

## SUMMARY OF THE PROCEEDINGS OF THE 14<sup>th</sup> NUCLEAR REFORM MONITORING COMMITTEE MEETING, NOVEMBER 20, 2017

**Venue:** TEPCO Headquarters 10F West Conference Room

**Participants:**

- Dr. Dale Klein (Chairman)
- Lady Barbara Judge (Deputy Chairman)
- Masafumi Sakurai (Member of the Committee)
- Takashi Kawamura (TEPCO Chairman, Member of the Committee)
- Kazuhiro Suzuki (Secretary-General)
- Tomoaki Kobayakawa (TEPCO President and CEO, Chief of the Nuclear Reform Special Task Force)
- Shigenori Makino (Managing Executive Officer, Secretary General of the Nuclear Reform Special Task Force)
- Naohiro Masuda (Managing Executive Officer, President of Fukushima Daiichi D & D Engineering Company)
- Dr. John Crofts (Managing Executive Officer, Chief of Nuclear Safety Oversight, Head of Nuclear Safety Oversight Office)
- Shinichiro Kengaku (Managing Executive Officer, Public Relations & Corporate Communications Unit)
- Masaya Kitta (Managing Executive Officer, Representative of Niigata Headquarters, Deputy General Manager of Nuclear Power & Plant Siting Division)
- Chisa Enomoto (Head of Social Communication Office)

**Chairman's Opening Remarks:** by Dr. Klein

Mr. Kawamura was introduced as a new member of the Committee.

There is much progress at Fukushima-Daiichi, such as installation of the cover for fuel removal and survey of the bottom of the PCV at Unit-3. The safety measures have been progressing at Kashiwazaki-Kariwa.

The Committee is looking forward to hearing the plans to address the communication issues, and Dr. Klein expressed his appreciation to Mr. Sakurai for the investigation.

**Comments from Committee Members:**

Lady Judge said she is looking forward to working with the new leadership. She noted that the Committee is acting as the world's window on TEPCO, and TEPCO's safety culture seems to be more embedded at both Kashiwazaki-Kariwa and Fukushima-Daiichi. The events and the successes that are occurring inside TEPCO need to be appropriately communicated to the world.

Mr. Sakurai noted that the Mid to Long-Term roadmap emphasizes Safety and Communication. He said the need to manage external communications and recognize the perceptions of society are areas of concern, and he believes the development of the human resources within TEPCO who possess these skills are key points.

Mr. Kawamura expressed his appreciation for continued support from the Committee. He said that TEPCO needs to address the distrust of nuclear power domestically and

internationally. He said he believes that TEPCO needs to be perceived globally as a leader in the nuclear safety. To achieve that, it is not enough to enhance facilities and equipment. TEPCO needs to demonstrate change, "Changing one's way of thinking", and then TEPCO can be trusted by society once again. He noted that "Changing one's way of thinking" is the point that can be discussed as the core of nuclear safety reform.

**Comment from the Chief of Nuclear Reform Special Taskforce:** by Mr. Kobayakawa

Mr. Kobayakawa expressed his appreciation for the support from the Committee as well.

He noted that he is responsible for continuous efforts to improve safety. He said that TEPCO needs to develop an open organization, to build the world's leading level of safety and to sustain efforts to regain society's trust.

He requested the Committee to keep monitoring TEPCO's activities and to bring any shortcomings to his attention.

**Safety Minutes:** by Dr. Crofts

In the Institute of Nuclear Power Operations (INPO) Report 17-5, there is a description of experience that US operators were unable to make "conservative decisions". In the UK in the 1990s, there was a bitter experience that cost reduction made a negative impact on decision making on nuclear safety.

Based on his experience of the UK, he shared his analysis of the root cause which US operators were unable to make "conservative decisions" is related to the social trends that the society attach importance to efficiency and cost reduction.

He said that he has commented several times that TEPCO's decision making is not conservative and it is also reported on the NSOO report.

He noted that efficiency and safety are both important but TEPCO must learn from experience elsewhere and ensure that safety and efficiency are properly balanced.

**Progress of action plans based on the Committee's recommendations stated in its review report on self-assessment:**

Mr. Makino reported progress in executing the action plans based on the Committee's recommendations stated in its review report on self-assessment.

Dr. Klein commented that the individuals on the Nuclear Safety Advisory Board are well experienced and experts in nuclear industry.

Lady Judge asked whether measures were in place to increase the number of System Engineers. Mr. Makino answered that there is a plan to increase the number of people who have internal qualifications to be System Engineer at the Education and Training Center.

**Water Management at Fukushima Daiichi:**

Mr. Masuda reported on the causes and measures for deviation from the limiting conditions of operation (LCO) of Subdrain Operation at Fukushima-Daiichi.

Dr. Klein noted that when TEPCO announces an LCO deviation it is important to emphasize that there was no harm to the public and the environment.

Lady Judge asked about emergency preparedness at Fukushima-Daiichi. Mr. Masuda responded that Fukushima-Daiichi is still in an emergency situation, and the site superintendent and all other managers are prepared for an emergency 24/7. Mr. Masuda also said that many drills are conducted.

Dr. Crofts commented that the Nuclear Safety Oversight Office had severely criticized emergency preparedness at Fukushima-Daiichi on the Nuclear Safety Reform Plan Progress Report, and Mr. Masuda has put considerable effort into correcting that situation.

**Progress of action based on the Kashiwazaki-Kariwa seismic isolation building issue:**

Mr. Sakurai reported Results of the Investigation and Examination into the Kashiwazaki-Kariwa Seismic Isolation Building Issue.

Mr. Kitta explained improvements at Niigata area.

Dr. Klein noted that there is a concept called Systematic Approach to Training (SAT) in nuclear training, and said TEPCO needs to consider adopting a Systematic Approach to Communication analogous to SAT. He said one mistake in communication and TEPCO will lose all the trust it has worked to rebuild.

Lady Judge noted that TEPCO must make effort to regain public trust and the members of the public are not engineers, they need to be communicated with in language that they can understand.

Mr. Kobayakawa responded that TEPCO needs to develop staff who are well trained in communication and who have ability to convey information that can be understood by members of the general public. He said the company wants to be advised on communication continuously.

**Restructuring of Communication Organization:**

Mr. Kengaku reported on a plan for restructuring of the communication organization in the Nuclear Power Division.

Dr. Klein noted that it is preferable not to convey information to the president from Fukushima, Niigata, and Headquarters separately, but to assign a Communication Executive Officer and organize opinions of each place and report the comprehensive opinions to the president. The Committee recognizes that communication is the most important issue and the Committee will continue to advise TEPCO to become a better organization.

Lady Judge asked about the roles of the Social Communication Office and the Risk Communicators after restructuring. Mr. Kengaku explained that the roles remain as before: Risk Communicators are responsible for being in the field and on the frontline of communication.

Mr. Kobayakawa responded that this reorganizational plan is for Mr. Makino and Mr. Masuda to be responsible for communication to local communities. He said that it is important to recognize that they cannot convey information to locals by only using technical terms. He also said that training for communication will be more important, so TEPCO would like to have the Committee's advice on needs comprehensive communication training.

Lady Judge mentioned that there are lots of courses on crisis communication for management, and it is possible to incorporate them into the new structure.

Mr. Kawamura said that he agreed with the organizational restructuring, but he said that it is necessary to maintain communication channel across various TEPCO groups.

Mr. Kobayakawa responded that the organizational restructure is in progress. He said it is necessary for Fukushima-Daiichi and Kashiwazaki-Kariwa to be responsible for the results of communication with the locals.

**Concluding Remarks:** by Dr. Klein

Dr. Klein noted that while the Committee's role is to offer constructive criticism, its objective is to support TEPCO and Japan.

**Comment from the Chief of Nuclear Reform Special Taskforce:** by Mr. Kobayakawa

Mr. Kobayakawa expressed his appreciation for recommendations of the Committee. He said the improvement of communication skills will lead TEPCO to improve its safety culture.

He noted that progress will be reported at the next meeting.