shared at Nuclear Safety Experts Meeting (4 times/year).</p> <p>○Utility support activities (With regard to holding of seminars, etc. on the evaluation method and evaluation results, etc. based on the overall summary of the SRS-46 evaluation, explanation was made on the activities plan for supporting the operators, etc. at Nuclear Safety Experts Meeting (Dec. 22, Mar. 22))</p>

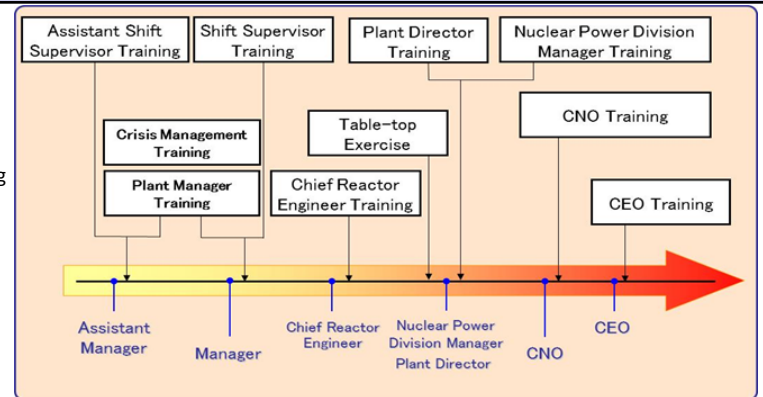
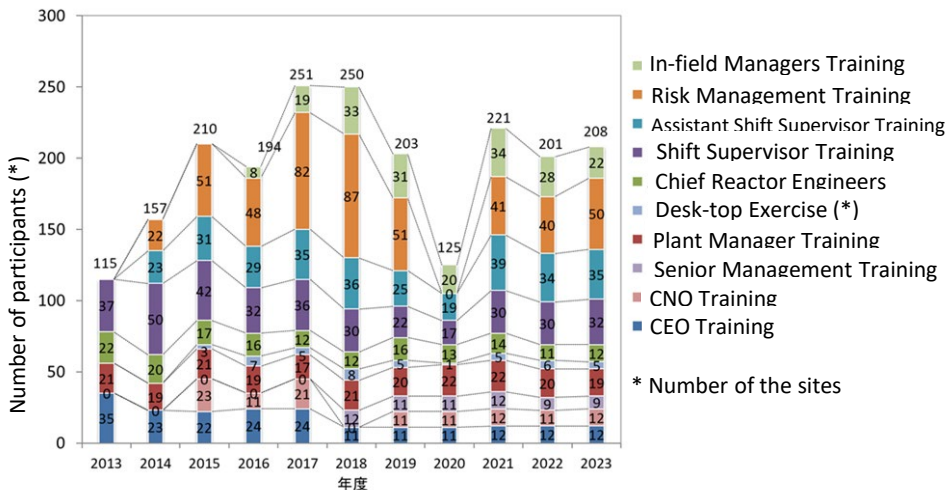
Assessed important safety equipment design and management and made recommendations/proposals and evaluation of safety improvement measures. Specific items are as follows:

- Followed up the utilities' implementation status of JANSI's recommendations (integrated index is increased from 24% to 29%)
- Conducted benchmarking on overseas' (such as the US, Spain, Czech and Slovakia) issues of electronic instrumentation, technical specifications, mid-loop operation with utility staff and shared information with utilities by meetings and seminars.
- Made benchmarking plan in the US and Europe and a seminar inviting overseas experts for FY 2024 and received feedback from utilities.
- Concluded technical cooperation MOU with Czech UJV in June 2023 and held a seminar with UJV, Czech Power Company and Japanese utilities for 5 years. (Once every year)



1-1. FY2023 Activity Status (Main Actions: 10/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
<p>(12) Implement Leadership Trainings</p> <div style="border: 1px solid green; padding: 5px; margin-top: 10px;"> <ul style="list-style-type: none"> JANSI provides trainings to foster the awareness prioritizing nuclear safety and to acquire non-technical skills such as leadership, communication and teamwork. There are 10 training courses for managers according to their positions (CEOs, CNOs, Plant Managers, Shift Supervisors, etc.) </div>	<ul style="list-style-type: none"> ○ Effective and well-planned implementation of Leadership Trainings (Training for CEO, CNO, Nuclear Power Division Manager, Plant Manager/Follow-up, Chief Reactor Engineer/Follow-up, Crisis Management, Shift Supervisor (3 times), Assistant Shift Supervisor (3 times), In-field Manager (twice)/Follow-up, Senior Staff (trial for the implementation in FY2024)) ○ Effective use of on-demand training <ul style="list-style-type: none"> • The video material recording the lecture for looking back the Fukushima Daiichi accident used at Chief Reactor Engineer Training has been made usable as the training material. ○ Enhancement of table-top exercise (creation of a new exercise scenario) <ul style="list-style-type: none"> • Implement the exercise at five plants. A new training scenario was considered based on the operators' needs. ○ Development and reasonable implementation of non-technical skill training to a wide range of utilities <ul style="list-style-type: none"> • The training was implemented for 9 companies in response to their requests received separately. ○ Grasp utility needs through feedback from trainees, training promotion working group, etc., and make improvements

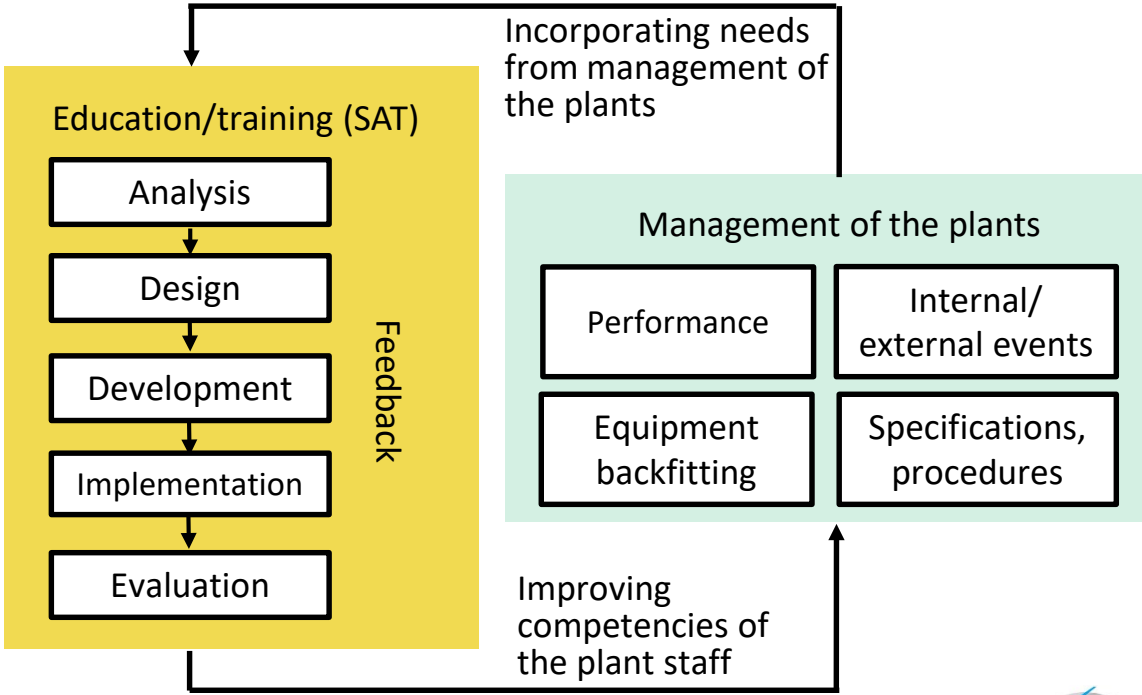


1-1. FY2023 Activity Status (Main Actions : 11/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(13) Promotion and adoption of SAT method	<ul style="list-style-type: none"> ○ Implementation of practical training and power plant caravan <ul style="list-style-type: none"> ▪ Integrated hands-on training and station caravan, support was provided to 9 utilities that requested it ○ Promotion of e-learning attendance and utilization of guidelines (continued) ○ Workshop support <ul style="list-style-type: none"> ▪ Held workshop, and each utility introduced the progress of SAT introduction and exchanged opinions. Also, discussion was held on the theme of OJT, which is a common issue.

In order to improve effectiveness of the training implemented by the operators, JANSI supports them to introduce SAT (Systematic Approach to Training) by developing guidelines, providing training, implementing plant caravans, holding workshops, etc.

- In FY2020, started support activities (caravans) according to the statuses of the plants
 - FY2020: 6 companies
 - FY2021: 11 companies
 - FY2022: 11 companies
 - FY2023: 8 companies
- In FY2022, started the workshop where the operators learn with each other
- Held the issue study meeting themed on OJT
- Held the basic course for training design (1st session)



1-1. FY2023 Activity Status (Main Actions : 12/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(14) Incorporate Fukushima Daiichi lessons learned	<ul style="list-style-type: none"> ○ Utilization of video materials for remembering the Fukushima Daiichi accident (in leadership trainings, JANSI staff trainings, etc.) ▪ Rented the video materials the operators upon request. ▪ The accident was looked back in Leadership Training. (the lectures were provided by those who had experienced the accident as the personnel in charge, etc.)
(15) Foster ownership of self-regulation among utility leaders through dialogues	<ul style="list-style-type: none"> ○ Deliver messages through Board Meeting, etc. (5/18 BM, 6/15 General Assembly/Extraordinary BM, 3/14 BM) ○ Develop leadership as main actor of self-regulation (dialogue between 3 new CEOs/5 new CNOs and JANSI President&CEO, 9/14 CEO Training, 11/16 Plant Manager Training, 2/7 CNO Training) ○ Direct dialogue with stations by JANSI executives (In addition to the interviews with 2 new Plant Managers, direct dialogues with the Plant Managers were held in Joint Assessment) ○ Communication to the front-line workers via various contents (Issue "JANSI ACTIVITIES" 6 times/year, etc.)
(16) Support the utilities by providing documents of significance in the time of emergency	<ul style="list-style-type: none"> ○ Help utilities during emergency by issuing Documents of Significance, etc. ① Cooperated with the operators and WAN-TC and participated in the training by the operators/WANO (at Tsuruga on Dec. 8) ② In order to issue Documents of Warning and Documents of Significance in a timely manner, JANSI has been keeping the necessary documents (Operational Safety Program, installation permits) always in order (continued)
(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 (Acceleration of current initiatives) ▪ Strong request for HR based on the report on “Issues in and response to HR securement” at Board Meeting, etc., consideration for extension of continued employment to age 70, new graduates hiring (for 2024, 2025), etc. ○ Capability development and adequate allocation of staff (Strengthen current initiatives) ▪ Development of new graduates to make them reliable workforce, implementation of step-up training, implementation of training to remember the 1F accident for JANSI staff, etc. ○ Knowledge sharing within JANSI using knowledge management (KM) system (Strengthen current initiatives) ▪ Confirmation of KM utilization status (questionnaire, consideration of countermeasures, system updates)
(18) Raise awareness as self-regulatory organization by the executives	<ul style="list-style-type: none"> ○ Small group dialogue (with JANSI top management (President&CEO) (11 times, 44 staff), issued President&CEO message every time) ○ Employees Awareness Survey (implemented the awareness survey) ▪ Implemented the questionnaire during May 15 and 31. (collection ratio: 96.5%)



1-1. FY2023 Activity Status (Main Actions: 13/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(19) Strengthen cooperation with stakeholders to exercise synergy effect of nuclear safety	<ul style="list-style-type: none"> ○ Increasing collaboration with NRA to demonstrate synergy effect in pursuing nuclear safety <ul style="list-style-type: none"> ● Regular OE Information Exchange Meeting (4 times), greetings to NRA and Commissioners, interviews with NRA ○ Continued activities to promote understanding for ANRE (METI) and other important stakeholders <ul style="list-style-type: none"> ● Interviews with ANRE, response to nuclear energy subcommittee organized by METI (Feb. 20) and Domestic Advisory Committee (Sep. 13, Mar. 11), issuing JANSI On-Line 4 times (April, July, October, January) ○ Enhance collaboration with ATENA and NRRC <ul style="list-style-type: none"> ● ATENA (collaborative coordination meeting, WG responding to OE, etc.), NRRC (engineering cooperation meeting, information liaison meeting, etc.) ○ Activities to raise public acceptance <ul style="list-style-type: none"> ● JANSI public website, communication through Annual Conference, appropriate dialogues with the persons involved.

No. 16 (2024年1~3月)

JANSI On-Line



JANSIでは、3月13日に、**JANSI Annual Conference 2024**を開催し、JANSI会員や国内外の有識者約100名の方々に会場参加（ひとむら、約400名の方々にオンライン）で視聴頂き、充実した専断委員会、杉山委員、電気事業委員会、池田会長をお招きし、ご挨拶いただきました。また、新聞発表はTVA（米国ネブラスカ州地域電力公社）ラフ・アラソン CEOをお招きし、「Continuous Improvement」というタイトルで、ご自身の経験をお話し、いかにしてTVAがゲームチェンジャー文化を醸成し、トップレベルのフォーマスを実現したのか、ご講演いただきました。

また、パネルディスカッションでは、「Continuous Improvement〜日本ではどの程度行っているか〜」というタイトルで、「継続的改善を進める組織リーダーシップ」人材育成への取組「コミュニケーションが与える影響」についてディスカッションを行いました。

基調講演、パネルディスカッションともに、登壇者の意見が非常に参考になった、実質的な議論が盛んなこと等、多くの方が好評の声をいただいています。

カンファレンスの概要およびプログラムは[こちら](#)からご確認ください。また、各講演内容の概要、ご意見、ご質問への回答は、遠くでJANSIのホームページに掲載いたします。



基調講演を行うアラソン CEO パネルディスカッションの様子

1. JANSI トピックス

(1) 理事会等の開催状況

○1月18日および3月14日に理事会を開催

1月の理事会では、10年戦略改正に関わる検討状況などが報告されました。また、CEO 預定で開催されたカンファレンスでは、ピアレビューの実施結果や安全文化現場診断より抽出された組織文化について議論がなされました。

3月の理事会では、①10年戦略の改正案および、②これに基づき2024年度事業計画及び予算案について審議いただき承認されました。また、CEO 預定で前日に開催したAnnual Conference 2024を受けワークショップが実施されました。

2024年度における重点活動は以下のとおり取組んでいます。

- ① ピアレビューの効果的・効率的実施、WANO との連携
- ② 発電所「パフォーマンスの」日間的情報把握によるフォーマス向上
- ③ BWR プラントの再稼働支援

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○3月11日に国内アドバイザー委員会開催（対面）

JANSI から2023年度の主要な活動及び自主規制の強化・発展に向けて説明、ご意見をいただきました。また、原部委員より「航空会社の安全性向上に向けた継続的改善の取組」についてプレゼンいただき、意見交換を行いました。

○3月14日に国際アドバイザー委員会開催（対面）

4名の委員全員にご参加頂き、国際アドバイザー委員会を開催しました。JANSI より、日本の原子力の現状、JANSI の主要な活動、10年戦略の改正をご説明し、特に業務運営課題として、安全文化診断、リーダーシップ研修およびOE活動の3つのテーマについて意見交換を行いました。いただいたご意見は、今後の協会の運営に活かしています。

その他の海外機関との交流に関する状況は、[こちら](#)で紹介しています。



国際アドバイザー委員会からご意見をいただく様子

(2) 10年戦略の改正

3月の理事会において、新10年戦略が承認されました。関係者の皆様にご承認申し上げます。なお、経過の関係上、新10年戦略については次第にて詳細にご説明いたします。

(3) JANSI の活動状況（10年戦略の5分冊、●は2023年度重点活動）

10年戦略の分冊ごとに2023年度第4四半期における主要アクションなどの活動状況を紹介します。

なお、JANSI ホームページのトップページ <http://www.genanshin.jp/>内の「**サイトマップ**」をクリックして頂く、各活動の詳細が閲覧できます。また、スマートフォンからも閲覧できます。

① 発電所ピアレビューの効率的・効果的実施

- 発電所ピアレビュー（PR）は、3発電所において、現時でのレビューを終了。2024年度PRの実施を見据え発電所別のコミュニケーションを継続。

② 発電所/フォーマスの日間的な情報把握、発電所の強化・発展活動の促進

- PMCM（パフォーマンスモニタリング&コミュニケーションシステム）（WANO のePM）の対象を1発電所（奥浜）から3発電所（奥浜、伊方、川内）に拡大。3月以降のサイネジックを実施した。2024年度は稼働している発電所全て（6発電所）に拡大して実施予定。

③ 本誌を向けた評価、連携活動の促進

- 6事業所において、リスク顕在性向上研修を実施済み。
- 安全文化/ヒューマン資源管理/リスクビューを5事業所に実施済み。
- 2024年度も5事業所に実施予定。

④ 事業所の技術的・構造的向上

- リーダーシップ研修については、CNO 研修、上級管理研修、発電所長フォローアップ研修、炉主任フォローアップ研修、発電所管理研修、図上演習、当直隊長研修、当直副長研修、

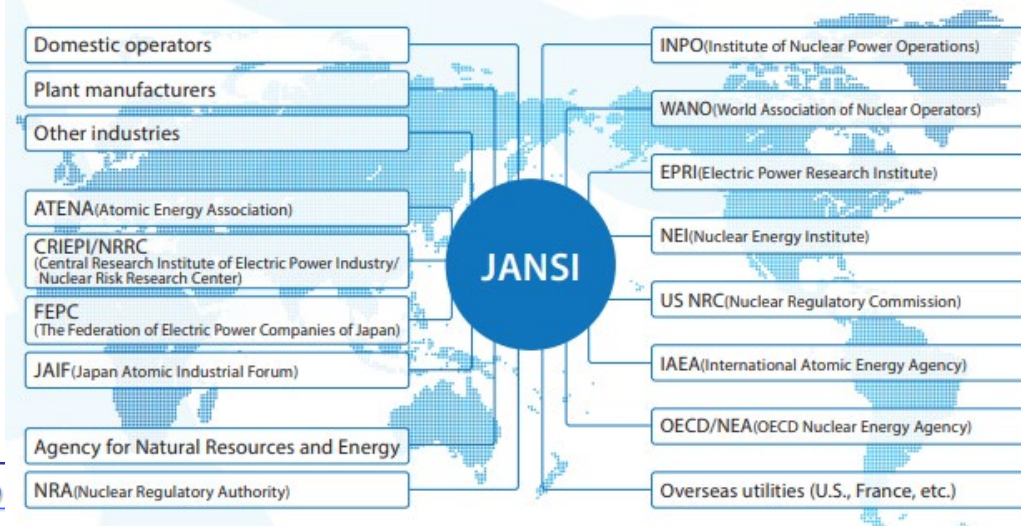
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Posted on the members' website



1-1. FY2023 Activity Status (Main Actions: 14/14)

10 YS Main Actions	FY2023 Activity Status (Items with ● are related to Highly Focused Activity)
(20) Build cooperative relationships with WANO, INPO and other external organizations	<ul style="list-style-type: none"> ○WANO (participated in World Governing Board Meeting, TC Board Meeting, WIO Meeting, discussed with Chairman Mitchell who visited JANSI on JANSI-WANO cooperation (Sep. 29), etc.) ○INPO (held the information-sharing session for establishing an INPO-JANSI engineering supportive relationship (Jun. 29), Japan-US CNO Leadership Meeting (Aug. 27-30) and INPO-JANSI executive information-sharing session (Aug. 30), INPO CEO Willard visited JANSI and participated in CEO Training (as a lecturer), etc. (Sep. 11-14), participated in INPO CEO Conference (Nov. 7-8), and others) ○Concluded a new cooperation agreement (for Apr. 2024 –Mar. 2029) following the expiration of the current agreement (on Mar. 19) ○EDF (visited France, held the information-sharing session with EDF (on Combined PR, acquisition of equivalency, etc.) (on Jun. 20), reported the equivalency-exercised PR result (on Mar. 19)) ○International organizations including IAEA, OECD/NEA (introduced JANSI survey activities at the OECD/NEA GIC Workshop (on the request of NRA, shared with ATENA/FEPC) (on Nov. 14-16), and others) ○International Advisory Committee (had interview session with each committee member to discuss on JANSI 1H results, etc. (in Oct.-Nov.), held the International Advisory Committee (safety culture diagnosis, leadership training, OE initiatives) (on Mar. 14))



1-2. FY2022 Activity Status (Technology Basis: 1/2)

Technology Basis	FY2023 Activity Status
(A) Support with making the most of foundational technical information	<ul style="list-style-type: none"> ○Development of core internals inspection and evaluation guidelines (issued new 3 guidelines) ○Support related to hydrochemistry (as for the outsourced work, the interim report was made in Oct. and the final report was made in March) ○Support through lectures on basic safety principles, etc. (the lecture to deepen the understanding was held (on Nov. 14))
(B) Development of maintenance technology basis	<ul style="list-style-type: none"> ○Development of industry-common maintenance technical basis and dissemination of it ①Improvement of maintenance information library (concluded an outsourcing agreement to outsource the work) ②Maintenance/Enhancement of database (the maintenance information library has been being maintained and updated) ③Enhancement of on-site engineer network activities (an outsourcing agreement was concluded to outsource the works to continue supporting the meeting secretariats, implemented as planned for Maintenance Base Development Committee and the affiliated 10 meeting bodies) ④Maintenance/Management of deterioration mechanism (issued the deterioration mechanism table Rev. 12) ⑤Understand utility issues and support improvement activities (considered on the future holdings of the platform utilization explanatory session) ○Support for revision of JEAC4209 rules
(D) Manufacturers support	<ul style="list-style-type: none"> ○Reliable implementation of manufacturer PR (at 3 locations: implemented at NFI and JAEA Nuclear Science Research Institute, and as for GNJ-J, kicked off in Jan. and the actual review will be implemented in June)
(E) Operation Supervisors Certification tasks	<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) (BWR started development of comprehension check common questions based on NUREG-based standard KSA catalogs) ○Hands-on training in operating plants (implemented by dispatching the personnel from 9 plants)



Technology Basis	FY2023 Activity Status
(C) Support for Nuclear Safety Management System (SMS)	<ul style="list-style-type: none"> ○SMS issues study meeting (see Main Action (6)) ○Internal audit review meeting, Human Factor (HF) study meeting (Issues/concerns of Internal Audit Review Meeting, implemented a hearing for each company regarding HPI support, held the Internal Audit Review Meeting (twice)) ○Trainings for human performance improvement (HPI) (HPI basic training (start an e-learning course), HPI advanced training (e-learning and on-line), HPI specialized training (held as a specialized course)) ○Survey on precedents in Japan and overseas (reported the FY2022 survey result (on May 9), implemented the FY2023 overseas survey (Jan. 23-25)) ○Safety awareness poster: issued 3 types of the poster (No. 40-42) on the theme of HP tool in FY2023 as well

Dr.ジャン・シーのヒューマンファクター研究室 File No.40

フラギング

ヒューマンパフォーマンスツール ⑧

何のため?

- よく似た状態の中から対象を明確にすることでエラーの発生防止を図る
- 作業途中で注意がそれた場合でも作業再開時に再び正しい手順に注意を促すことができる
- 作業中に注意がそれた場合でも作業再開時に再び正しい手順に注意を促すことができる
- リスクの高い領域の近くで作業をする場合

いつ使う?

- 外周のよく似た領域に移動する場合
- 対象機器が目を覆うような状態が予想される場合
- 作業中に注意がそれた場合でも作業再開時に再び正しい手順に注意を促すことができる

どう使う?

- 点検チェックやピアチェックを利用し、フラグを立てる機器を確認し、作業再開直前のためフラグを撤去(グリーン、リボン、シタ、電圧テープ)作業再開を確認する
- フラグは、作業再開の指示や作業再開の確認、確認に誤差を発生させないよう慎重に取扱い、作業終了後に撤去する

フラギングで作業対象を明確にすることでトラブルを予防しましょう!

フラギングは作業中大きななどを工夫して、ひと目でわかるものにするのが重要。作業後の取り外しも忘れずに!

Japan Nuclear Safety Institute | ヒューマンファクター検校

Dr.ジャン・シーのヒューマンファクター研究室 File No.41

作業後評価 (ポストジョブ・レビュー)

ヒューマンパフォーマンスツール ⑨

何のため?

- 作業中に発生した課題や作業内容を確認することで作業における良かった点や課題を抽出し、改善に役立てる
- 次に以降の作業に活かせるように作業内容を共有する
- 共有する情報(例):
 - ①作業の進捗、②手順書の取りかき、③必要な知識や注意、④セリヤリ・ハット、⑤作業の安全確認、⑥ツールやリソースの運用、⑦作業や工程の習得性

いつ使う?

- 作業終了後(日本をまたぐ作業であれば、毎日の作業の終了時)
- リスクの高い領域において、リスクの高いプロセス(作業)の終了時

どう使う?

- 作業に取り組みながら共有し合える
- 作業に課題を抽出して、良かった点(課題を克服した点)および改善すべき点について議論ステップ毎に共有する
- 話し合いの成果については、作業に活かすための改善の検討事項に抽出する
- 作業の検討事項は、対策責任を明確に、必要なものについては解決を要する
- 作業の進捗については、報告書に通知する

作業後評価により、現場に潜んでいる危険性や弱点を共有し、エラーの芽を取り除きましょう!

作業後評価は、作業に潜むリスクを見つけて出す良いチャンス。共有が最も大切なポイント。関係者で集まり話し合っってエラーの芽をなくしていくことが重要じゃ!

Japan Nuclear Safety Institute | ヒューマンファクター検校

Dr.ジャン・シーのヒューマンファクター研究室 File No.42

手順書の使用と遵守

ヒューマンパフォーマンスツール ⑩

何のため?

- 手順書の遵守と目的を認識し、手順書のとおり作業を行うことでトラブルの発生を防止する

いつ使う?

作業前に書く作業手順書、点検、点検、分析、報告を行うとき

どう使う?

- 使用する手順書があるか、手順書が最新であるか確認する
- 作業を開始する前に手順書を確認し、手順書と目的を認識する
- 手順書、点検、点検、点検を確認して作業を進める
- 手順書を確認したうえで、作業中に発生した課題や作業内容について関係者に共有する
- 作業中に発生した課題や作業内容について関係者に共有する
- 作業中に発生した課題や作業内容について関係者に共有する

手順書に記した安全かつ正確な作業がでない場合は中断し、修正してから再開しましょう!

手順書に記した安全かつ正確な作業がでない場合は中断し、修正してから再開しましょう!

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Posted on the members' website



1-3. FY2023 Activity Status (Others)

1. Revision of 10-Year Strategy

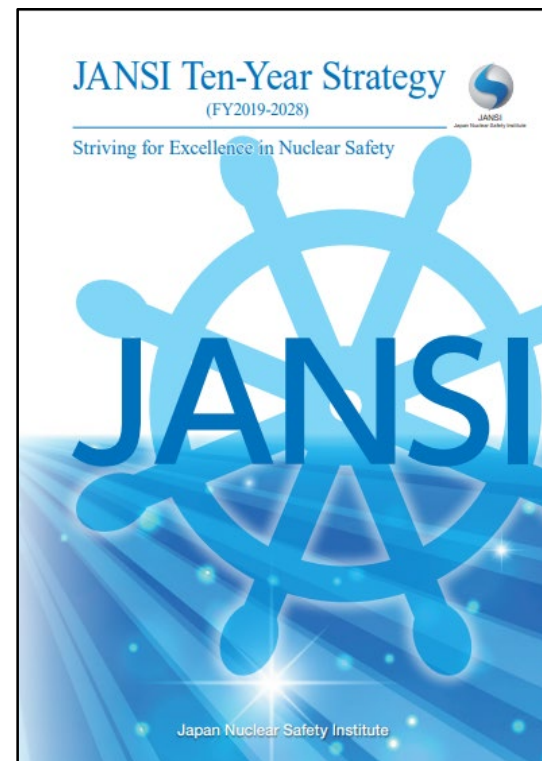
- **10-Year Strategy** had been revised in FY2023 which was the middle year of the current Strategy.
- In revising the Strategy, JANSI carried out “review of the current Future Visions”→Identification of important factors to achieve the Future Visions (Critical Success Factors) →Setting of JANSI main activities (Main Actions) which contribute to CSFs.

2. Status of FY2023 activities on the foundation of organizational management

- (1) Promotion of new work style
- (2) Implementation of self-assessment
- (3) Implementation of internal audit

3. Meeting status related to the Articles of Incorporation

- (1) General Meeting of Members: 1 time
- (2) Board Meeting: 5 times
- (3) Associate Special Member Representative Meeting: 1 time
- (4) Domestic Advisory Committee Meeting: 2 times
- (5) International Advisory Committee Meeting: 1 time



Posted on the public website in Japanese and English
Posted on the members' website



2. Corporate Overview

(1) Change of members

	March 31, 2022	Increase/Decrease	March 31, 2023
Number of members	129 companies	Decrease of 1 due to withdrawal from membership	128 companies

(2) Staff

	March 31, 2022	Increase/Decrease	March 31, 2023
Number of staff (*)	182	Increase of 5	187

(*) : including Directors (full-time), Executive Officers



(Ref.1) JANSI Annual Conference

JANSI holds the **JANSI Annual Conference** to report on the results of its activities, and to receive opinions from domestic/overseas nuclear community in order to make future activities more effective.

(Special feature article (second page spread) was published in Denki Shimbun)

Track Record of the Past 3 Years

Event Date	2022.3.23	2023.3.15	2024.3.13
Participants	Approx. 600 (Held Online)	Approx. 500 (Held Venue and Online)	Approx. 500 (Held Venue and Online)
Panel Discussion	<p><u>Enhancement of Resilience in Nuclear Safety - New Perspective for Plant Operation -</u> Chairperson: Ms. Kyoko Oba (Deputy Chief Engineer, Japan Atomic Energy Agency (JAEA) / Associate Professor, Nagaoka University of Technology) Dr. Erik Hollnagel (Professor Emeritus, Linköping University / Ecole des Mines de Paris / the University of Southern Denmark) Mr. Jacques Regaldo (Senior Vice President, EDF / Former Chairman of the WANO) Dr. Kazue Nakajima (Executive Director, Japan Organization of Occupational Health and Safety / Professor, Osaka University Faculty of Medicine) Mr. Keisuke Nagai (Director and President, Shikoku Electric Power Company) Hiromi Yamazaki (President & CEO, JANSI)</p> 	<p><u>Expectations, Prospects, etc. of Future Activities</u> Chairperson: Ms. Yukari Yamashita (Managing Director of the Institute of Energy Economics, Japan) Mr. Robert E. Schuetz (CEO, Energy Northwest) Dr. Akira Yamaguchi (Director, Nuclear Safety Research Association / Professor emeritus, University of Tokyo) Mr. Victor M. McCree (Owner & Principal Operating Officer, NucLeader Consulting, LLC / Former Executive Director for Operations for the NRC) Mr. Nozomu Mori (Representative Executive Officer & President, Kansai Electric Power Company) William Edward Webster Jr. (Chairman, JANSI) Hiromi Yamazaki (President & CEO, JANSI)</p> 	<p><u>Continuous Improvement-How to extend in Japan</u> Chairperson : Mr.Akio Yamamoto (Professor, Nagoya University Graduate School of Engineering) Mr. Jeff Lyash (CEO, TVA (Tennessee Valley Authority)) Mr. Hiroyuki Yamaguchi (Professor, Kyushu Univ. Graduate School of Human-Environment Studies) Mr. Kingo Hayashi (President and Director, Chubu Electric Power Co., Inc.) Hiromi Yamazaki (President & CEO, JANSI)</p> 

(Posted on the public website) Annual Conference overview, answers to opinions and questions (Japanese, English)

(Posted on the members' website) In addition to the above, handouts and video of the conference, special feature article in the Denki Shimbun



(Ref.2) Examples of dissemination to each management level of utilities using various types of content

Issuance of JANSI ACTIVITIES (6 times/year)



"JANSI ACTIVITIES" is issued for the purpose of assisting special members in understanding the status of JANSI activities as a whole.

(Posted on the members' website)

Issuance of JANSI Annual Report



(Posted on the public website) Japanese ver., English ver.
(Posted on the members' website)

