

Lessons Learned from the TEPCO Nuclear Power Scandal

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Summary of a Series of Cases of Misconduct

- ✍ July 2000: MITI asked TEPCO to inquire inappropriate handling of maintenance records and reports
- ✍ May 2002: GE informed TEPCO that inspection records might also have been inappropriately handled
- ✍ June 2002: TEPCO set Internal Investigative Committee and checked 29 cases by GE btw 1986 and 2001
- ✍ TEPCO found 16 cases of misconduct and reported to NISA



PCV Leakage Tests

✍ Sep. 2002: A newspaper reported inappropriate conduct of leak test in PCV in Unit 1 in Fukushima Daiichi NPS.

✍ A investigation team of external lawyers formed by TEPCO found inappropriate actions during the leak test in 1991 and 1992.



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Background to Cases of Misconduct (1)

 Deficiencies in fitness for service



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Deficiencies in fitness for service

- standards on reporting problems were unclear
- technical standards were established on an 'as-constructed' basis
- The engineers' conservative mentality to avoid reporting problems to the national government as long as they believed that safety was secured



Background to Cases of Misconduct (2)

- ✍ Deficiencies in fitness for service
- ✍ Nuclear engineers' over-confidence of their nuclear knowledge



Internal Factors Resulting in Misconduct

✍ Problems in Quality Assurance System

✍ Problems in Observance of the Code of
Ethics and Corporate Culture

✍ Inadequacy of Safety Culture



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Consequences of Misconduct

- ✍ Damaged public trust toward TEPCO
- ✍ Forced to shut down 17 nuclear reactors for safety inspection
- ✍ Possibility of power shortage in summer 2003



To Prevent Similar Incidents (1)

- ✍ “Create a mechanism that does not permit people to perform any dishonest act, and create a culture that encourages people to refrain from performing any dishonest act.”



To Prevent Similar Incidents (2)

 Improvement in the Quality Assurance System



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To Prevent Similar Incidents (3)

 **TEPCO set up internal audit function**

- the Nuclear Quality Management Department
- the Nuclear Safety and Quality Assurance Conference



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To Prevent Similar Incidents (4)

Strict Observance of the Code of Ethics and Reforms in Corporate Culture

- rewritten the Corporate Code of Conduct
- formed Business Ethics Task Force for compliance



To Regain Public Trust (1)

✍ Set up local liaison meetings around NPS



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Kashiwazaki-Kariwa NPS

Meetings:

held once a month since May 2003

Members:

opinion leaders, anti-nuclear activist, etc.

Secretariat:

Kashiwazaki City

Official website:

<http://www.tiikinokai.jp/>
(only in Japanese)



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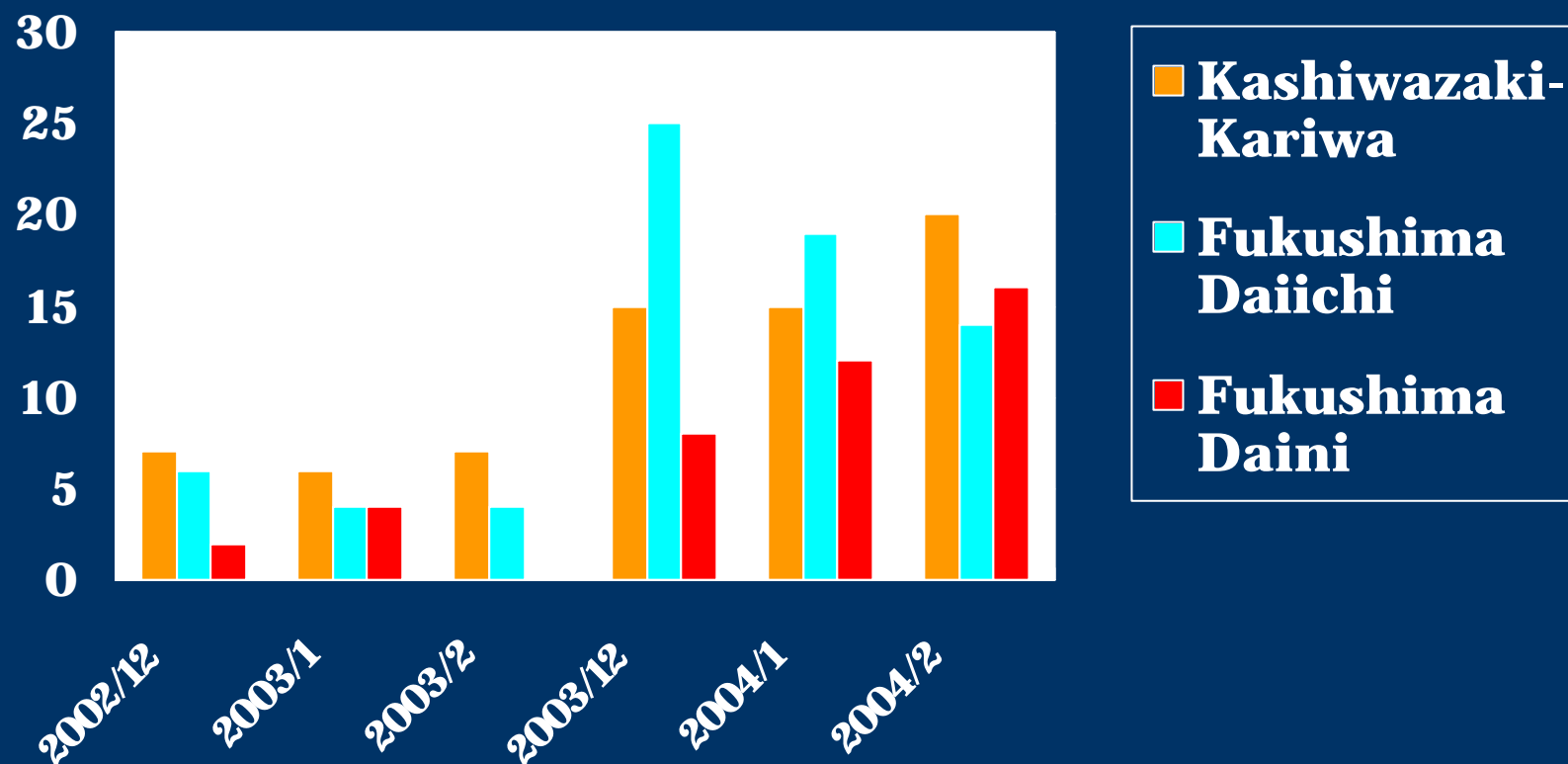
To Regain Public Trust (2)

- ✍ Improved the disclosure standard of nuclear incidents in TEPCO (November 2003)



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Increase in the numbers of press releases



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Disclosure on the website (1)

On the TEPCO Website:

www.tepco.co.jp (in Japanese)

- topics, nuclear data, press releases, etc
- New content

On demand video titled “I am working at NPS” introduces how he or she works at NPS by interview

English version: www.tepco.co.jp/en/
will be renewed on March 27, 2004. It will have topics, nuclear update and press releases



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Disclosure on the website (2)

On the website of nuclear power stations:

www.tepco.co.jp/fukushima1-np/

www.tepco.co.jp/fukushima2-np/

www.tepco.co.jp/kk-np (all only in Japanese)

- operation status
- radiation data on real time base
- activities with local community
- press release
- minor troubles



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Lessons Learned from the Scandal

- ✍ Share nuclear information (even minor information) with stakeholders



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Share nuclear information with stakeholders



Local governments
(Prefecture, City, Village)



Local Community



Media



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Lessons Learned from the Scandal (2)

More communication with local community

- listen to the voice of local residents
- participate in local activities



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More communication with local community



Listen

The voice of local residents

Participate in

Local activities



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