

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.



Background to Cases of Misconduct (1)

◆ Deficiencies in fitness for service

- technical standards were established on an 'as-constructed' basis



Background to Cases of Misconduct (2)

- ◆ Nuclear engineers' over-confidence of their nuclear knowledge
 - The engineers' conservative mentality to avoid reporting problems to the national government as long as they believed that safety was secured



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



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



To Prevent Similar Incidents (3)

◆TEPCO set up internal audit function

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



To Prevent Similar Incidents (4)

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

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



To Regain Public Trust (1)

- ◆ Set up local liaison meetings around N P S



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)

Three Programs

- ◆ Thorough enforcement of safety management
- ◆ Boosting of communications with cooperating companies
- ◆ Thorough disclosure of information

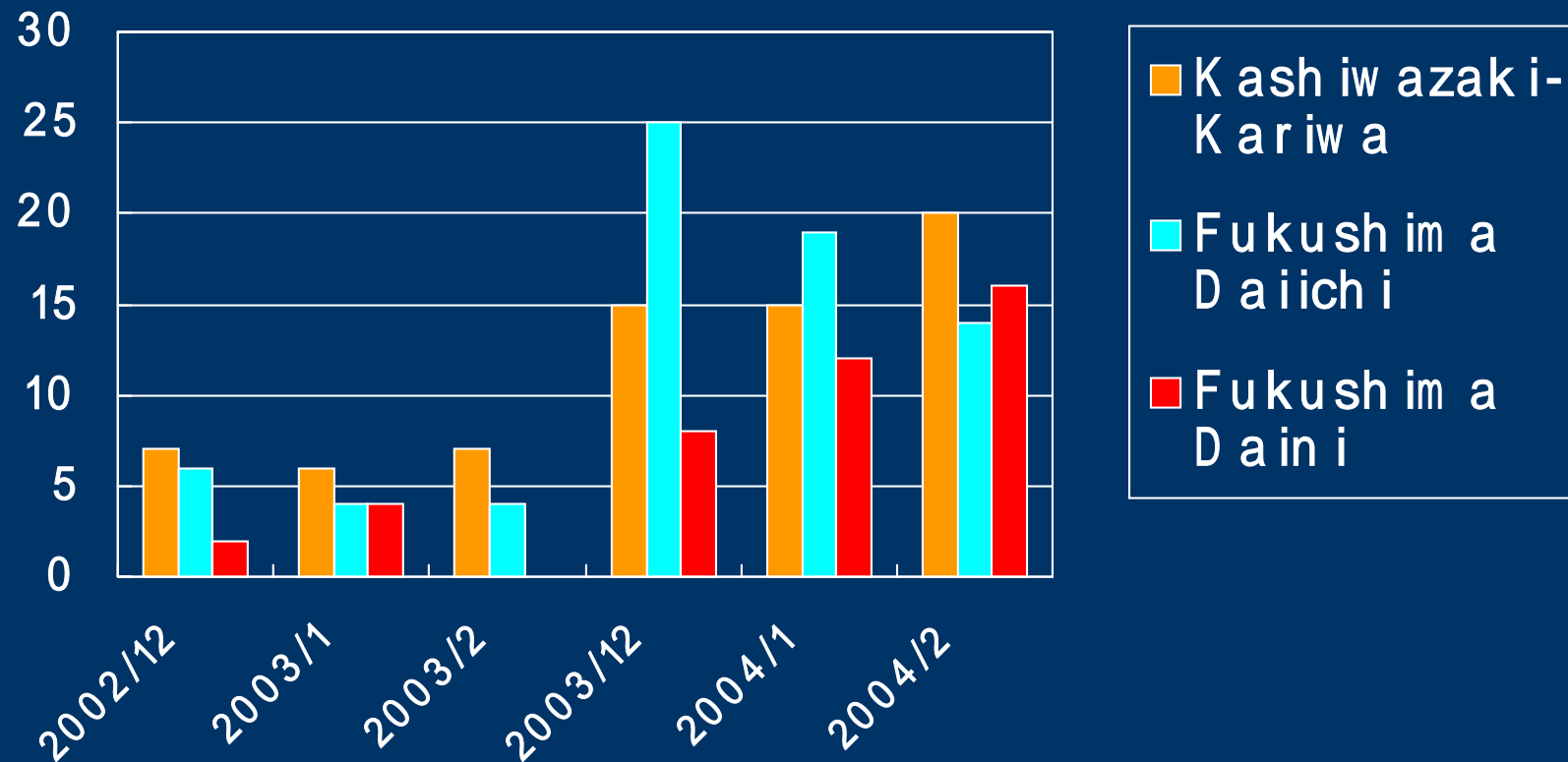


Thorough disclosure of information

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



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 work at a NPS ”

English version: www.tepco.co.jp/en/
will be relaunched 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/fukushimama1-np/

www.tepco.co.jp/fukushimama2-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

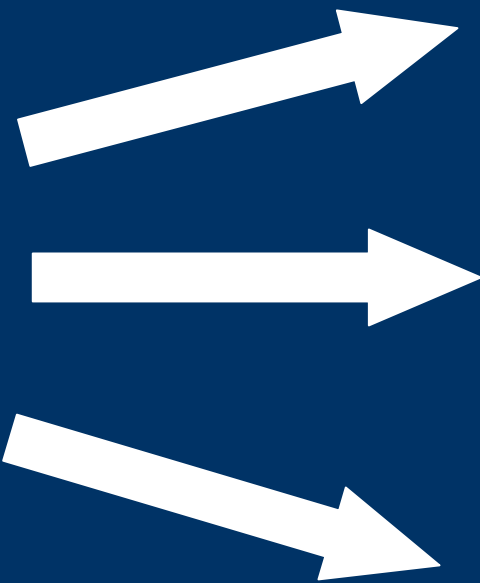


Lessons Learned from the Scandal (1)

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



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



The voice of local residents



Local activities

