



## Working in the International Organization

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**Deputy Director-General**  
**Nuclear Energy Agency**

## Part – 1

### *Who I am*

## Academic History

<b>1987 Mar.</b>	<b>Tokyo Institute of Technology (BSc, Aerodynamic)</b>
<b>1987 Summer</b>	<b>Intern in France and Germany</b>
<b>1988 Mar.</b>	<b>Tokyo Institute of Technology (MSc, Aerodynamic (Quitted))</b>
<b>2013 Dec.</b>	<b>University of London (MSc, Public Policy/Management)</b>

## Job History

<b>1988</b>	<b>Apr. -</b>	<b>STA (Space development, JST and JAEC)</b>
<b>1993</b>	<b>Mar. -</b>	<b>OECD/DSTI (CSTP) (3y5m)</b>
<b>1996</b>	<b>Jul. -</b>	<b>MAFF (Development Aid)</b>
<b>1998</b>	<b>Apr. -</b>	<b>STA (The 2<sup>nd</sup> Basic Plan for S&amp;T)</b>
<b>2001</b>	<b>Jun. -</b>	<b>Japanese Embassy in France (3y2m)</b>
<b>2004</b>	<b>Aug. -</b>	<b>MEXT (Bio-ethics, Large Scale Facility)</b>
<b>2006</b>	<b>Aug. -</b>	<b>MEXT (Nuclear Safeguards, Non-proliferation)</b>
<b>2009</b>	<b>Aug. -</b>	<b>IAEA SGOc (Nuclear Safeguards) (5y)</b>
<b>2014</b>	<b>Aug. -</b>	<b>Cabinet Office (JAEC and CSTI)</b>
<b>2018</b>	<b>Sep. -</b>	<b><u>OECD/NEA (now 3y, contract is until 2024)</u></b>

## **My Hobby !**

**Trekking and Jogging**

**Reading**

**Drinking**


























**Driving and Travelling**

## Part – 2

*What I am doing now (NEA)*

## The NEA: 34 Countries Seeking Excellence in Nuclear Safety, Technology, and Policy

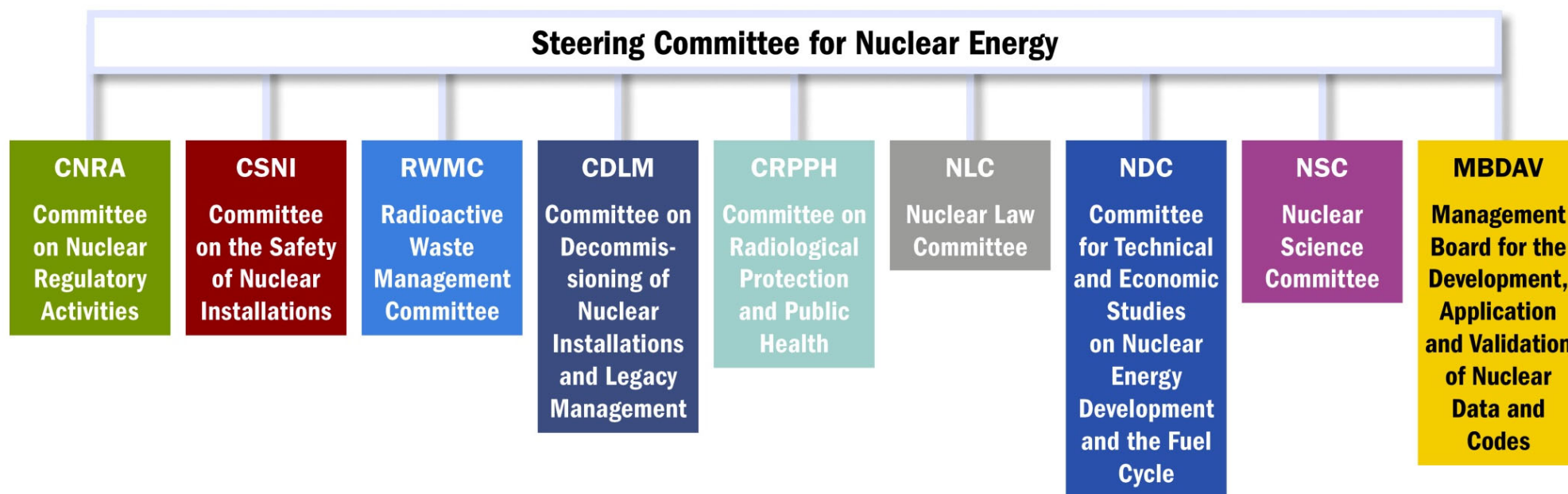
- A premier international platform for cooperation in nuclear technology, policy, regulation, research, and education.
- 34 member countries + strategic partners (e.g., China and India).
- 8 standing committees and more than 80 working parties and expert groups.
- Global relationships with industry, universities, and civil society.

 Argentina	 Australia	 Austria	 Belgium
 Bulgaria	 Canada	 Czech Republic	 Denmark
 Finland	 France	 Germany	 Greece
 Hungary	 Iceland	 Ireland	 Italy
 Japan	 Korea	 Luxembourg	 Mexico
 Netherlands	 Norway	 Poland	 Portugal
 Romania	 Russia	 Slovak Republic	 Slovenia
 Spain	 Sweden	 Switzerland	 Turkey
 United Kingdom	 United States		

**NEA countries operate about 81%  
of the world's installed nuclear capacity**



## NEA Standing Technical Committees



*The NEA's committees bring together top governmental officials and technical specialists from NEA member countries and strategic partners to solve difficult problems, establish best practices and to promote international collaboration.*



## Major International Cooperative Frameworks

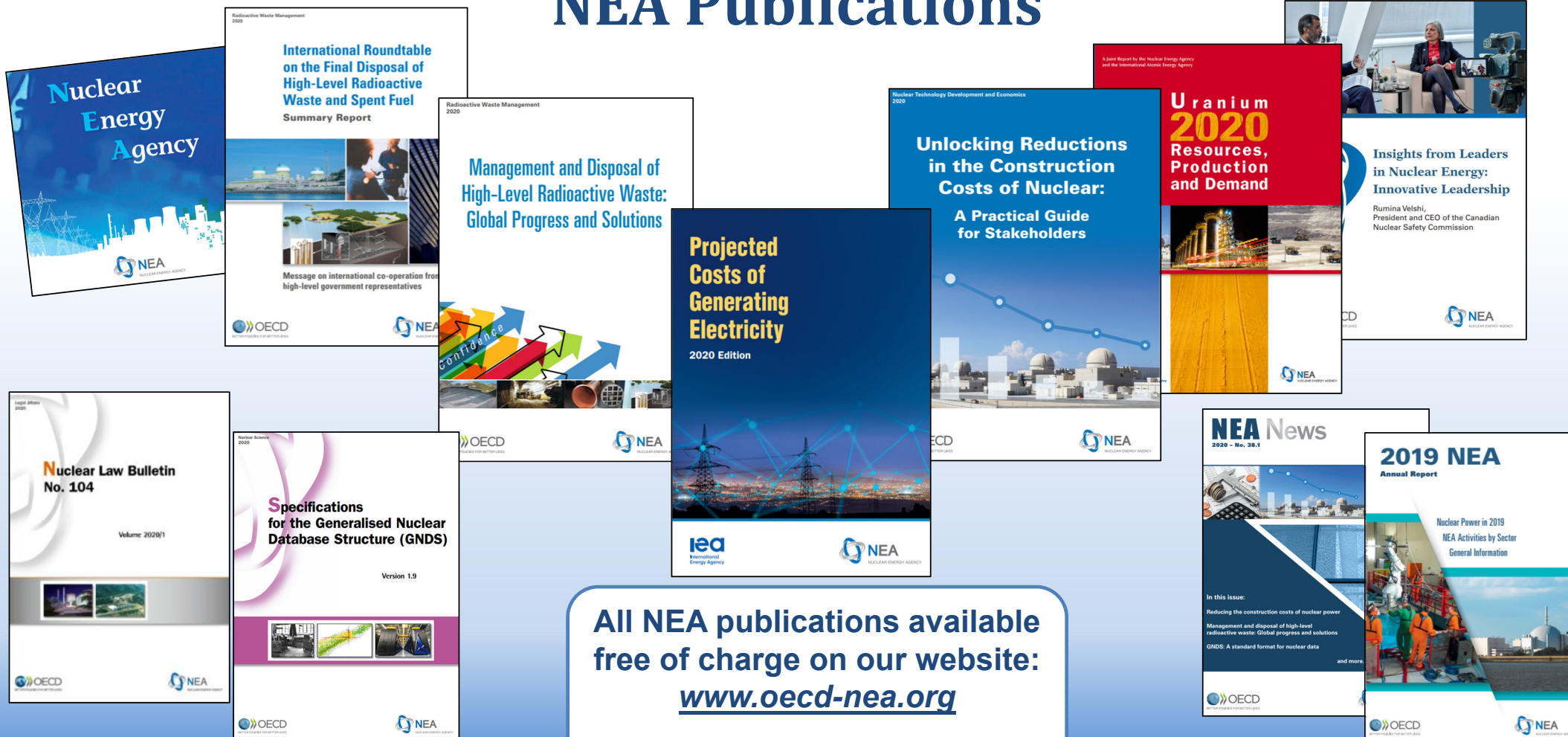
### 27 Major Joint Projects

- **Nuclear safety research** and experimental data (e.g., thermal-hydraulics, fuel behaviour, severe accidents).
- **Nuclear safety databases** (e.g., fire, common-cause failures).
- **Nuclear science** (e.g., thermodynamics of advanced fuels).
- **Radioactive waste management** (e.g., thermochemical database).
- **Radiological protection** (e.g., occupational exposure).
- **Nuclear Education, Skills and Technology Framework (NEST)** (promoting the development of a new generation of subject matter experts.)

### NEA Serviced Bodies

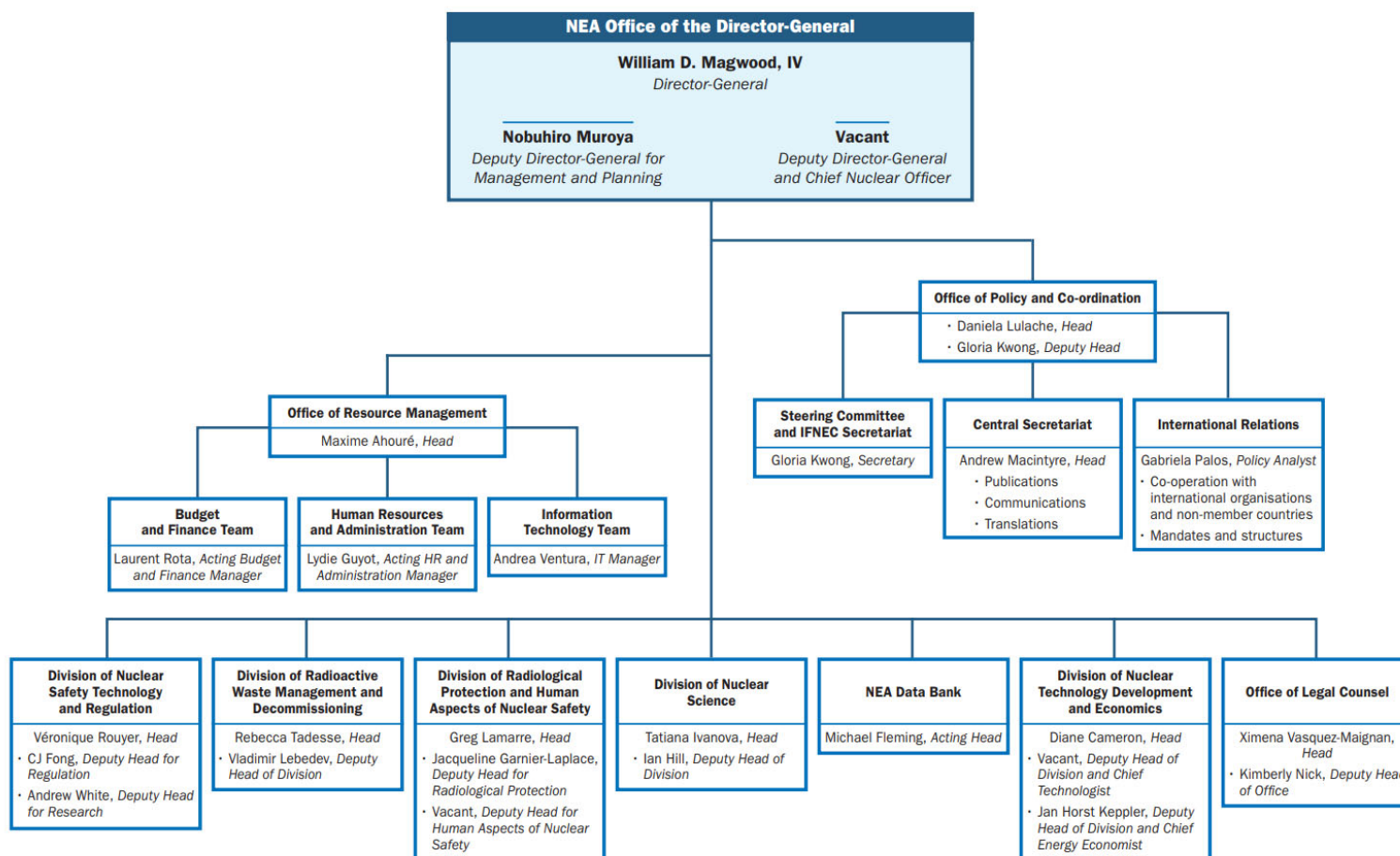
- **Generation IV International Forum (GIF)** with the goal to develop new fission technologies with greater sustainability (including effective fuel utilisation and minimisation of waste), economic performance, safety and reliability, proliferation resistance and physical protection.
- **Multinational Design Evaluation Programme (MDEP)** - initiative by national safety authorities to leverage their resources and knowledge for new reactor design reviews (ABWR, AES2006, AP1000, EPR, HPR1000).
- **International Framework for Nuclear Energy Cooperation (IFNEC)** – 65-country forum for multilateral discussion and analyses of a wide array of nuclear topics involving both developed and emerging economies.

## NEA Publications



# Nuclear Energy Agency

## NEA Organisational Structure Effective 10 May 2021



## Deference : IAEA and NEA

Main figures		
	IAEA	NEA
Year Founded	1957	1958
Member States	173	33
Number of Employees	ca. 2,500	122
Laboratories/joint projects	19	27
Headquarters	Vienna, Austria	Paris, France
Liaison Offices	Geneva, New York	No
Regional Offices	Toronto, Tokyo	No
Regular Budget	€380 million	€15 million

“IAEA AT A GLANCE”  
(June 2021)

## Part – 3

### *What I learned in Government and IOs*

## What I learned (1/3)

### Technical part

- Global context
- Ongoing changes (world, society, policy, S&T...)
- Organization, governance and management under changing environment
- Strategy and tactics
- Diplomacy
- HRM and other technical matters

## What I learned (2/3)

### Soft part

- Cultural differences
- Diversity / Gender Balance
- Adaptability
- Curiosity
- Proactivity (Try and Error), and
- Self-reflectiveness



## What I learned (3/3)

When, where, what, how I learned thanks to all people closed to me.

Year	Age	Organization	What I learned
1987	23y	Interns(Pechiney)	What is like working abroad.
1988		STA/JRDC	What is Japanese government and its agencies.
1993	29y	OECD	What is analytical work of IO, what are rich countries' policy.
1996		MAFF/STA	Developing countries, what/How Japan's S&T policy should be.
2001	37y	Embassy in France	What is diplomacy, national interests, competition and collaboration.
2004		MEXT	What is ethic of S&T, financing R&D, and non-proliferation of NW.
2009	45y	IAEA	What is nuclear, IO's governance & management. What is accident.
2014		CAO	How nation works. What makes nation strong or weak.
2018	54y	NEA	How to make IO useful/relevant for members.

## **I was lucky so, because:**

- Foreign services at earlier phase of career.
- Considerate supervisors and colleagues.
- Understanding by HRM sections.
- My hobby supports me in many situations.
- Balance: domestic and foreign services.
- I was not the best, neither the second-best in Japan
- Understanding/support by family.

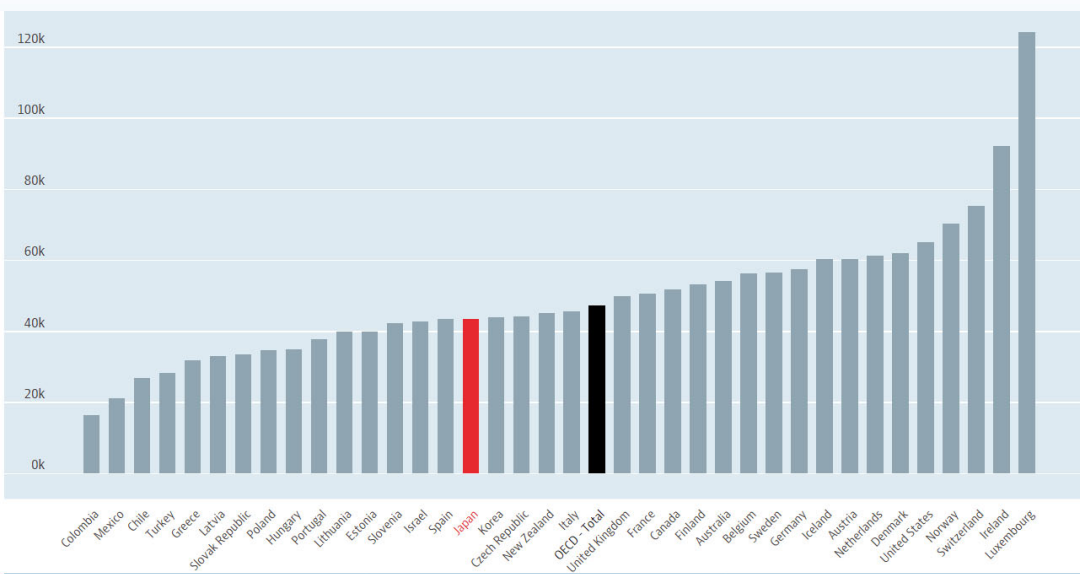
## Part – 4

### *Where we are in Japan today*

## Japan : Economy

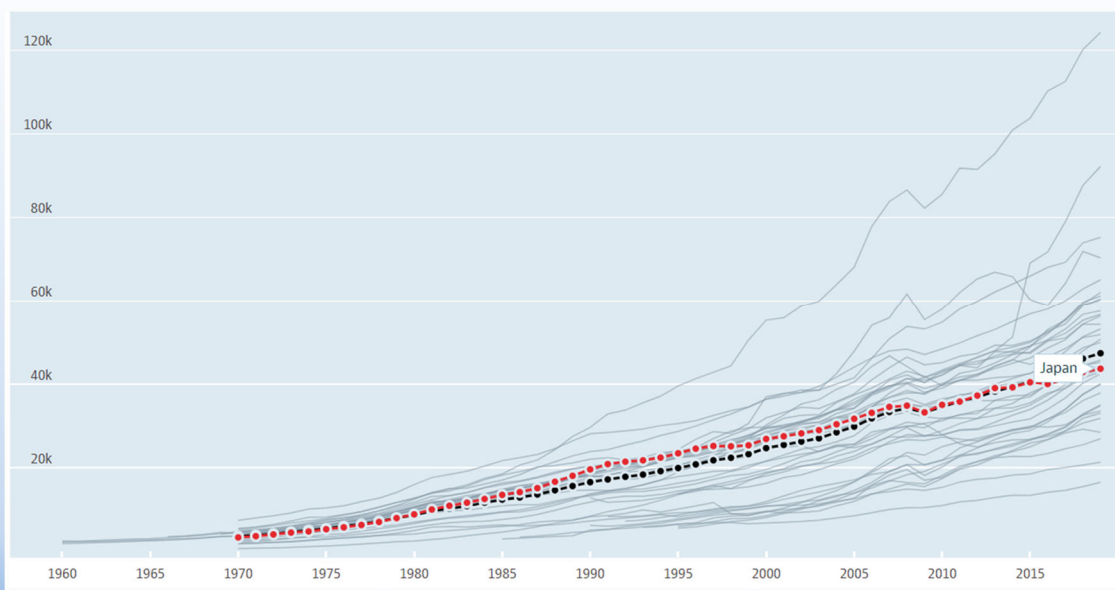
**GDP total of OECD, US dollars/capita, 2019 or latest available**

Source: OECD DATA (<https://data.oecd.org/>)



**GDP Total, US dollars/capita, 1960 – 2019**

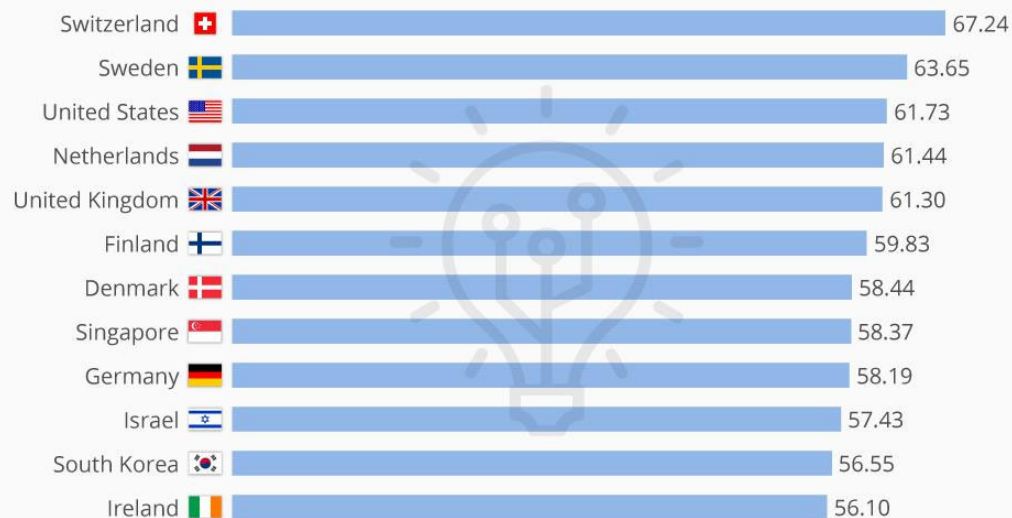
Source: OECD DATA (<https://data.oecd.org/>)



## Japan : Innovation

### The World's Most Innovative Countries

2019 rankings of the Global Innovation Index (100=most innovative)



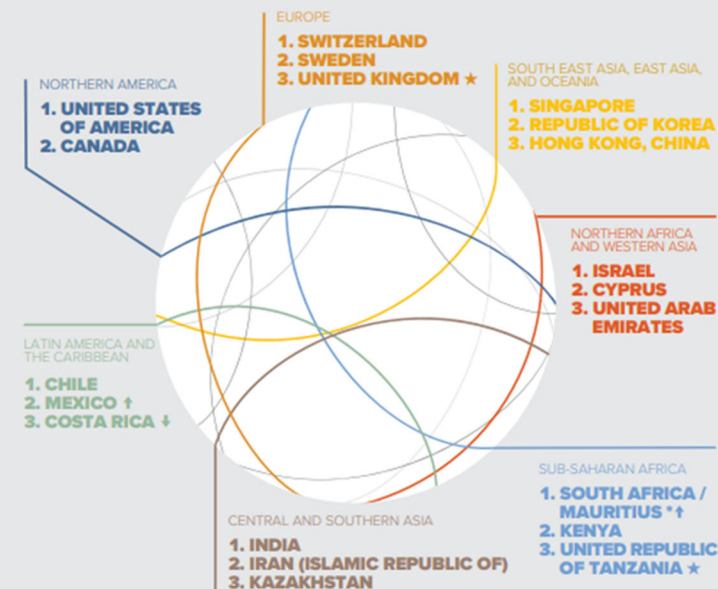
\* Scores determined through various factors such as business sophistication, level of human & capital research and creative outputs.  
@StatistaCharts Source: World Intellectual Property Organization

Forbes statista

### Global leaders in innovation in 2020

Every year, the Global Innovation Index ranks the innovation performance of more than 130 economies around the world.

#### Top 3 innovation economies by region



\* Mauritius is ranked above South Africa this year but with wide significant data variability as compared to last year.  
\*\* indicates the movement of rank within the top 3 relative to 2019, and \* indicates a new entrant into the top 3 in 2020.

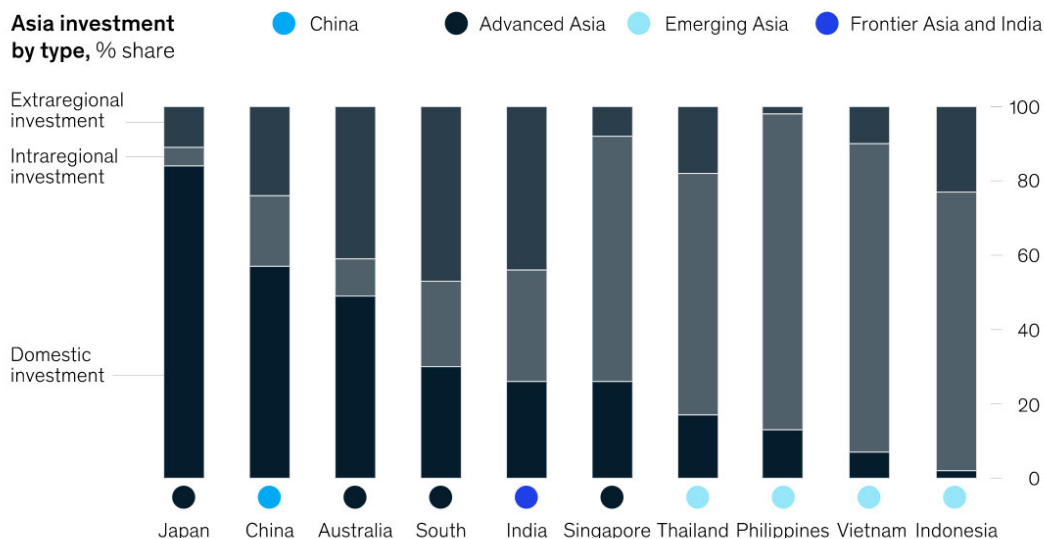
#### Top 3 innovation economies by income group



GLOBAL INNOVATION INDEX 2020

## Japan : Inward-looking

Advanced Asia and China are leading investors in start-ups in Emerging Asia.

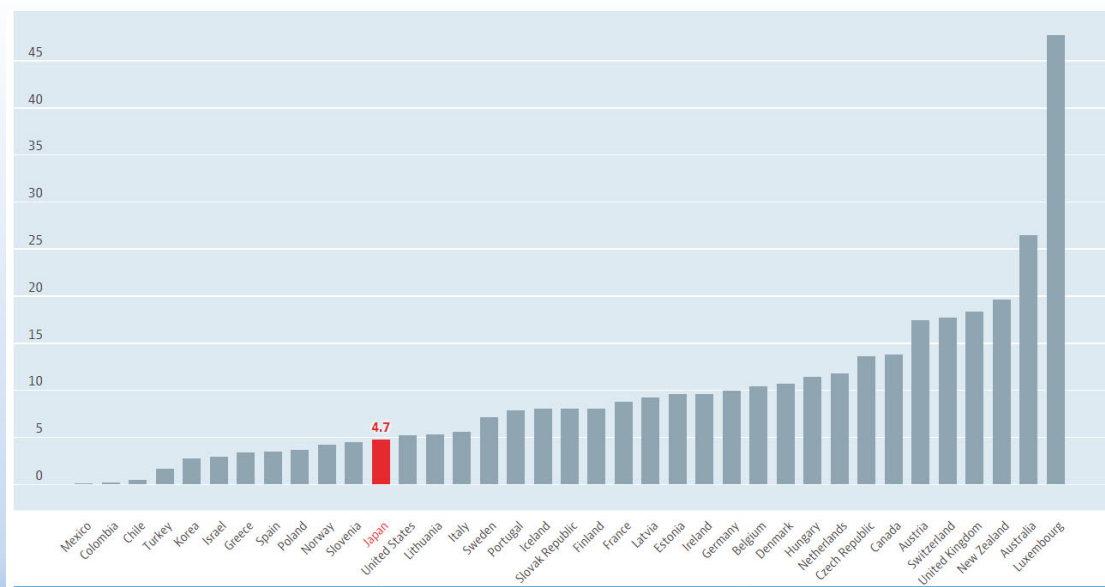


Source: Preqin; McKinsey Global Institute analysis

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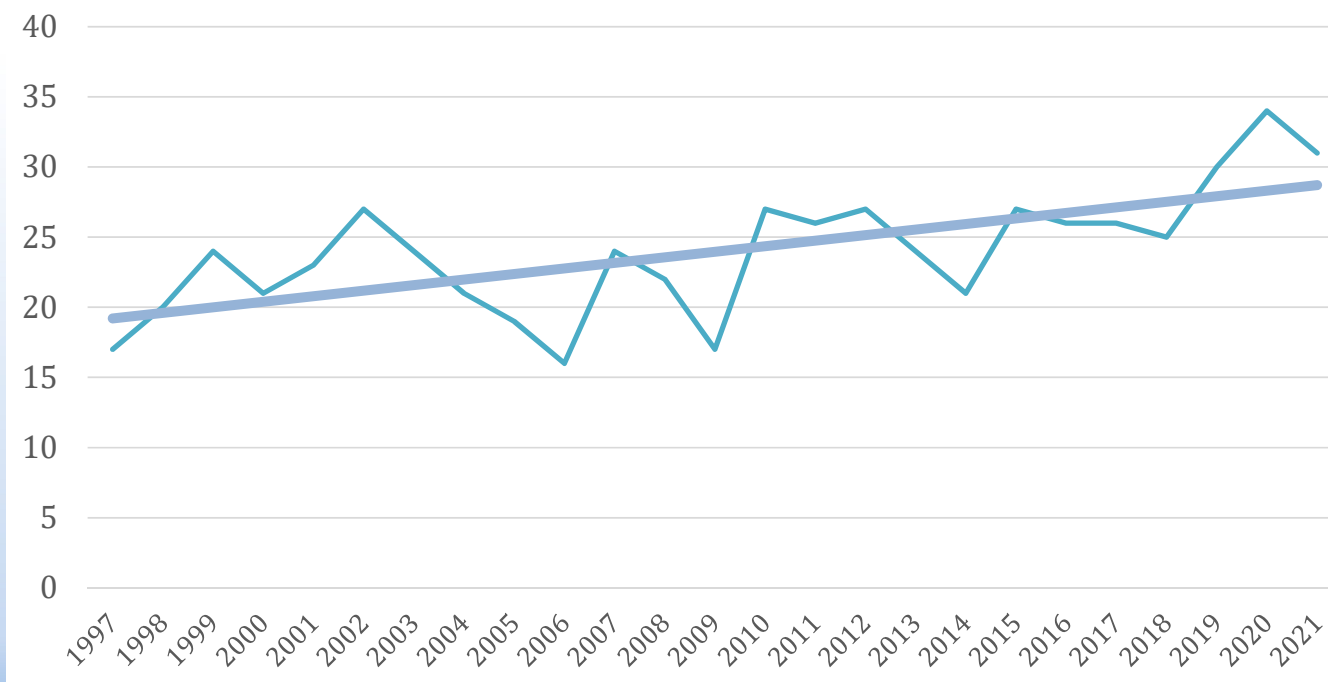
**International Student Mobility Tertiary Student Inflow, % of students enrolled, 2018 or latest available**

Source: OECD Data



## Japan : Competitiveness

### Competitiveness ranking : Japan

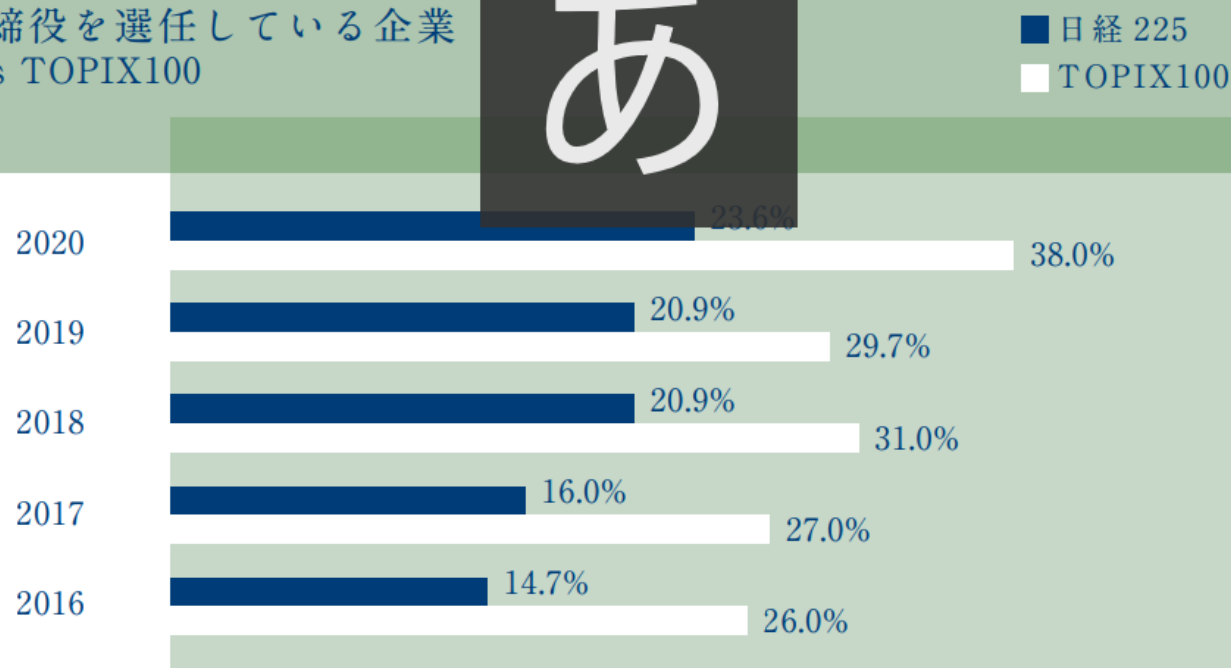


IMD WORLD COMPETITIVENESS ONLINE



## Japan : Growing diversity

外国人取締役を選任している企業  
日経 225 vs TOPIX100



Japan Board Index 2020

## Part – 5

*Your future: what do you want?*

## You will wonderful future, as long as:

- You **don't wait for chances** to come to you.
- You **keep seeking for chances**, and try/apply if they are.
- You **Keep telling your view (about your career)** to your colleagues and supervisors.
- You **never miss every single opportunity** where you can demonstrate your skill/experiences.
- You keep your **curiosity, honesty, self-reflectiveness, like baby.**

## Be driven by Positiveness (not downside)

- No more good old days (when just positive but no downside).
- Every choice has **positive side and downside**.
- First, you **should think about positive side**.
- When you make it, **then you can think about downside**.
- There are **always solutions for addressing downside**.
- Don't **let downside to control your future, let positive side to drive your journey**.

**Thank you.**  
**I wish your success.**