

FY2024 Business Report Summary



1-1. Status of Activities in FY2024 (Main Actions: 1/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(1) Lead the awareness raising of operators as the main actor of self-regulation	<ul style="list-style-type: none"> ○ Deliver JANSI messages through the Board of Directors, etc. (Board meetings 5 times) ○ Dialogue with JNO top management (Dialogue between 1 new CEO/ 3 new CNOs), Direct dialogue between JANSI top management and NPPs (4 new plant managers) ○ Implementation of Joint Assessment (Joint assessment of JNO and JANSI) ○ Visits of site representatives (SRs) to stations and information exchanges. (Implemented regularly) ○ JANSI Activities (published 6 times/year) ○ Application of the lessons learned from Fukushima Daiichi accident and prevention of fading memories. (Lecture of the accident and discussion, effective use of videos of the lessons and visit Fukushima site and discussion) 	

JANSI ACTIVITIES (issued in FY 2024)		
May issue (10-year strategy)	July Issue (WANO equivalency peer review)	September Issue (Survey of world's excellence)
November Issue (Sharing and application of operating experience)	January Issue (Systematic Approach to Training (SAT))	March Issue (Benchmarking of corrective action program (CAP) in the United States)

(Posted on the member website)



1-1. Status of Activities in FY2024 (Main Actions: 2/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(2) Support the safety culture fostering activities	<ul style="list-style-type: none"> ○ Safety culture on-site diagnosis (5 sites: 4 utilities, 1 manufacturer) ○ Support for the safety culture fostering activities (Questionnaires survey of all planned sites for FY 2024 (12 special members (utilities) and 20 semi-special members. ○ Participation of industry peer in safety culture diagnoses (Takahama, Tsuruga and JNFL) ○ Synchronization of safety culture diagnoses with JANSI PR (started review and coordination for application) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

Results Categories	On-site diagnoses in the past 3 years			FY 2024
	FY 2021	FY 2022	FY 2023	
Nuclear Power Stations and JNFL	Higashi-dori, Ohi, Shika, Onagawa, Fukushima Daiichi	Mihama, Shimane, Ohma, Fukushima Daini, Genkai	Hamaoka, Tomari, Kashiwazaki-Kariwa, Tokai	Ikata, Takahama, Tsuruga, Reprocessing Plant
Plant and Nuclear Fuel Manufacturers	Toshiba Energy Systems	Mitsubishi Heavy Industries	Hitachi GE Nuclear Energy	Mitsubishi Nuclear Fuel

- On-site diagnosis: based on result of questionnaires, conduct on-site diagnosis for stations, plant and nuclear fuel manufactures (every 3-4 years)
- Interviews with corporate office staff have been included since FY 2020.
- Safety Culture questionnaires survey is made every 3 years for special members (utilities), and semi-special members



1-1. Status of Activities in FY2024 (Main Actions: 3/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(3) Determine/develop organizational effectiveness to maintain and continue high performance	<ul style="list-style-type: none"> ○ Develop desired state of an effective organization (Organizational effectiveness WG: 9 times) ○ Establish the assessment method, ○ Trial operation (Takahama PR) ○ Obtain WANO CPR information (Participated in WANO CPRs, Shikoku, Tohoku, Chubu and JAPC) 	Red texts represent Strategic Work to strengthen Main Actions

JANSI-ORG GL-01-00

Guidelines on the Model for effective organizations
(Beta version)

April, 2025

Japan Nuclear Safety Institute
Organizational Effectiveness and Safety Culture
Department

- This guideline describes the organizational operational features that should be emphasized by organizations, with the aim of enabling organizations to have a culture in which the performance and safety of nuclear power plants are constantly maintained at a high level and further improved.

(Posted on the member website)



1-1. Status of Activities in FY2024 (Main Actions: 4/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(4) Pursuit of world's excellence</p> <p>*1: Risk Management *2: Industrial Safety *3: Configuration Management *4: Environmental Quality *5: Radiological Protection *6: Fire Protection</p>	<ul style="list-style-type: none"> ○ Learn from the world's excellence (Collect information on the world's excellence, revise the excellence guidelines (OA, RM, OP, MA, ES, RP,CY, FP, EP, Safety improvement, Technical fundamentals)) ○ Roll out the world's excellence (Instill excellence through JANSI platforms and facilitate self-driven improvement such as performance improvement training, training at operating plants, support to team performance training, dialogue with plant operation managers, mid-loop operation information meeting, IS(*2) review, CM(*3)-WG, EQ(*4) management, PR(*5) review, FP(*6), WG to support to solve individual issues, information exchanges on emergency drills, safety experts meeting, meeting with Dr. Misak, etc.) 	

Dr.ジャン・シーのヒューマンファクター研究室 File No.43

エラーを引越す状況 ①

Time pressure

1 わかりましたっ! はい!!

2 プレーン ON プレーン OFF

3 急がせいで...

4 車庫が 動いてます!!

対策

解説

どのような状況で起きる?

- ① 緊急時
- ② 急がせられている
- ③ 急がせられている
- ④ 急がせられている

どのような影響を及ぼす?

- ① ショートカット(手抜き)
- ② 必要な作業や確認を省略する

どのように防ぐ?

- ① 時間や余裕のある計画の策定
- ② 作業前のヒトと機械(GTAR, 視覚警報など)
- ③ 監査員、仲間からの声かけ 等

タイムプレッシャーがあっても人は「間違えたくない」と思い込んでしまうもの。急がせられて、それを見逃し、判断することによってエラーを発生させない!

Dr.ジャン・シー

Dr.ジャン・シーのヒューマンファクター研究室 File No.44

エラーを引越す状況 ②

First time/inexperienced

1 車庫穴開

2 安全確認が できていない

3 うーん 安全確認が できていない

4 急がせいで 入る!!

対策

解説

どのような状況で起きる?

- ① 初めて作業する
- ② 経験不足
- ③ 経験不足
- ④ 経験不足

どのような影響を及ぼす?

- ① 安全確認ができていない
- ② 安全確認ができていない
- ③ 安全確認ができていない
- ④ 安全確認ができていない

どのように防ぐ?

- ① 初めての作業では、必ずリスク管理しているものと考え、熟練者の指導を受ける
- ② リスクのある作業の場合は、計画がない状態での作業を禁止し、熟練者の指導を受ける
- ③ フォローによる指導を受け、30秒以上確認した作業は必ずチェックリストで確認する

初めて作業する際には、必ずリスク管理しているものと考え、熟練者の指導を受ける。リスクのある作業の場合は、計画がない状態での作業を禁止し、熟練者の指導を受ける。フォローによる指導を受け、30秒以上確認した作業は必ずチェックリストで確認する。

Dr.ジャン・シー

Dr.ジャン・シーのヒューマンファクター研究室 File No.45

エラーを引越す状況 ③

Changes

1 変更後の手順に 慣れているつもりで 作業していたら...

2 変更も、トラック クレーンを使用 したいんだけど

3 変更も、トラック クレーンを使用 したいんだけど

4 変更も、トラック クレーンを使用 したいんだけど

対策

解説

どのような状況で起きる?

- ① 作業手順の変更
- ② 作業手順の変更
- ③ 作業手順の変更
- ④ 作業手順の変更

どのような影響を及ぼす?

- ① 作業手順の変更
- ② 作業手順の変更
- ③ 作業手順の変更
- ④ 作業手順の変更

どのように防ぐ?

- ① 作業手順の変更
- ② 作業手順の変更
- ③ 作業手順の変更
- ④ 作業手順の変更

変更後の手順に慣れているつもりで作業していたら、変更も、トラッククレーンを使用したいんだけど、変更も、トラッククレーンを使用したいんだけど、変更も、トラッククレーンを使用したいんだけど、変更も、トラッククレーンを使用したいんだけど。

Dr.ジャン・シー

(Posted on the member website)

1-1. Status of Activities in FY2024 (Main Actions: 5/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(5) Effective/efficient implementation of high-quality PR	<ul style="list-style-type: none"> ● Promote JANSI PR steadily and continuously (3 plants: Kashiwazaki-Kariwa, Tomari (WANO Equivalency PR) and Takahama) ● Promote effective/efficient PR (Participation of JANSI reviewers in WANO PRs, training of reviewers by yearly plan, coordination of proper PR timings, conduct WANO equivalency PR (Tomari) and coordination of equivalency continuation assessment (Sendai)) ○ Implement manufacturer PR (GNF-J, NDC and JAEA (Fuel Cycle Center)) (3 sites) 	Red texts represent Strategic Work to strengthen Main Actions

Peer reviews in the past 3 years			FY 2024
FY 2021	FY 2022	FY 2023	
Onagawa, Ohi, Takahama, Genkai	Mihama, Shimane, Tomari, Sendai, Higashi-dori	Tsuruga, Shika, Hamaoka	Kashiwazaki-Kariwa, Tomari, Takahama

- Conducted 36 times (including Takahama) since the establishment of JANSI (2012).
- Conduct JANSI/WANO peer reviews alternately.
- JANSI, instead of WANO, conducted Tomari peer review as an WANO equivalent peer review.
- Equivalency continuation review by WANO is scheduled to take place during Sendai peer review in FY 2025.

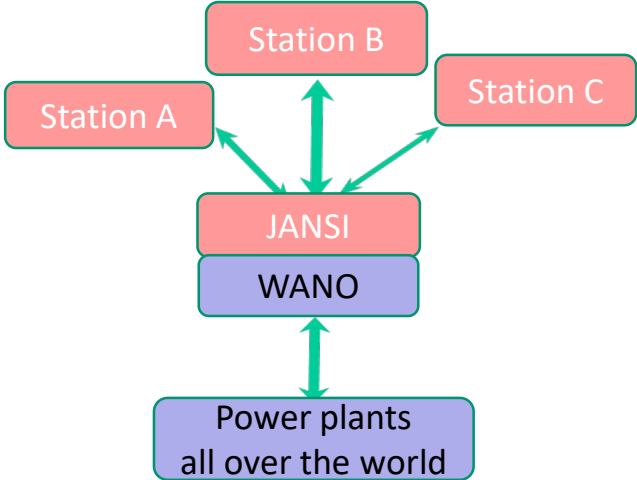


1-1. Status of Activities in FY2024 (Main Actions: 6/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(6) Maturing and effective utilization of PMCM</p> <p>*PMCM : Performance Monitoring and Continuous Monitoring</p>	<ul style="list-style-type: none"> ● Conducted PMCM in cooperation with ePM (Mihama, Ohi, Sendai, Ikata, Takahama, and Genkai) ● Utilize PIs and make improvements (Review/introduce new PIs) ● Share plant performance data in a timely manner ● Review PMCM effectiveness (continuing review) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

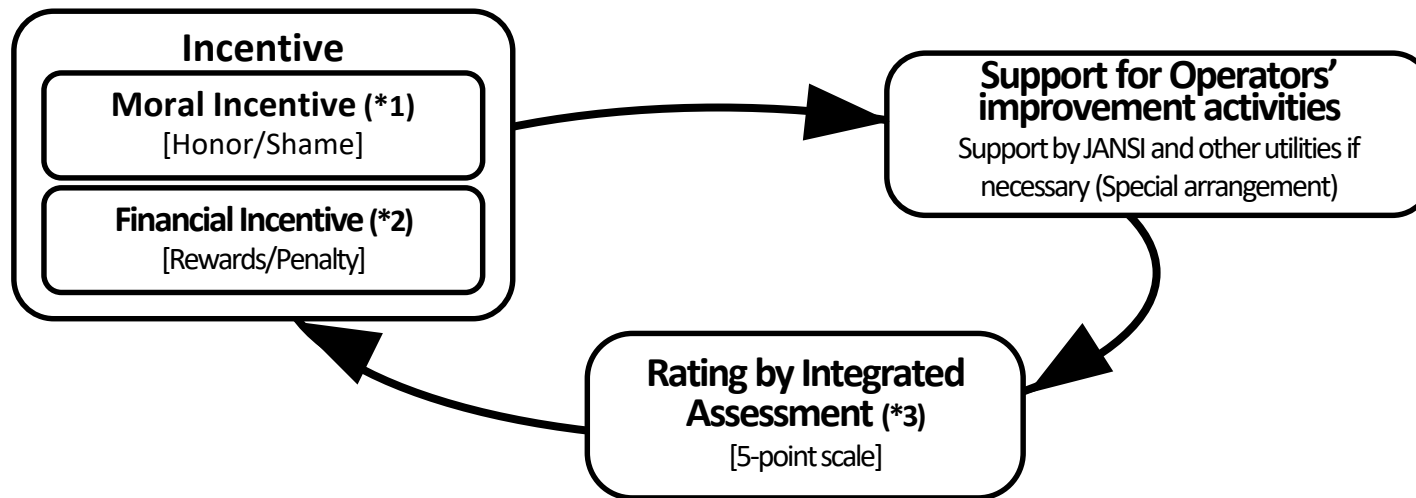
Implementation of PMCM

- Collect plant performance indicators and factor indicators at each station on a regular basis
 - Provide JANSI with data from each station
- ↓
- Check performance through trends of indicators, etc. and dialogues with station.
 - Early detection of deterioration trends and support for improvement activities at stations
- ↓
- Utilities promote 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/efficiently, including international perspectives



1-1. Status of Activities in FY2024 (Main Actions: 7/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(7) Continuous improvement of Plant Integrated Assessment	<ul style="list-style-type: none"> ○ Implement Plant Integrated Assessment ○ Power Plant Awards (Plant Special Award: AI using check system of protective wears for entering radiation controlled area in Hamaoka NPS) ○ Improve the integrated assessment system (Change of the integrated assessment system: abolish the integrated rating and use PR rating only and give incentives to nuclear operators) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>



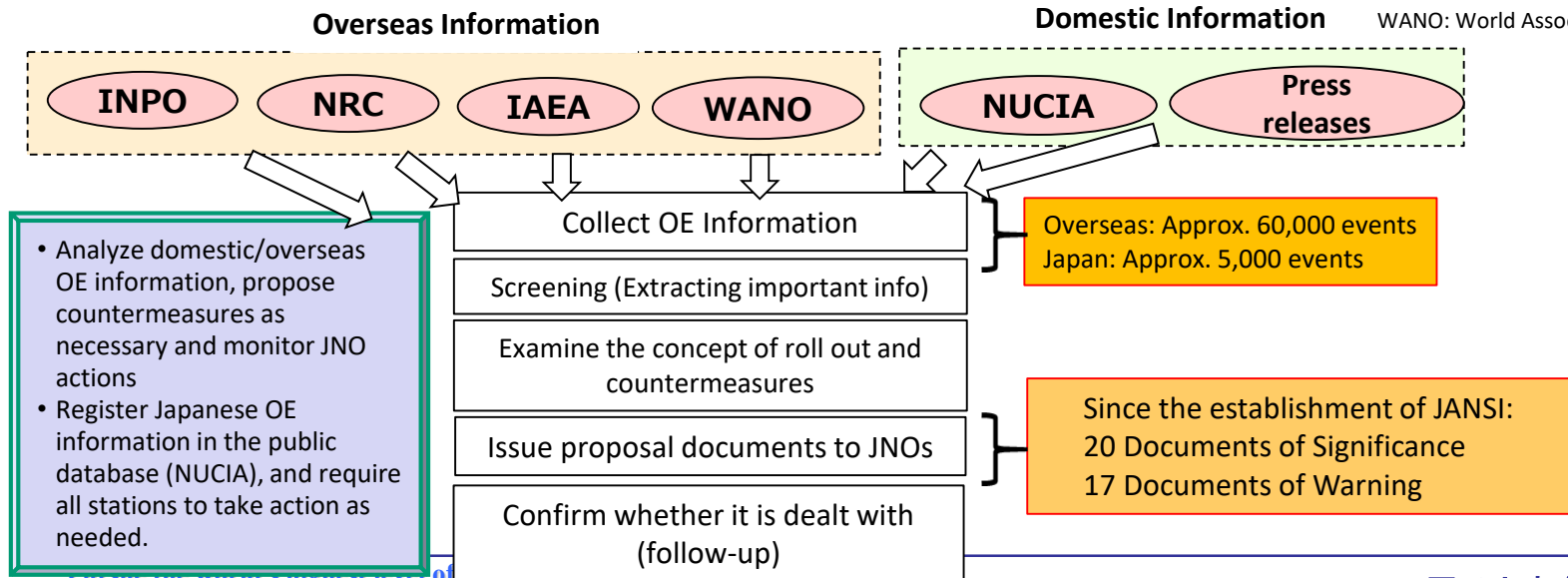
(*1) Commend excellent stations in front of all utility CEOs
 (*2) JANSI membership fees are at a premium or discount according to the comprehensive evaluation results
 (*3) Abolish integral assessment points and give awards/penalties by assessment of peer review ratings only, starting FY 2025 (Performance of FY 2024)



1-1. Status of Activities in FY2024 (Main Actions: 8/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(8) Improvement of OE* activities</p> <p>*OE: Operating Experience</p>	<ul style="list-style-type: none"> ○ Reaffirm the importance of OE works and develop a system (Updated the OE information management system to improve user interface. Further strengthen sharing and application of information using the system.) ✓ Issued on Jan, 30 a warning document on rain water intrusion and abnormal weather. ○ Develop effective/efficient operations of OE analysis (Strengthen OE information assessment method, trend analysis and report. Continuously improve OE information system, improve the OE-PI system continuously by expansion of data, and introduce specific indicators for the process) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

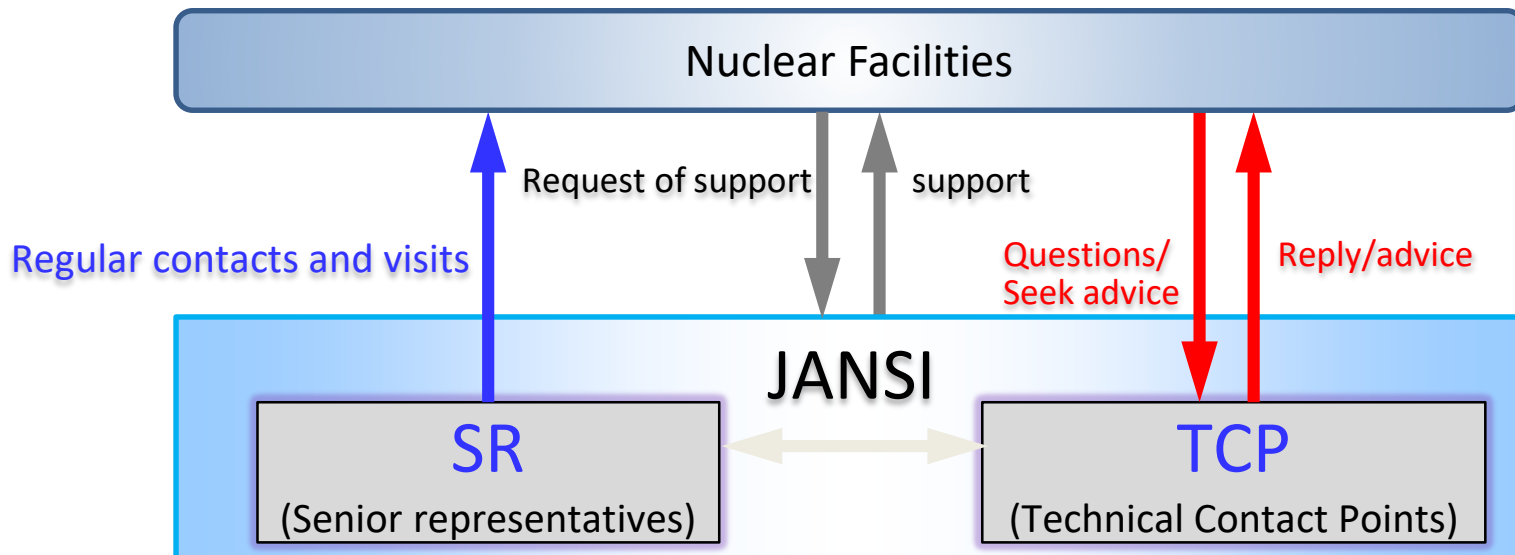
NRC: US Nuclear Regulatory Commission
 IAEA: International Atomic Energy Agency
 NUCIA: Nuclear Information Archives
 WANO: World Association of Nuclear Operators



1-1. Status of Activities in FY2024 (Main Actions: 9/13)

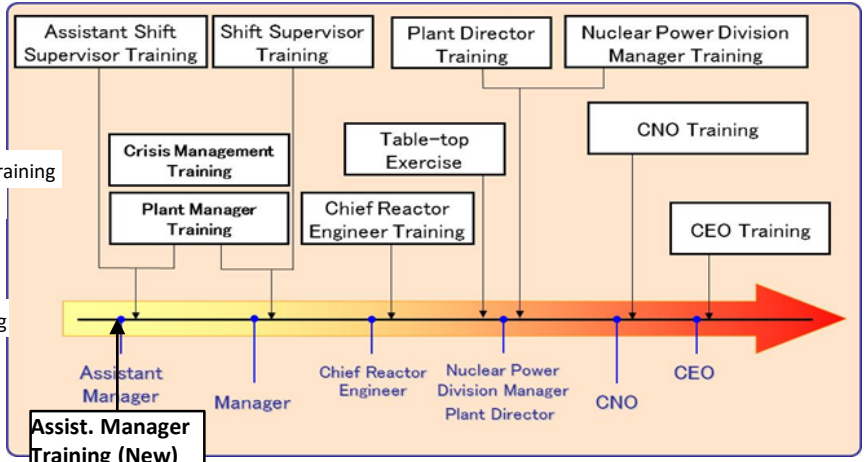
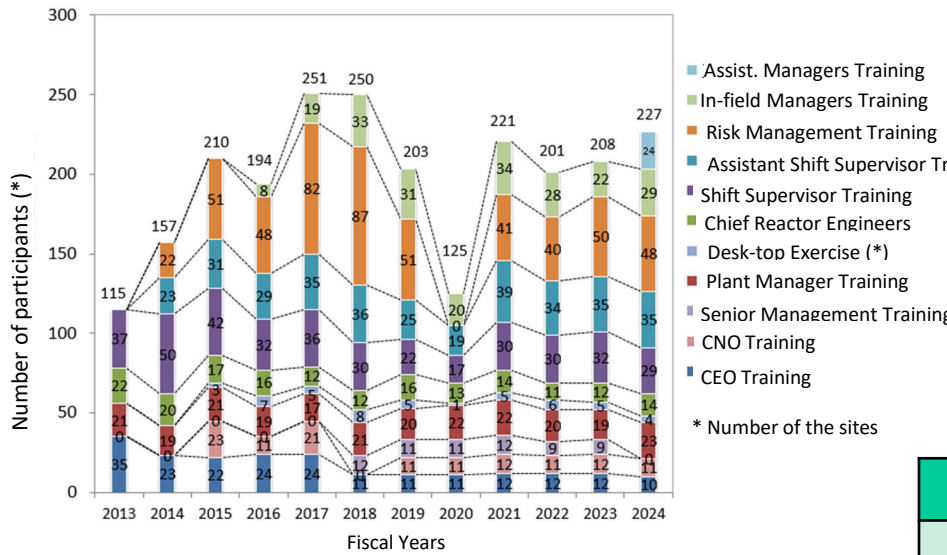
10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(9) Prompt and appropriate response to important issues</p>	<ul style="list-style-type: none"> ○ Identification of common important issues and support (Support to risk management where FAR rate was found high by PR (SOER analysis). Continued regular SR visit/sharing information) ○ Support Fukushima Daiichi for stable full-scale treated water release (completed activity with the final report to TEPCO CEO on April 5) ○ Support to operation period extension (support with maintenance engineering fundamentals) ○ Develop guidelines for core internal inspection and evaluation, etc. (issued 4 guidelines) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

Coordination between Senior Representatives and Technical Contact Points



1-1. Status of Activities in FY2024 (Main Actions: 10/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(10) Enhance and implement leadership training, seminars, etc.</p>	<ul style="list-style-type: none"> ○ Implement leadership training, seminar, etc. (Implemented 10 courses including training for CEOs, CNOs and plant managers. In addition, created new training program for younger senior staff, candidates of managers) ○ Provide support to establish SAT, with providing plant specific support (station caravan), support to improve training effectiveness (Workshop invited an expert from TECNATOM, SAT basic training and a lecture from an INPO expert) ○ Develop training guidelines (revised with referring the latest training activities where necessary) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>



Number of Participants			
FY 2021	FY 2022	FY 2023	FY 2024
221	201	208	227



1-1. Status of Activities in FY2024 (Main Actions: 11/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(11) Establish foundation as self-regulatory organization</p>	<ul style="list-style-type: none"> ○ Secure human resources in a mid- and long-term basis (including request to utilities) ○ Improve the employees' capabilities and effective posting (improve training program for new college graduate employees to earlier adapt to job, training program for employees) ○ Transmission of the organizational culture and knowledge/experiences (effective knowledge management, visit of new employees to TOPCO KAWASAKI training center and Fukushima Daiichi) ○ Instill self-regulation through dialogue with top management (implemented small group meeting with JANSI CEO and new employees and all group leaders) ○ employee awareness survey (Every three years: previous survey was followed-up by internal governance/QMS internal audit) ○ Create a plan to review/establish new business models through utilization of digital transformation, etc. (work streamlining and establishment of new work model) ○ Provides emergency support to JNO, information sharing with other organizations (Participate in emergency drill of Sendai, Kyushu with WANO-TC) 	<p>Red texts represent Strategic Work to strengthen Main Actions</p>



1-1. Status of Activities in FY2024 (Main Actions: 12/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
<p>(12) Collaboration with domestic and overseas related organizations & Building trusting relationships, etc.</p>	<ul style="list-style-type: none"> ○ Strengthen the collaboration with ATENA, NRRC and other domestic organizations, and solve important and emergent issues of the industry ○ Strengthen the collaboration with WANO, INPO and other overseas organizations/deepen the mutual beneficial relationships ○ Build a trusting relationship with NRA though continued/expanded communication ○ Strengthen communication to the stakeholders including the general public, facilitate understanding (upload information on JANSI public website, issued JANSI On-Line 4 times/year) 	

(Japan-US CNO Leadership Meeting)

- 12 CNOs (4 from US and 8 from Japan) participated in the meeting and discussed lessons learned from the Fukushima Daiichi accident and initiative to improve plant performance.
- The CNO leadership meetings are held alternately in Japan and the United States. The meeting in 2024 was held in Japan.



Discussion/Interactions



1-1. Status of Activities in FY2024 (Main Actions: 13/13)

10-year Strategy Main Actions	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
(13) Long-term shutdown plant support & restart support	<ul style="list-style-type: none"> ● Provide support to safe restart of the plants of nuclear operators. (Onagawa-2 and Shimane -2: Walk-down at the stations and regular visit for follow-up, dispatched experts to stations at the time of restart, made reports of restart support and posted on the JANSI member website) (Kashiwazaki-Kariwa: Walk-down and discussion) (For all utilities: Revised the restart guideline) 	Important issues to address in the immediate future
(14) Support to nuclear fuel cycle facilities	<ul style="list-style-type: none"> ○ Provide support for safe and reliable operation of the cycle facility (completed the support of each area and moved to regular support through technical contact points (TCP)) 	Same as above

1-2. Work separated from Main Actions in FY 2024

Work	FY2024 Status of Activities (● is Highly Focused Activities)	Notes
A. Task for Operation Supervisors Certification Exam/Accreditation	<ul style="list-style-type: none"> ○ Implement the task for Operation Supervisors Certification Exam/Accreditation (4 times/year), and continues improvement ○ Special issue (Information exchange meeting of female operators) <ul style="list-style-type: none"> · Information exchange meeting of female operators was held on July 7 upon request commissioner Okada, Atomic Energy Commission, who would like to know status of female operators/technical staff at nuclear power stations. · Held information exchange meeting at corporate office of Tohoku and Onagawa NPS on December 17 and 18. 	

1-3. Status of Activities in FY2024 (Others)

1. Revision of 10-Year Strategy

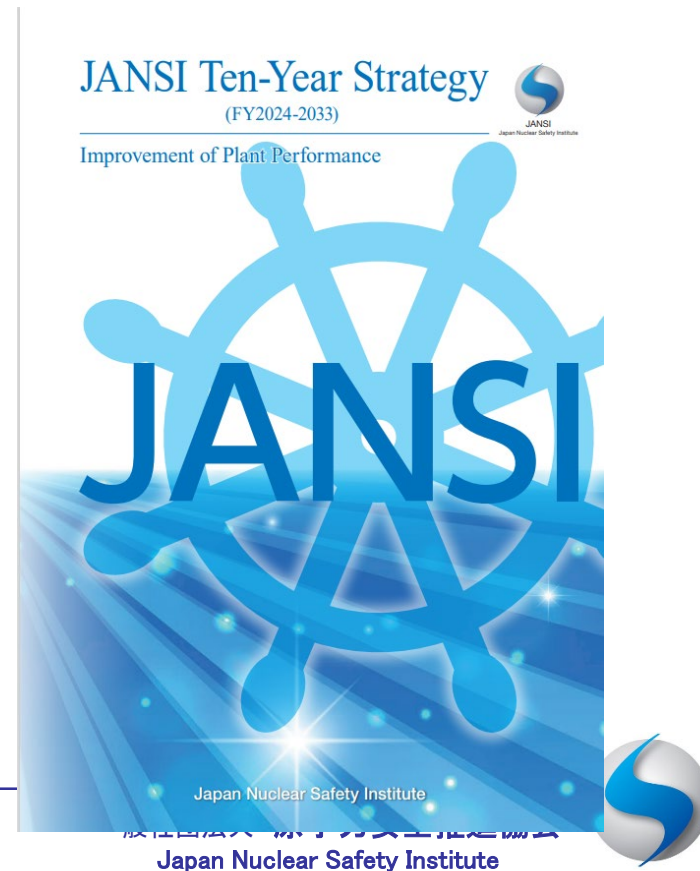
- The revision of 10-Year Strategy and direction of activities for next fiscal year and after were approved at the board meeting in January.
- JANSI continued to have management level meetings with nuclear operators for details of the revision of 10 year strategy.
- The Critical Success Factors and main action plan of the 10-year strategy were approved at the board meeting in March.

2. Status of FY2024 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



2. Corporate Overview

(1) Change of members

	March 31, 2024	Increase/Decrease	March 31, 2025
Number of members	128 companies	None	128 companies

(2) Change of Staff

	March 31, 2024	Increase/Decrease	March 31, 2025
Number of staff (*)	187	Increase of 5	192

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



(Ref.1) Holding of 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)

Conferences of past 3 years

Dates	2023.3.15	2024.3.13	2025.3.12
Participants	Approx. 500 (Held Venue and Online)	Approx. 500 (Held Venue and Online)	Approx. 500 (Held Venue and Online)
Panel Discussion	<p><u>Expectations, Prospects, etc. of Future Activities of JANSI</u> Moderator: 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, NuLeader 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> Moderator : 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>	<p><u>Maintain and improve proficiency of the staff of Nuclear Power Station</u> Facilitator: Dr. Makoto Takahashi, Professor, Graduate School of Engineering, Tohoku University Mr. Shuichi Kaneko, Deputy Secretary-General and Director-General, NRA Human Resource Development Center, NRA Ms. Amanda Donges, SVP, Teaching and Learning, INPO Mr. Rick Libra, CNO, Southern Nuclear Mr. Etienne Dutheil, Director, Nuclear Power Generation, Electricité de France (EDF) Mr. Kojiro Higuchi, Representative Director and President, Tohoku Electric Power Company. Isao Kato, President & CEO, JANSI</p>



Ref.2 Examples of sharing information with various types of content (1/2)

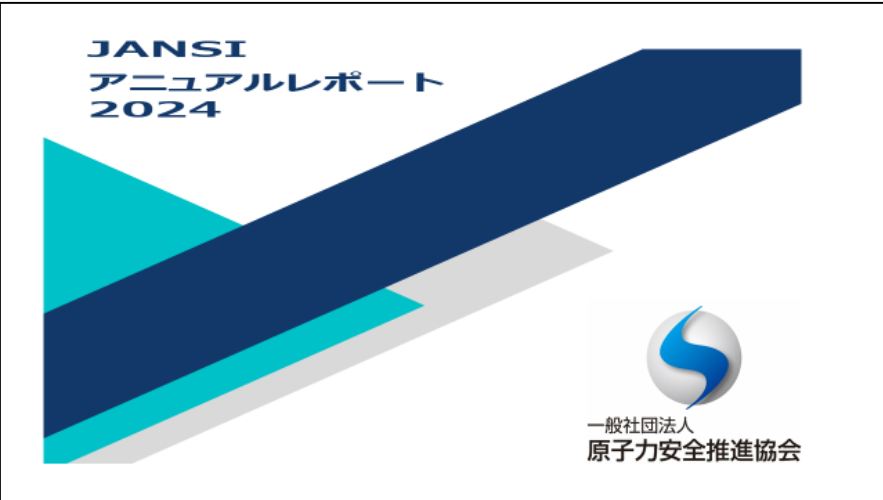
Issuance of JANSI ACTIVITIES (6 times/year)



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

(Posted on the member website)

Issuance of "JANSI Annual Report"



(Posted on the public website in Japanese and English)
(Posted on the member website)




Ref.2 Examples of sharing information with various types of content (2/2)

Issuance of JANSI On-Line (4 times/year)

JANSI On-Line No.20(April 2025)

JANSI On-Line

1



JANSI
Japan Nuclear Safety Institute

JANSI Chairman Webster, delivering opening remarks, Panel Discussion and CEO Kato, delivering closing remarks, at JANSI Annual Conference 2025

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JANSI On-Line is started to regularly inform domestic and international advisors of overall topics of JANSI management including board meetings as well as status of nuclear power in Japan as bases of their advice to JANSI.

(Posted on the public website in Japanese and English from No. 17, issued in July 2024)

JANSI On-Line No.20(April 2025)

JANSI Topics

5

The 199th Safety Caravan

The 199th Safety Caravan (safety culture lecture session and workshop) was conducted at Mitsubishi Nuclear Fuel in February 2025.

The safety caravan is a part of the safety culture fostering activities to enhance safety awareness, share and improve safety culture of JANSI member companies. JANSI visits nuclear facility sites and delivers safety lectures, introduces safety educational materials and exchanges views on safety culture with site members.

- Outline of the safety culture fostering activities is [here](#)



JANSI
Japan Nuclear Safety Institute

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