

Implementation Status of Measures to Permeate Nuclear Safety Culture

— April 2013 through March 2015 —

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Nuclear Reform Special Task Force



東京電力

1 Measures for permeating safety culture and improving the safety awareness of nuclear power leaders

- ① Group discussion by nuclear power leaders (2013/03~2014/03)
- ② IAEA safety culture self-assessment workshop (2013/10/10~14)
- ③ Reinforcing messaging from nuclear power leaders(2014/04~)

2 Measures for permeating safety culture and improving the safety awareness of the organization as a whole

- ① Traits of individuals/leaders/organizations for a healthy nuclear safety culture(2014/11/17)
- ② Establishment of Nuclear Power Division Guidelines (2014/10/16)
- ③ Nuclear Power Division debate (2014/11/29, 12/6)
- ④ Management training aimed at realizing reform (2015/01/09~04/17)
- ⑤ Work safety management (TWI) training (2014/12~2015/03)
- ⑥ Publication of “Improvement of Nuclear Safety” pamphlet (2015/02/26)

For each individual

For Middle management

3 Conclusion

① Group discussion by nuclear power leaders (2013/03~2014/03)

- Since fiscal year 2013 **deep discussions** have been held amongst everyone from nuclear power leaders to power station employees in order to cultivate nuclear safety culture.



- ✓ Nuclear power leaders engaged in discussions which served as the starting point for discussions amongst employees down the hierarchy
- ✓ Details of discussions by lower levels of the hierarchy are then introduced and discussed by the nuclear power leaders
- ✓ Held three times on the following topics
 - 1st Discussion: Examining the report that looks back on the Fukushima Daiichi Accident
 - 2nd Discussion: Internal communication
 - 3rd Discussion: “Commitment against the nuclear safety” based on the seven rules of safety culture

② IAEA safety culture self-assessment workshop (2013/10/10~14)

- **Instructors from the IAEA** were invited to help nuclear power leaders and executive officers **deepen their understanding about nuclear safety culture**. This workshop enabled them to learn the fundamentals about conducting self-assessments on the state of safety culture in the organizations that they manage.

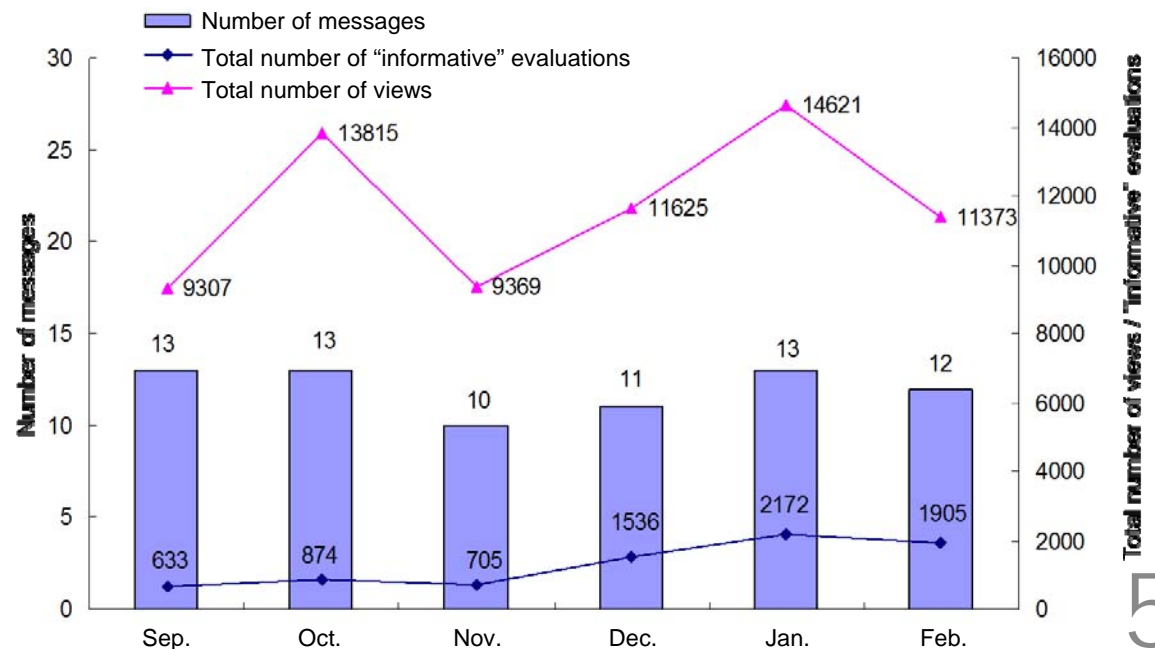


- ✓ The president and nuclear power leaders participated in this three-day workshop from the 11th to the 13th. The contents of the IAEA workshops were modified and adopted by TEPCO.
- ✓ Much of the workshop time was allocated to dialogue through which opinions were exchanged in an effort to deepen awareness. Participants learned that culture defines the direction of our daily activities, and that the unobservable things are more important than the observable things. They also learned that it is important to share your feelings through discussion and sympathy.

③ Reinforcing messaging from nuclear power leaders (2014/04~)

- Disseminate messages about expectations and embodying nuclear safety culture through **various means and in various locations.**

- ✓ Utilizing videos (company TV), intranet, e-mail, morning meetings, and the safety minutes during other meetings
 - ✓ Safety minutes: Several minutes are taken at the beginning of meetings to talk about nuclear safety culture
- ✓ The graph below shows the number of messages on the Intranet bulletin boards, of views, and of employees that felt that reading the messages was “informative”

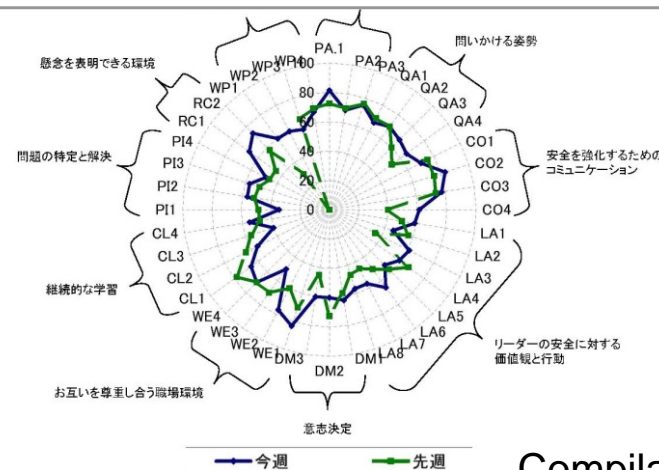


① Establishment of “Traits of individuals/leaders/organizations for a healthy nuclear safety culture “ (2014/11/17)

- The “Traits of a Healthy Nuclear Safety Culture “, which puts forth safety culture details stipulated by INPO/WANO was used as reference to create the “**10 traits of individuals/leaders/ organizations to ensure a healthy nuclear safety culture [10 traits and 40 behaviors for a healthy nuclear safety culture]**”.



- ✓ A mechanism was introduced to enable workers to **continually strive to improve themselves** by reflecting upon their attitudes and behaviors to see if they match the desired attributes (commenced on November 17, 2014)



Compilation of self-assessment results (example)

② Creation of Nuclear Power Division management policies (2014/10/16)

- The “**Nuclear Power Division Management Policy,**” which stipulates the expectations of Nuclear Power Division management and the site superintendent as well as the process for embodying those expectations, was created in order to improve the governance of the Nuclear Power Division.



- ✓ Briefings on the policy have been held for Nuclear Power Division management (approximately 70% of management had participated in the briefing as of the end of December)
- ✓ The fiscal year 2015 work plan will be created in compliance with the management policy
- ✓ The fiscal year review of expectations will be held during the fourth quarter of fiscal year 2014. And, revisions will be made early in fiscal year 2015 based on those results.

③ Nuclear Power Division Meeting (2014/11/29, 12/06)

- Executives from the Nuclear Power Division were invited to these discussions, which served to enable the president and relevant management executives to **reaffirm their roles in promoting nuclear safety reform** and understand the harsh operating environment that TEPCO is facing.



- ✓ The discussions were held for general managers and above working headquarters or the power stations (80 people in total)
- ✓ All participants confirmed their commitment to getting nuclear safety reform on track by the end of this fiscal year and all recited a declaration aimed at promoting reform

④ Management training aimed at realizing reform (2015/01/09~04/17)

- Training is being implemented to **improve daily management ability** in order to **achieve the goals of the Nuclear Safety Reform Plan**



- ✓ This training is for general managers at power stations, construction offices and headquarters.
- ✓ As of the end of February 180 out of approximately 370 applicable parties had undergone training.
- ✓ The day's contents:
AM: Learn and experience the basic actions of people and organizations
PM: Examining why the reform plan is necessary

⑤ Work safety management (TWI) training (2014/12~2015/03)

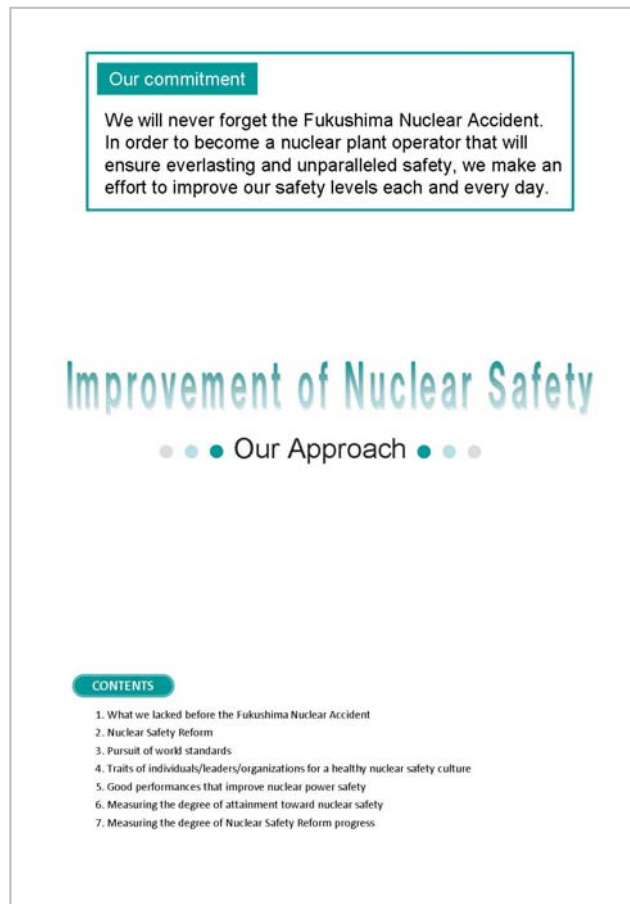
- Training was held for managers to teach them about **how to instruct someone on how to do tasks** and **how to engage in work safely in order to prevent accidents** due to the awareness about the necessity to **develop activities aimed at preventing personal accidents**



- ✓ Instructors from outside the company were invited to implement this training that was customized for TEPCO based on proven training methods used by other companies.
- ✓ Power station group managers were the target of this training in fiscal year 2014
- ✓ The training began in December and as of the end of February 141 out of 250 subjects had undergone training. All subjects will have undergone training by the end of this fiscal year.

⑥ Publication of “Improvement of Nuclear Safety” pamphlet (2015/02/26)

- On February 26, 2015 the pamphlet was published entitled “How to Improve Nuclear Safety.” It explains the activities for improving nuclear safety that commenced immediately after the disaster and continued until the end of fiscal year 2014.



- ✓ The document explains how various components – the Nuclear Safety Reform Plan, Nuclear Power Division Management Policy, the traits of individuals and organizations, and benchmarking against overseas organizations – combine to create a healthy nuclear safety culture.
- ✓ Will be used going forward to promote nuclear power safety reform

- These measures will be **repeatedly implemented** until they have become part of the organization's culture and manifest themselves on a daily basis through the behavior of all personnel.
- Nuclear power leaders shall **continually monitor field conditions in a diversified manner.**