



Session 1:

Sharing Japan's Effort for Nuclear Security Culture

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Challenges to the effort for nuclear security culture 1/2

◆ Need for a long-lasting commitment

- Behaviour: The actual status of the nuclear security culture manifests in people's behaviour, including those of leaders.
- Underlining beliefs: People's behaviours are reflection of underlining beliefs and assumptions rooted deeply but unconsciously in people's minds over years.
- Core beliefs for nuclear security culture: Core beliefs: "Nuclear security is important" and "Credible threats exist", need to be ingrained deeply in people's minds for many years.
- Difficulty to ensure licensees' long-lasting commitment: Their voluntary initiatives alone are not sufficient.



* **Need to ensure licensees' long-lasting effort for nuclear security culture through regulatory means.**

Challenges to the effort for nuclear security culture 2/2

◆ Need to address the intangible nature of culture

- Major challenge: Dealing with a vague notion of a culture
- Limitation of regulatory means alone: While the effectiveness of licensees' physical protection measures can be ensured through regulatory means, such as regulatory requirements and inspections, these regulatory means alone have limits in ensuring the effort for nuclear security culture.
- Need for additional approaches: to complement regulatory means to make licensees' effort for nuclear security culture more effective in achieving effective nuclear security.



* Additional approaches are necessary to encourage licensees' effort for nuclear security culture

Need for a holistic approach in effort to foster nuclear security culture

As the competent authority for nuclear activities in Japan, the **NRA** has a significant role to play in ensuring sustainable effort for nuclear security culture to achieve effective nuclear security in Japan.

A holistic approach is essential to sustain
long-lasting commitments

◆ **Ensure licensees' long-lasting effort for nuclear security culture**

- Implementation of activities to foster nuclear security culture
- Involvement of the top management
- Implementation of the PDCA cycle

◆ **Facilitate their effort through communication, etc.**

Dialogues between the top management of licensees and the NRA's Commissioners and executives

Legal framework for nuclear security culture 1/2

Legally requires licensees to make effort to foster nuclear security culture

❑ **Ordinance on the Installation, Operation, etc. of a Commercial Power Reactor**

- Requires licensees to **develop the mechanism for fostering nuclear security culture (including the involvement of executive officers)** to be included in the security plan.

❑ **Review Standards** (Confidential & legally binding PP regulatory requirements)

- Require to identify **the responsibilities of executive officers, etc. for the effort for nuclear security culture**
 - Require the CEO and Senior Managers to be held accountable for the results of the nuclear security culture effort
- Require licensees to **implement the PDCA (Plan, Do, Check, Act) cycle**
 - Mandate periodic review and improvements, as necessary

Legal framework for nuclear security culture 2/2

Ensuring the effective implementation of the effort for nuclear security culture through inspections

Points to be reviewed:

- **Is the effort for nuclear security culture being implemented in practice?**
 - Confirmed the content of activities such as "Conducted . . . XX times" as well as "Conducted . . . with the aim of . . . ," "Achieved . . . results," and "Recognized the need for improvement in . . .".
- **What is the situation in practice of the management's involvement?**
 - Examine how messages from the management are implemented, how the organization communicates with the management, and how the management is involved in addressing problems and issues
- **Linkage with physical protection performances (CAP)?**
 - When the need for education and training has been identified for the improvement of physical protection performances, confirm whether its implementation is incorporated into the effort for nuclear security culture and whether the implementation of improvement initiatives (CAP) is followed up.



Encourage effective effort to foster nuclear security culture.

Encouragement of leadership in nuclear security

[Communication between commissioners and licensees' CEOs]

- Conduct a hearing on the management's awareness of and their initiatives for nuclear security
- Emphasize the importance of leadership in nuclear security and communicate the expectations for the management's leadership.
 - What is the management's perception and awareness of nuclear security issues, and how do they see their roles as executive officers?
 - How do they manage and lead the nuclear security regime, what is the communication system between the management and the staff regarding nuclear security, and how is the management involved in the on-site operation?

[Interviews and dialogues with senior managers of licensees]

- Share the awareness of recent nuclear security cases.
- Hear their perceptions and practices of their leadership roles for the effort for nuclear security and nuclear security culture.
- Communicate NRA's expectation for their leadership in nuclear security initiatives.



NRA's effort for nuclear security culture: Awareness-raising, education, and educational videos

● Awareness-raising and education

- **Raising awareness among staff** about the importance of nuclear security and nuclear security culture through seminars and the special web page.
 - Secretary-General's message (twice) - Tea party nuclear security talk
- Deepening understanding of nuclear security culture through workshops **for inspectors**
- Education **for new staff** on nuclear security and nuclear security culture

● Educational videos

- Educational video on nuclear security culture [[Introduction](#)]
- Educational video on nuclear security culture [[For staff](#)]
- Educational video on nuclear security culture [[For executive officers and management](#)]

核セキュリティ文化の教育映像

3つの動画は、原子力規制委員会が核セキュリティに関わる業務等に従事する方向けに作成し、YouTubeで公開しているものです。
ドラマ仕立てになっており、IAEAからも高評価をいただいたものです。

【導入編】(18分) 【職員編】(約8分) 【経営者・管理者編】(約18分)



核セキュリティの概念は核物質防護よりも範囲が広い
核セキュリティは原子力施設におけるゼロ対策

核セキュリティによって単人検閲は非常に重要で学校
核セキュリティの強さは自治体等の関与だけで50分
核セキュリティに関する職員自身の理解と能力が重要

施設の防護状況を絶えず見守り把握する