

Table 3-1

Preventive measures	
Classification	Actions
Reconstruction of quality assurance systems	<p>1. Reconstruction of inspection systems (before the start of regular self-inspection after Sept. 2004)</p> <ul style="list-style-type: none"> - Set inspection procedures for equipment, tests, and measurements to be managed by Kansai Electric so that regular self-inspections can be properly carried out. - Produce rules and directions based on which control criteria are set and show them to thermal power plants. - Clarify and thoroughly enforce procedures for correcting data transfer errors and handling troubles when the criteria are violated.
	<p>2. Reconstruction of quality assurance systems by top management of division, and enforcement of staff training and familiarization (Reconstruction of quality system by end of 2004)</p> <ul style="list-style-type: none"> - Top management: Draw up basic policies for constructing a quality system for regular self-inspections required by law that reflects the workplace activities, while ensuring good communication with representatives of thermal power plants. - The Thermal Power Center: Continually follow-up on the operation of the quality system while enforcing corrective measures. - The Thermal Power Center: Draw up training plans and conduct staff training. - Representative of thermal power plant: Draw up training plans to continually train staff and familiarize them with the quality system. - Maintenance manager of thermal power plant: Train inspection staff on relevant rules and points of inspection. - Top management: Grasp the progress of quality system reconstruction at each thermal power station and if necessary, provide guidance on reviews.
	<p>3. Construction of document and record management systems by electronic means to prevent future wrongdoings (to be completed by end of fiscal 2004)</p> <ul style="list-style-type: none"> - Set and/or revise procedures by electronic means and post information on electronic boards at the Thermal Power Center to enhance data transparency. - Use the inspection records of subcontractors as our own (both Kansai Electric and subcontractors keep the same records). - Process quality records other than inspection data by electronic means or electronic bulletin boards in principle, to enhance data transparency.
	<p>4. Enhancement of internal checking functions (to be implemented by end of August 2004)</p> <ul style="list-style-type: none"> - Keep a check list for internal quality auditing at the Thermal Power Center to clarify check points, and train quality auditing staff on effective auditing. - Place auditing staff specializing in thermal power generation in the Office of Quality and Safety Audit to enhance checks.

Table 3-2

Classification	Actions
Improvement of attitude and corporate climate	<ol style="list-style-type: none"> 1. Enforcement of strict compliance (to be implemented during first half of 2004) <ul style="list-style-type: none"> - Have top management of division visit workplaces to talk about the importance of compliance. - Produce a set of “rules for engineers engaged in thermal power generation” from recent cases. - Hold meetings at each workplace to discuss recent irregularities at Kanku Energy Center to identify problems and devise countermeasures. Set individual goals and strive to achieve them (being implemented). 2. Clarification of the Importance of accountability on quality requirements (to be implemented during first half of 2004) <ul style="list-style-type: none"> - Have top management of division visit workplaces to talk about the importance of “being precise in recording data (facts) and the accountability on quality requirements” to develop a staff attitude toward quality assurance. - Implement effective improvement measures (quality assurance, etc.) based on past activities at other sections. 3. Improvement of communication in the workplace (to be implemented during first half of 2004) <ul style="list-style-type: none"> - Promote communication with local areas and nurture a corporate culture that is sensitive to social demands. - Produce a list of examples based on workplace study meetings, build comradeship, and improve workplace communication.
Improvement of systems for legal compliance tasks e	<ol style="list-style-type: none"> 1. Check of the matching between specifications and regulations at thermal power plants (to be implemented during first half of 2004). Check the matching between order specifications and inspection criteria of procedures at every thermal power plant to ensure precision when placing orders. 2. Implementation of staff training on inspection in accordance with laws (to be implemented during first half of 2004). Re-train officials in the workplace, reminding them that they are responsible for providing guidance on inspection staff. 3. Establishment of a center for giving advice on laws and in-house rules (to be implemented during first half of 2004). Set up at the Thermal Power Center a place for giving advice on laws and in-house rules including those on safety management inspection systems, and for answering questions and problems arising in the workplace.
Enforcement of preventive measures and progress report	<ul style="list-style-type: none"> ○Revise and review the security procedures including implementation of compliance training and clarification of the roles of company officials regarding regular self-inspection by the end of September 2004. ○Have the Quality/Safety Committee check the progress of implementation of preventive measures and their effectiveness.