

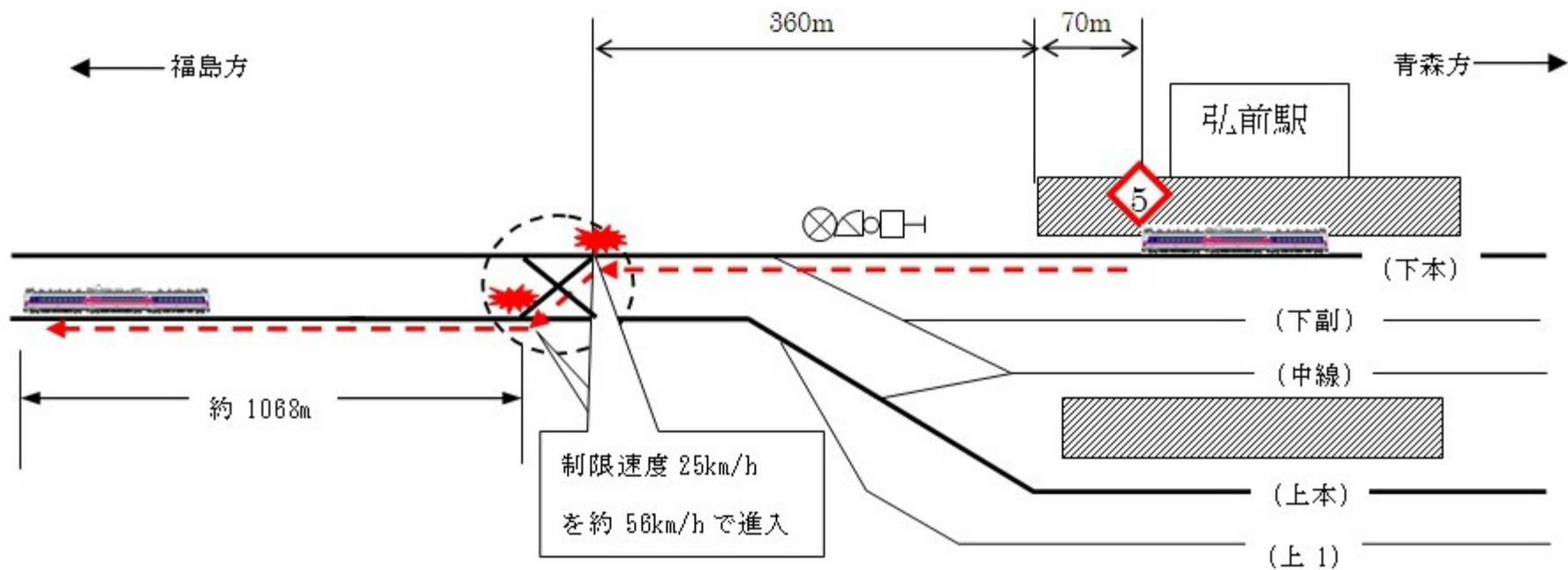


*Placing Blame on the Driver Alone Will  
Not Lead to a Culture of Safety*

*~Let's Strengthen the Activities of the Committee to  
Investigate the Causes of Accidents and Establish Real  
Safety Measures ~*

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# Rough sketch of Akita Station ware house



## JR East's opinion



◆ The driver failed to report to the dispatcher that the train had moved 30 centimeters

◆ The driver did not note the speed limit at the switch

◆ The driver did not stop immediately when he felt the jolt

A photograph of a train schedule board. The board is white with black text and a red bar at the bottom. The board displays the train number 9660M and the number 3. The board is divided into columns for departure and arrival times, and rows for different train services. The text is in Japanese.

種別	種別	種別	種別	種別	種別
9660M					
3					
SA	18	43			
18	48				
18	54	58			
18	58	17	01		
18	05	08			
18	12	15			
18	18	21			
18	24	27			



# The Company's Response to the Incident

Following the evaluation of checking the drivers' performance through simulations, JR East notified the driver that he was no longer qualified to work as a train driver

After working as an office worker for one year full of anxiety and disappointment, the driver was transferred to station duties



# JREU held Urgent Workplace Meetings

120 members, more than half of the members gathered.

## *Opinions from Union Members*

◆ The simulator should be used for training to improve skills and should not be used as a standard for making judgments on disqualification.

◆ The policy of “make an error = be disqualified from driving” is a matter of course at workplaces in the Akita branch

◆ The “make an error = be disqualified from driving” rule has led to a change in the workplace atmosphere to one where workers are afraid to report the truth



# JREU Organizes an Investigation Committee

## *Direct Causes of the Accident*

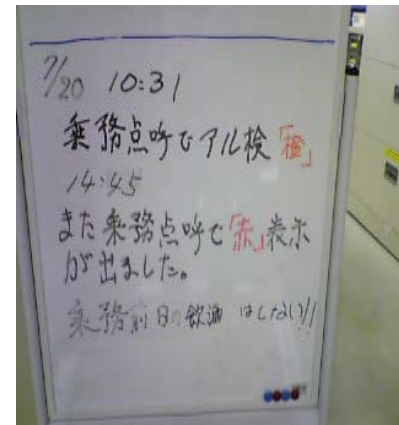
- ◆ Some passengers were waiting for the train at platform.
- ◆ The train driver was worried over whether or not to report that the train had moved 30 centimeters.
- ◆ The train driver did not follow the proper procedure when leaving the cab.





# Background Factors

- ◆ Customer service is given top priority.
- ◆ Because there is a long section of straight track leading into the switch between the inbound and outbound lines (more than 300 meters), it is easy to make an error.
- ◆ Whenever a train crew made a mistake, it was noted on a whiteboard at workplace.



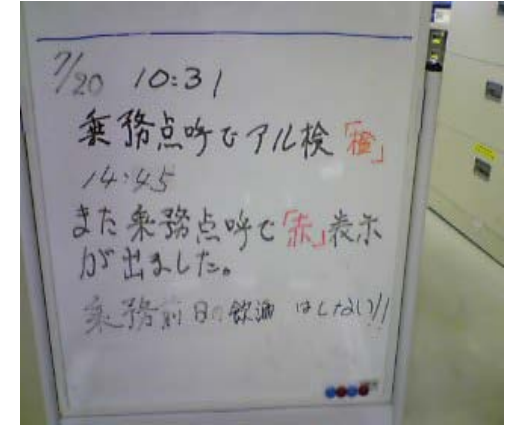
# Contradictions in JR East's Actions

◆ Safety measures such as ATS were not in place.

◆ The noting of errors and accidents on the whiteboard was a way to use drivers as examples.

◆ The background factors or countermeasures against the fact that the train moved 30 centimeters were not discussed.

◆ The company said it took his past accidents into consideration when disqualifying the driver, but in fact his past incident was simply an overrun.





# JREU held collective bargaining six times

◆ JR East re-educated and trained the driver for two months and monitored his performance to see if he was qualified or not. It was judged that this was no longer necessary.

◆ The movement of the train by 30 centimeters before it departed as a passenger train was recognized as one of the background factors, but it is hard to say that the movement was the cause of the violation of the speed limit.

◆ Priority has been given to installing ATS (automatic train stop systems) at the entry to stations, while installing devices at the departure of stations is a lower priority.

# Management Must Take the Position of Workers on the Front Line

What we have to do;

- analyze driver's state of mind
- investigate details
- take countermeasures



**“do not blame individuals but investigate causes”**

# The report by The Aircraft and Railway Accidents Investigation Commission

## Causes of the accident are:

- ◆ JR West's way of managing drivers
- ◆ JR West's punishment on driver who made mistake
- ◆ If a driver fails to file a report or makes a false report, it imposes strict penalties

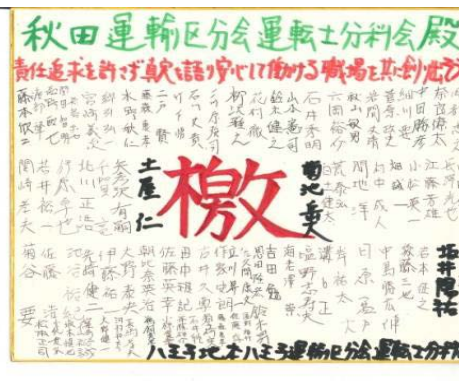
# The fact of JR East

- ◆ JR East does not let operate train driver who made mistake!?
- ◆ JR East's crisis management is wrong!?
- ◆ JR East's three basic safety principles (responding at the *actual site*, on the *actual equipment*, by the *actual persons*) is perfunctory one!?



# Lessons from the Hirosaki Incident

- ◆ Only investigate causes can create safety
- ◆ To create safety, we need cooperation between union and company
- ◆ Workers take responsibility of safety



# Trade union and company investigate causes together leads to shortcut to railway safety



## JR東労組秋田運輸区分会殿

会社は速度超過の原因究明を放棄し、当該乗務員だけに“見せしめ的な責任追及”で事を乗り切ろうとする体質を絶対に許さない！！

# 檄

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