

# **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



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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



# 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

- 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)



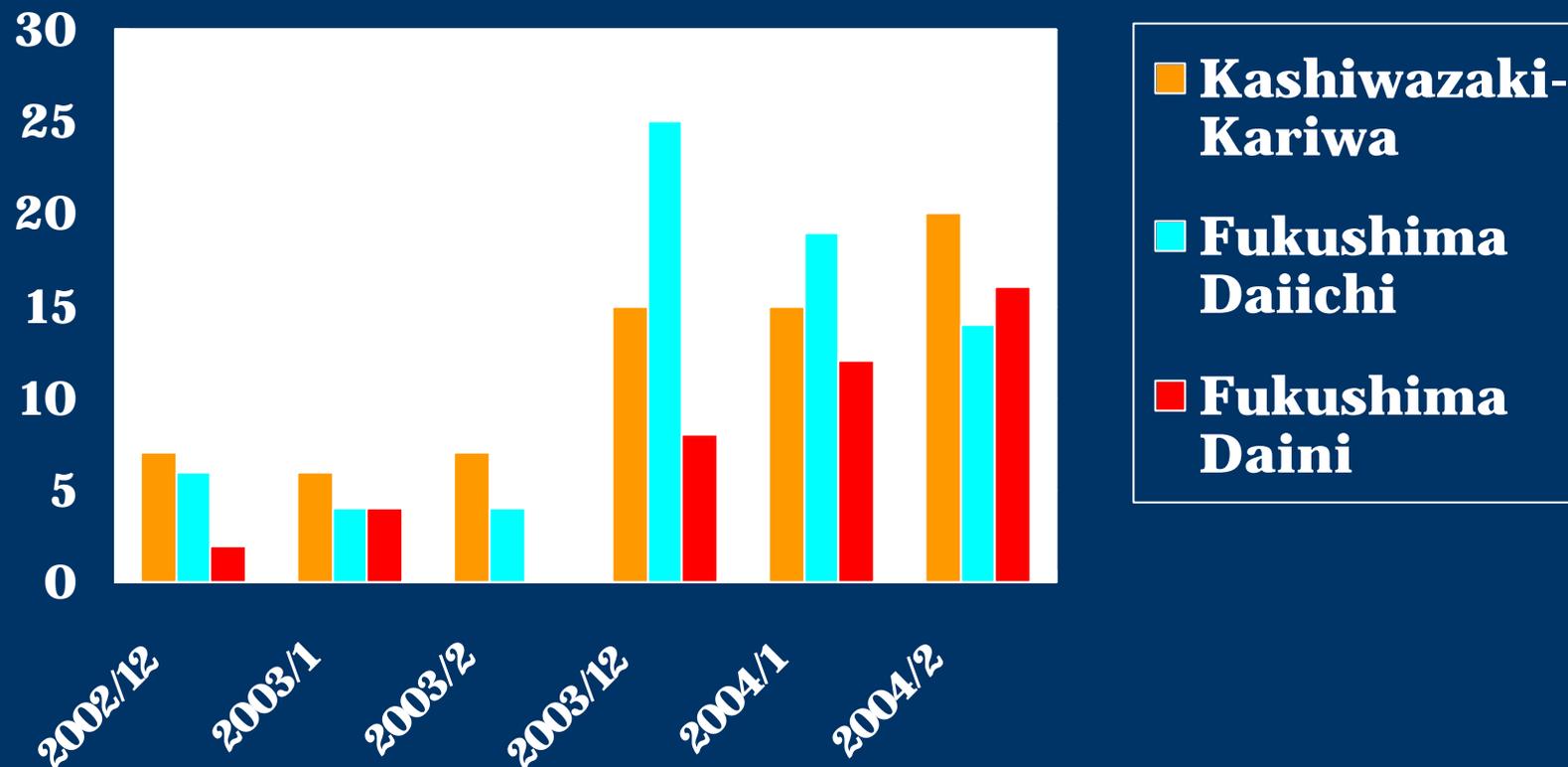
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# To Regain Public Trust (2)

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



# Increase in the numbers of press releases



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# Disclosure on the website (1)

On the TEPCO Website:

[www.tepco.co.jp](http://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/](http://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/](http://www.tepco.co.jp/fukushima1-np/)

[www.tepco.co.jp/fukushima2-np/](http://www.tepco.co.jp/fukushima2-np/)

[www.tepco.co.jp/kk-np](http://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

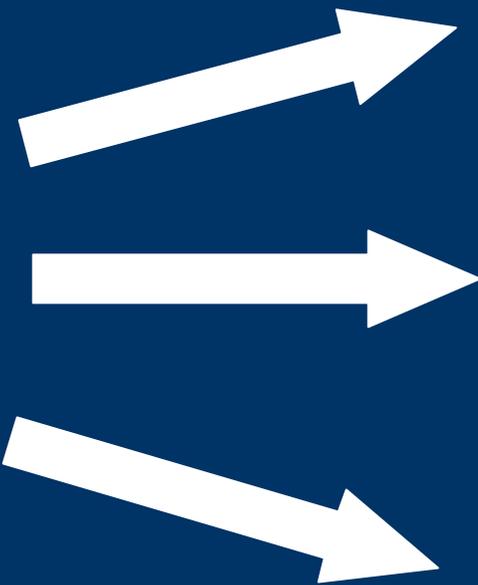


# Lessons Learned from the Scandal

- ✍ 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

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



# More communication with local community



Listen

The voice of local residents

Participate in

Local activities

