

Self Motivated Nuclear Safety Improvement

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Nuclear power has enormous potential for good and for harm.

Nuclear safety is one of the biggest risks the company faces.

Safety is everybody's responsibility but it starts from the top.

If the senior people don't drive safety improvements, then nobody else will.

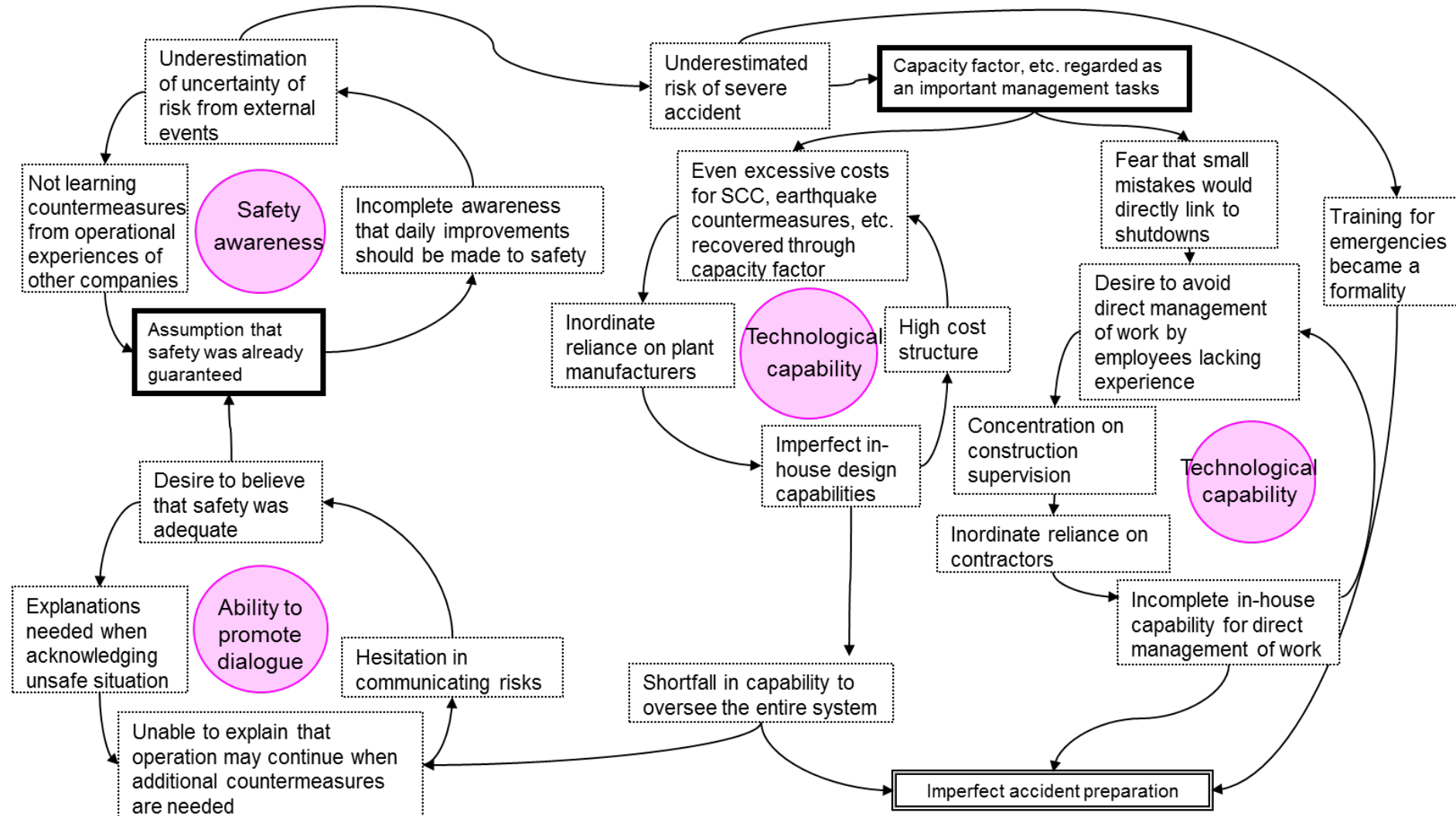
Our Resolution

- We will never forget the Fukushima Nuclear Accident
- We will increase the level of safety today more than yesterday and tomorrow more than today
- We will become a nuclear operator that continues to create unparalleled safety

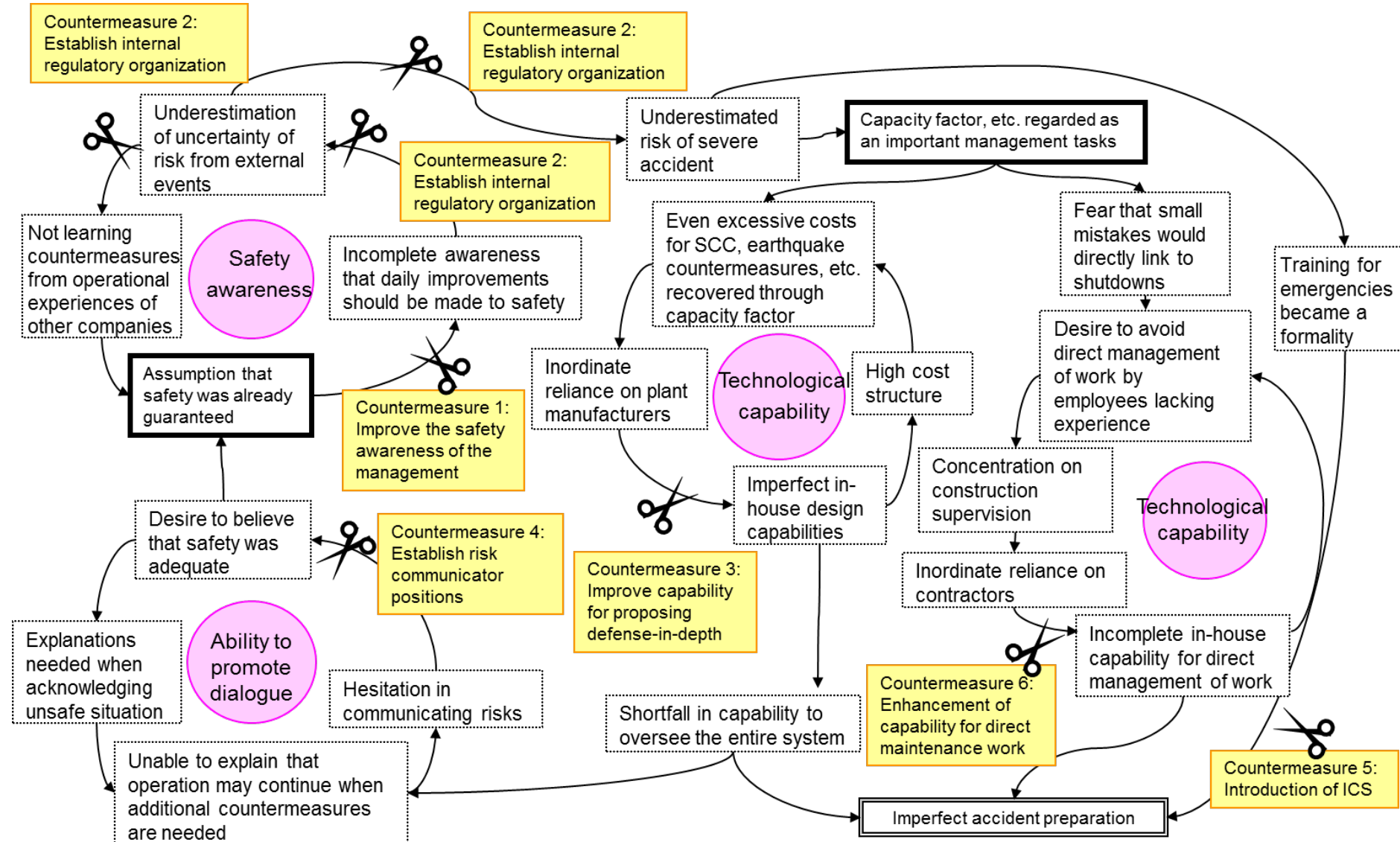
Nuclear Safety Reform

- Accident 2011
- RCA (Root Cause Analysis)
/ Nuclear Safety Reform Plan (NSRP) 2013
- To Improve Nuclear Safety - our approach 2015
- Management Model 2017
- Nuclear (Safety) Reform Monitoring Committee

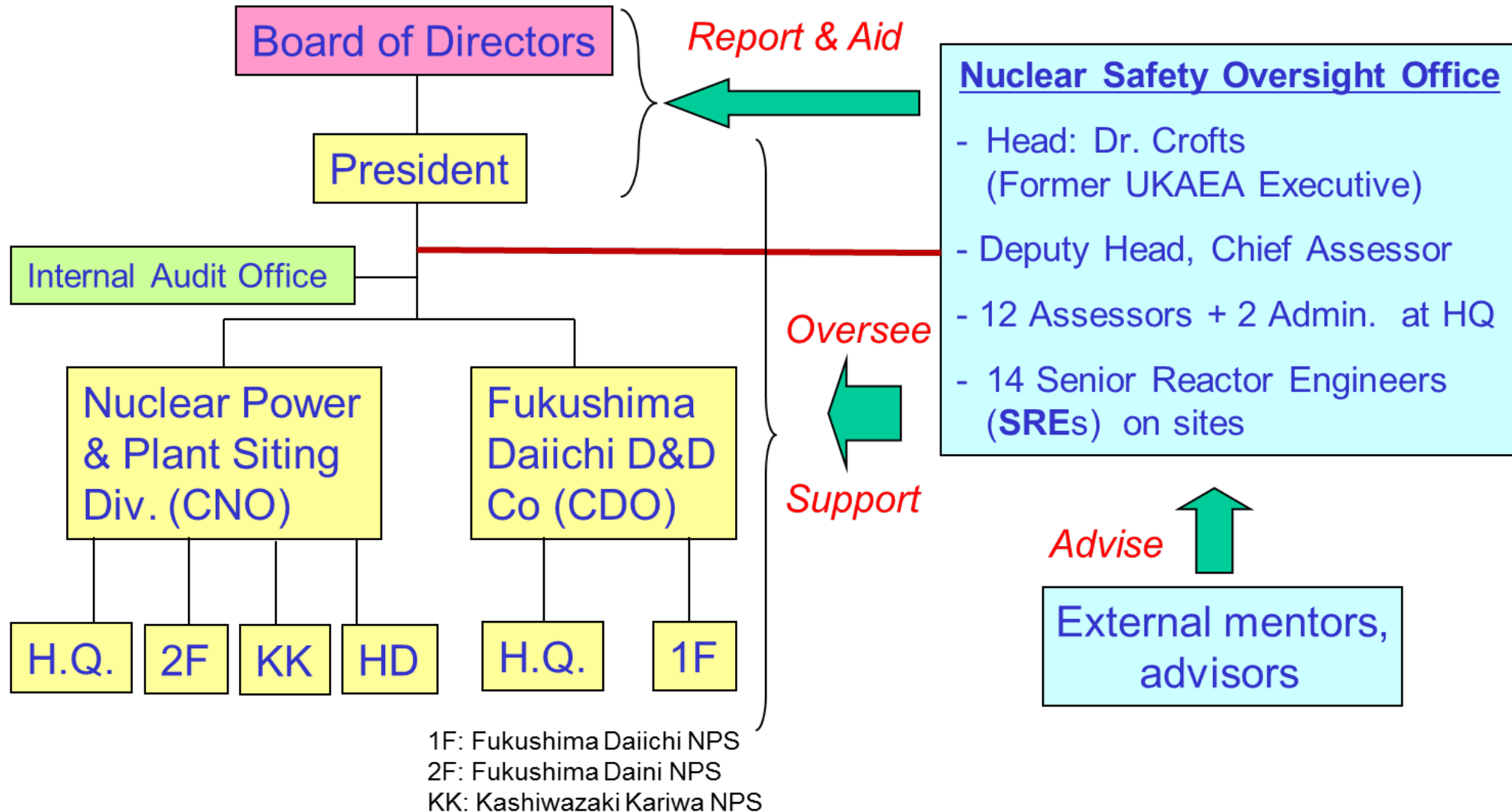
The Negative Spiral



Cutting the Negative Spiral



Nuclear Safety Oversight Office (NSOO)



Changing the Culture

- The NSRP is all about changing the culture, not about just obeying rules and regulations.
- Safety improves in three stages
 - Stage 1 Rules
 - Stage 2 Self imposed goals and targets
 - Stage 3 Behaviours and Culture
- What are the World's best standards of behaviour?
 - Traits
 - PO&Cs (Performance Objectives and Criteria)
 - Benchmark
- Regulation is the minimum standard for safety

Cultural Initiatives?

- Leadership Training
- Traits / PO&Cs
- NSOO - Challenge
- MO (Management Observation)
- HR (Human Resource) and training centre
- CFAMs (Corporate Functional Area Managers + External advice and support)
- PIs and KPIs (Performance Improvement)
- Continuous Learning (Operating Experience, SOERs, RCA, Condition Reports)
- External Oversight (JANSI, WANO, IAEA)
- Operations Lead
- Decommissioning Strategy based on risk reduction
- Engineering centre
- etc

Nuclear Safety Culture

- Our **VALUES**
- dictate our **CULTURE**
- which is displayed in our **BEHAVIOURS**

- What is **NUCLEAR SAFETY CULTURE**?
- What is **SAFETY**?
- We (only) do **SAFE** work
- **Nobody** (staff, neighbours or the environment we all share) gets hurt by our work

- So our fundamental **VALUE** is that we **CARE FOR PEOPLE**.

Leaders' Nuclear Safety Culture

- As a Leader you CARE for your people
- You should do all that can be reasonably expected of you to reduce the risks to your staff, your neighbours and the environment we all share.
- Regulation is the minimum standard.
 - Society expects better than minimum standards from us
 - Society expects us to work to the world's best standards of safety
 - You should expect that of yourself

Reference – How to inspire a good safety culture in your company

- Safety is like a wall of safety bricks – but it is weak without cement.
- The passion and commitment of your people is the glue.
- How do you generate that culture – PASSION and COMMITMENT in your people?

• LOOK IN THE MIRROR!

- You should see somebody who is a;
 - NUCLEAR PROFESSIONAL
 - ROLE MODEL, follows the TRAITS and the PO&Cs
 - CHAMPION, Is a HERO
 - VIP – has the correct VALUEs, INTEGRITY, and PASSION
- If you do, others will follow – You are the leader!