

Action Plan for Preventing Recurrence (Companywide)

<Key>
 or ◇: Planned
 or ◆: Achieved

Item	Content		Promotion Department	NISA 30 Items	Schedule					
	Detailed Items	Specific Content			- June	Jul.-Sep.	Oct.-Dec.	2008/Jan.-Mar.	FY2008 -	
3 Apply a mechanism that does not cause incongruous phenomena <Improvement of physical organization>										
(vi)	Build a risk management structure	Prevention of the occurrence of incongruous phenomena using risk management	◇ Design risk management structure, and extract the incongruous phenomena that can be expected to materialize at each department as risks, and operate PDCA to reduce these risks. ● Build a risk management structure with the department heads at the top ● Extract risks (including risks related to incongruous phenomena)	Corporate Planning & Strategy Division Each Division	◆	Build structure		Assess◇		
(vii)	Promotion and anchoring of the maintenance of various regulations/policies	Inspection and review/maintenance of various regulations/policies Reflect the current inspection results in various regulations/policies	◇ Maintain various regulations/ policies to prevent inappropriate procedures based on insufficient understanding or mistaken interpretation of the law ◇ Clarify and anchor the rules which must be strictly observed. ◇ Utilize communication system and exchange of opinion activities on the spot to review rules which are not suitable for the facts on the spot.	Power Generation Division		Inspect/maintain various policies		Assess◇		
(viii)	Perfect mechanisms that do not allow falsification	Perfect hardware and software mechanisms that make falsification impossible	◇ Examine both hardware and software that has mechanisms to render falsification impossible, and introduce them. ● Abolition of the gauge record and recording paper ● Addition of feature restricting manual input to computers and stricter procedures when using manual input	Power Generation Division		Extract problems and examine mechanisms		Assess◇		
(ix)	Perfect/ inspect the information disclosure system	Create information disclosure standards which enable clear decision-making	◇ Inspect the state of the system/ rule of information disclosure at each department, and examine how to perfect it.	Power Generation Division		Inspections		Assess◇		
(x)	Implement internal audits, etc. and improve self-purification capacity	Implement internal audits	◇ Implement internal audits by the Internal Audit Office.	Internal Audit Office						
		Inspection and improvement of the internal inspection system	◇ Inspect existing mechanisms such as internal inspections, etc. to determine whether they are systems that can accurately detect the "buds" of incongruous phenomena, and make improvements.	Power Generation Division		Inspection of voluntary internal inspection system		Assess◇		
4 Response to the Order to Revise Safety Regulations and the Serious Reprimand and Instructions from the Minister of Economy, Trade and Industry										
Change in safety regulations	(i) Position of chief engineers		◇ Advance studies in order to ensure the independence of the chief engineers and strengthen their role.	Each Division related to the safety regulations	2	Studies and preparations		Assess◇		
	(ii) Addition of chief engineer duties		◇ Addition of inspection and confirmation of the content of records by the chief engineers to their duties.			Studies and preparations		Assess◇		
	(iii) Enhanced safety training		◇ Addition of training programs to deepen understanding of laws, regulations and safety-related rules, their purpose, and the necessary technology, etc.			Studies and preparations	◆	Assess◇		
	(iv) Clarification of regulations regarding submission of construction plans		◇ When implementing construction, confirm in individual cases whether or not construction plans have been submitted. Regarding construction for which submission is necessary, make improvements to ensure that the procedures under which the chief engineers, etc. confirm the results of the submission are made clear.			Studies and preparations		Assess◇		
	(v) Clarification on deciding on and keeping appropriate records of safety initiatives		◇ Improvement made so that the section regarding the appropriate creation and management of records on management and operation, etc., reads more clearly.			Studies and preparations		Assess◇		
Instructions	(i) Individual responses based on the serious reprimand and written instructions from the minister of economy, trade and industry	Instructions to the nuclear power sector	◇ Implementation of eight items including construction of a system for reporting to top executives when a serious situation occurs, thorough implementation of safety training, cooperation with free access, guaranteeing the independence of nuclear reactor chief engineers, etc.	Nuclear Power Dept.	8, 9, 12, 14, 17	Maintenance of present system and review of the rules		Assess◇		
		Instructions to the hydraulic power and thermal power sector	◇ Thorough implementation of safety education, information sharing among departments and improvement of capacity to respond toward ensuring safety, information sharing among electric power suppliers and utilization of knowledge obtained from other companies and other industries.	Thermal Power Dept. Civil & Architectural Engineering Dept. Electrical Engineering Department	23, 26, 27	Implement as part of countermeasures for Preventing Recurrence (iii) and (v)		Assess◇		
	(ii) Responses other than the above made on the basis of the Assessment Results of Comprehensive Inspection Reports on Power Generation Facilities and Actions to be Taken in Response (written by NISA)		◇ Strengthen efforts to ensure that voluntary safety initiatives are carried out appropriately	Thermal Power Dept. Nuclear Power Dept. Civil & Architectural Engineering Dept. Electrical Engineering Department	21, 22, 24	Hydraulic power appropriately responds to on-site inspections. Implement as part of countermeasures for Preventing Recurrence (iii) (v) or safety regulation changes	◇ Amendment to the Electricity Enterprises Law Enforcement Regulations Study changes to safety regulations	Assess◇		
5 Announcement of the State of Progress of the Countermeasures for Preventing Recurrence										
-	Report to the Compliance Committee and announce		◇ Regularly inspect and assess the state of implementation and anchoring of the countermeasures for preventing recurrence. ◇ Undergo internal audits by the Internal Audit Office of the implementation status of the action plan. ◇ Report the assessment and auditing results to the Compliance Committee and announce them.	Internal Audit Office Legal Affairs Department Each Division			Assess◇	Internal audits of Countermeasures for Preventing Recurrence	◇ Inspect and assess	
								Compliance Committee report and announcement		

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1 Spread / anchor more the sense of compliance (Increase Awareness of Individuals)									
(i)	Continuous enlightenment from the management top echelon	Communication of the president's message Direct dialogue between the management top echelon and employees				Communication 3/30 1 st time 6/18 2 nd time	Enlightenment from the management top echelon (direct dialogue with employees)		
(ii)	Make known the inspection results relevant to the power plants and make practical use of them	Utilization and transmission of inspection results as "active teaching materials" Create and utilize educational materials describing the particulars, background, problem areas, etc. of the occurrence of the currently discovered incongruous phenomena in an easy-to-understand manner so that employees can take the phenomena as a matter that concerns them personally.	Power Generation Division			Make known Educational materials creation Make known again Utilization	Assess		
(iii)	Provide compliance education and training	Provide compliance education based on line		Each Division		Study educational methods Create/prepare teaching materials Provide education and group discussions	Assess		
		Provide education to engineers		Technology-related Division	23 Nuclear Guidelines 2	Studies of curriculum, etc. Provide education	Assess		
		Training of compliance instructors		Legal Affairs Department		Training			
		Education and review utilizing existing training forums		Training Division Each Division		Preparations Trainee selection Provide education	Assess		
		Implementation of inspirational activities		Legal Affairs Department Each Division		Preparations Implementation of inspirational activities	Assess		
2 Create a mechanism for well ventilated communications (Improvement of Organization Climate)									
(iv)	Create mechanism to allow communication	Review in-house rules through continuation of communication system and exchange of opinion activities on the spot		Legal Affairs Department Each Division		Communication system and exchange of opinion activities on the spot	Assess		
		Perfect support on the job site from superiors		Each Division		Study of policies Job sites support and slimmed-down operations	Assess		
		Study and implement policies to promote the use of the Helpline		Legal Affairs Department		Ex-ante study Monitoring (Completed) Policy studies Use of Helpline (continued)	Assess		
		Holding of group discussions		Each Division		Hold group discussions	Assess		
(v)	Promote the sharing of information	Sharing of safety information with other divisions and with group companies, makers, etc. (Nuclear power to include NUCIA)		Power Generation Division	17 26 27	Study sharing methods Construction of mechanisms Implementation	Assess		

(* 1) For further details about the implementation status refer to the action plans for preventing recurrence (nuclear power, thermal power, and hydraulic power). (* 2) The divisions other than the Power Generation Division have completed formulation of their action plans for preventing recurrence and are steadily implementing them. (* 3) We have reviewed the method used to write the schedule and have used the new approach above. (At the time of the announcement on May 21 we recorded the standard processes of nuclear power, thermal power, and hydraulic power but this time we recorded the longest process of nuclear power, thermal power, and hydraulic power, based on the results of detailed studies.)