

PARIS
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OCTOBER
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INTERNATIONAL
RAILWAY SAFETY COUNCIL

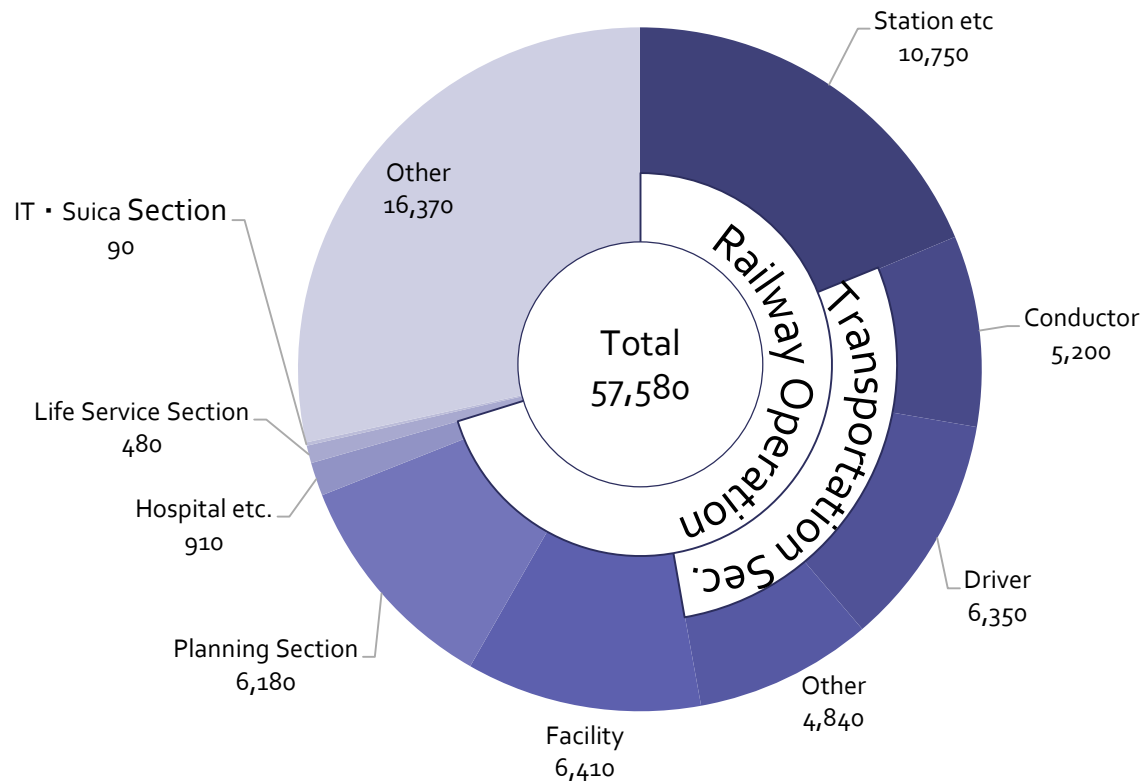
The preventive measures against increasing crew's mistakes and the human resource development

East Japan Railway Workers' Union
(JREU)

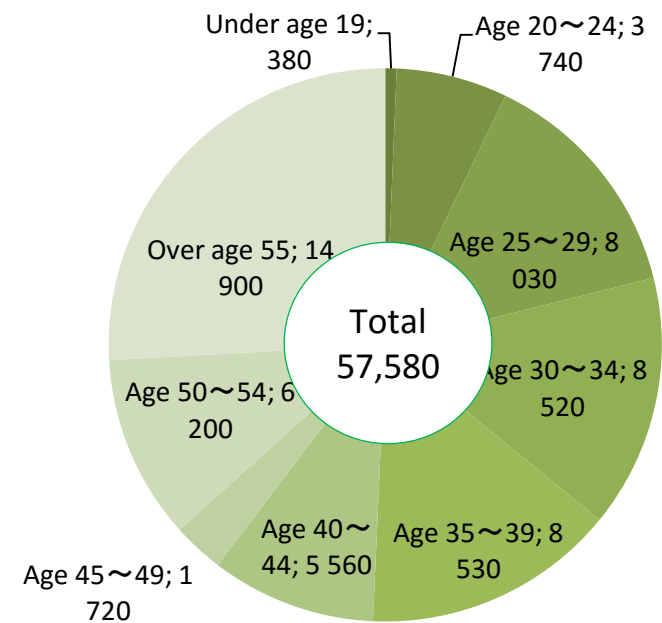


Overview of JR East Company

- Classification of # of employees

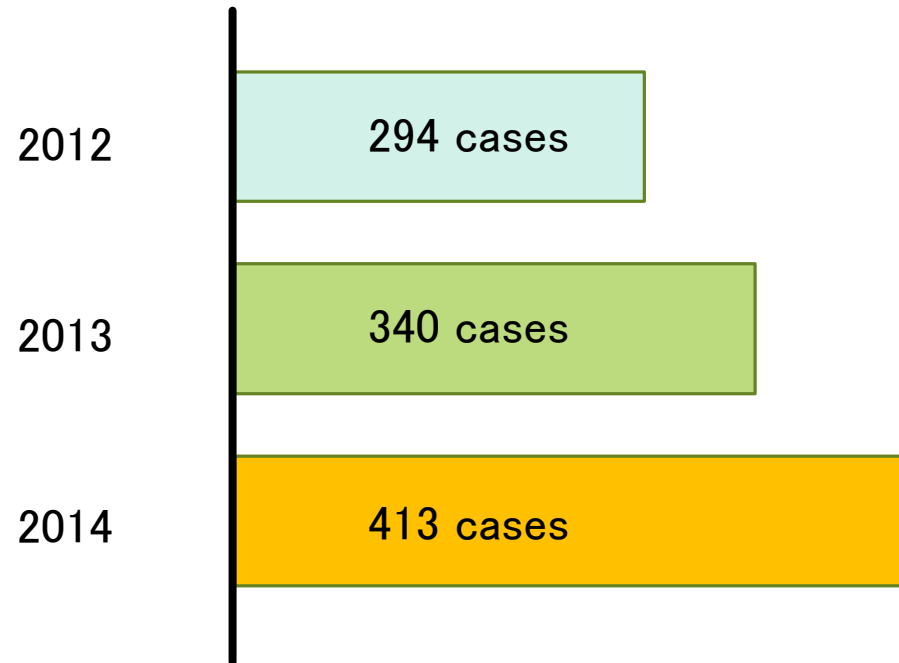


- Age Structure



of incorrect handlings which happen continuously

of cases in Tokyo Branch



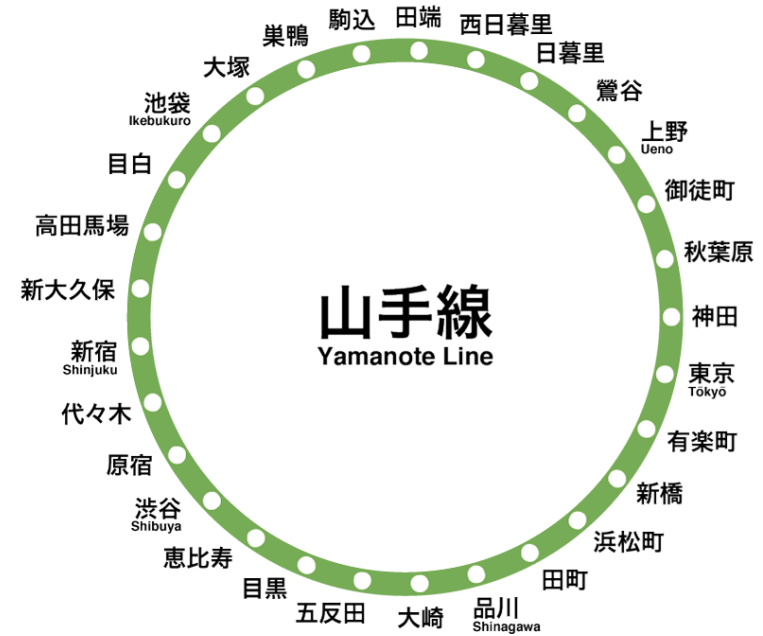
To stop to happen, reminders are made up of posts and roll calls.



Continuous cases are not stopped!

Overview of Yamanote line

- # of stations 29
- Kilometers 34.5 km
- Passengers 6.50 million



- Platform screen doors are installed from 2010 (Installed in 24 stations)





Case 1

Doors were opened without a departure sign

A conductor opened doors reflectively because of the ITV which showed a station staff were waving his hand in front of the platform.

I did it reflectively because of the picture of the ITV!

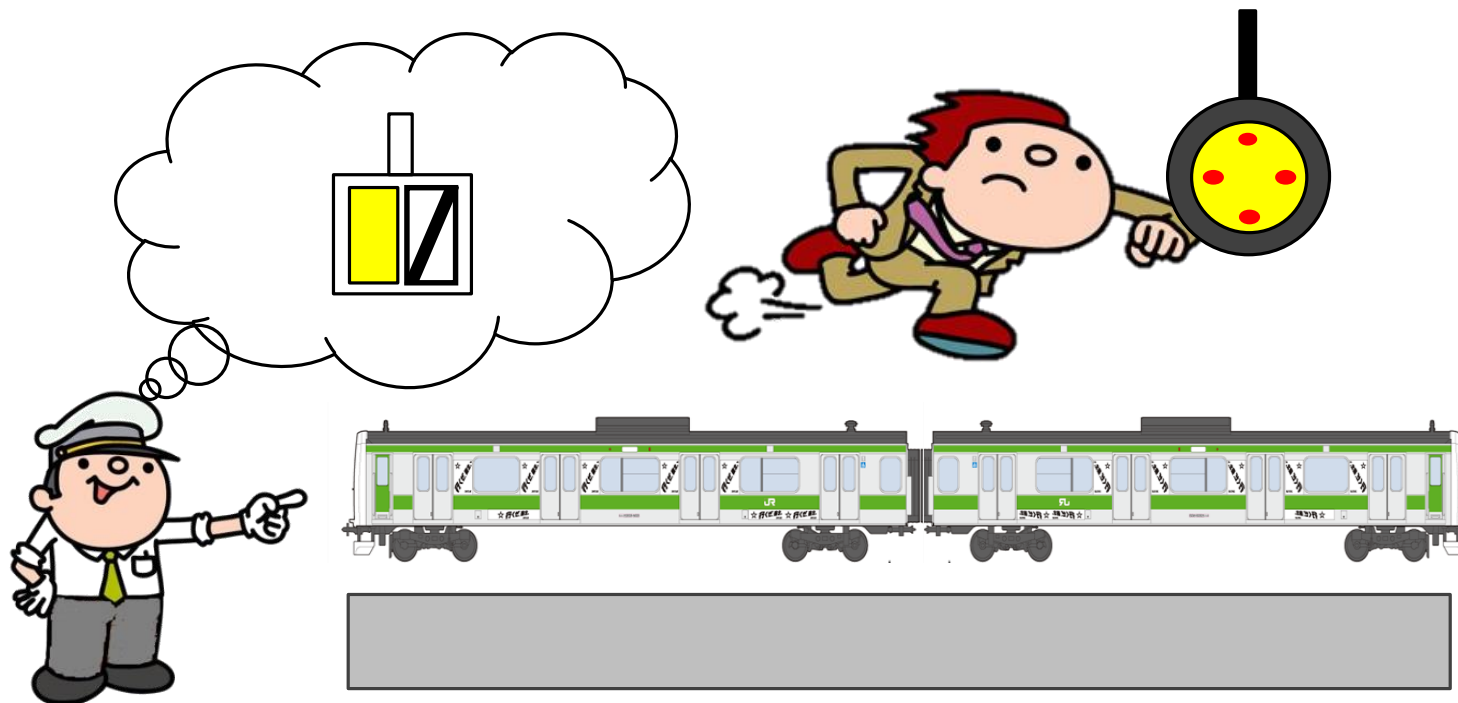




Case 2

A conductor closed doors without the sign of finish boarding and alighting

A passenger from 1st cabin of Keihin Tohoku Line passed in front of the repeater. A conductor had mistook that flickering as the sign of finish boarding and alighting and turn a switch of closing doors.

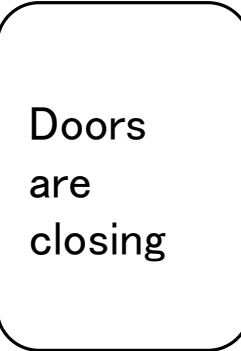
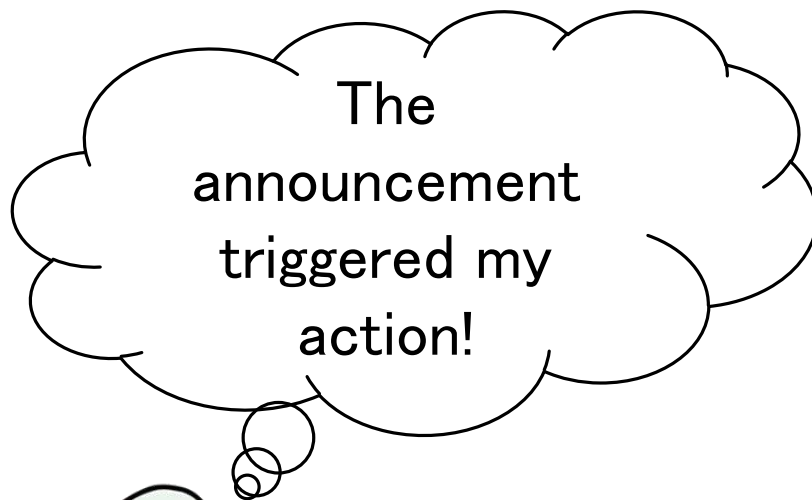




Case 3

A conductor closed doors without the sign of finish boarding and alighting

A conductor closed doors because of an announcement of a station staff, “doors are closing,” infectiously.





A common point of 3 cases

Waiting for signs from a station, and conductors react to small actions by station staffs and passengers reflectively even though they are not correct signs.



Conductors' jobs are becoming habits unconsciously

“Open doors when trains arrive at stations and trains are departing when doors are closed” became a habit and a body remember it.



The reason is installment of platform screen doors being equipped in turn.



Consciousness is changing along with installment of platform screen doors

Jobs are changing along with installment of platform screen doors. Sideswipes with trains, falls of passengers because train stopped at wrong place, and dragging passengers when trains start moving are diminishing.



**Conductors' consciousness of accident prediction is decreasing
because of platform screen doors!**

Changing consciousness and accident prediction ability caused by lack of real experiences, and the operation system which require close observation for finish boarding signs are affecting heavily.



Reason why “becoming conductors’ jobs habits”
is prior than safety?

A basic principal of railway operations

“Follow railway signs and operate”



Checking certain signs is
“a fundamental of a conductors’ job”

Breaking down reasons why conductors cannot do
an ordinary thing which is

“a fundamental of a job.”



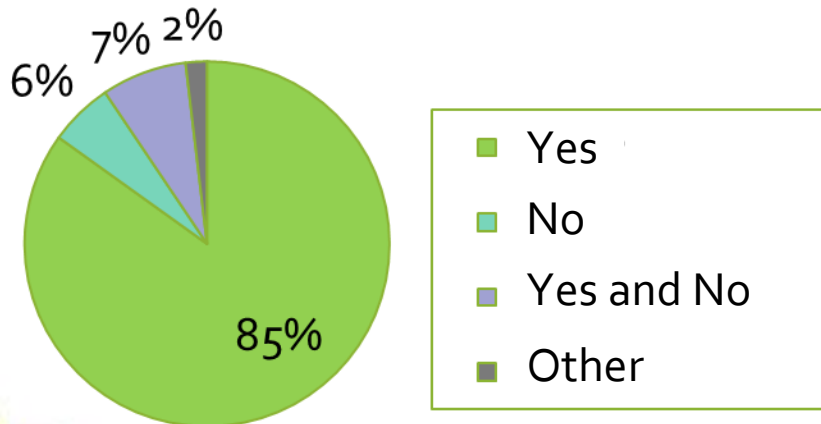
Reason why “becoming conductors’ jobs habits” is prior than safety?

Questionnaire

Q1 What do you care the most in the train?

- 1st On time service, delay
- 2nd Door operations
- 3rd Closing doors too early, overlook of signs

Q2 The company advocates ultimate safety. Do you think it is just theory and the company actually prioritizes service and railway operations?

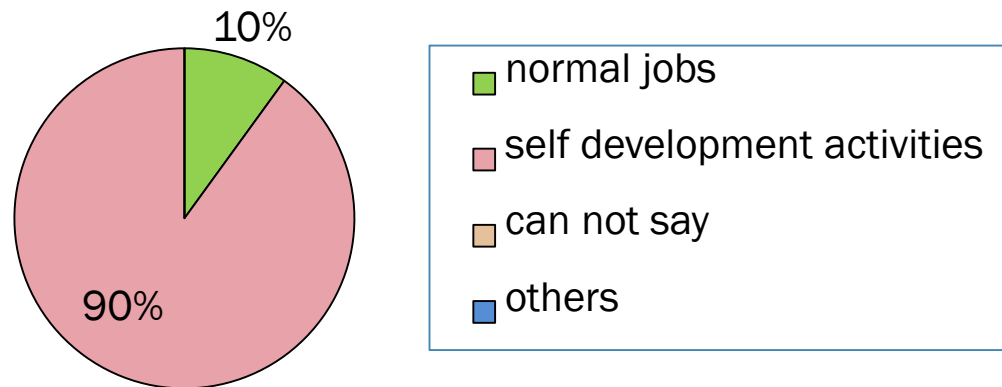


These results show the company prioritizes service and on time operations to safety.



Why habituation of conductors' jobs is prioritized over safety?

Q3. Which does the company see more important, activities of self-development or conductors' normal jobs ?



young conductors who have less experience tend to prioritize self-development. This is a serious problem.



Habituation of conductors' normal jobs, service-priority-character, the character of making light of "normal jobs," and these way of human resource development cause increasing incorrect handlings



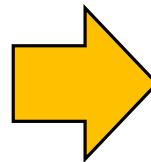
How to prevent closing doors before signs

1. Conductors should recognize conductor's attribution

A common point of this event is reflection of the body caused by changes of platform situations which come in sight without awareness



it is important not to touch the door switch while conductors are waiting for the departure sign





How to prevent closing doors before signs

2. It is important to recognize attribution conductors' jobs

Conductors are demanded to deal with abnormal situations accurately



In normal situations, conductors are demanded to deal with routine jobs repeatedly without mistakes



Conductors are demanded capacity of endurance

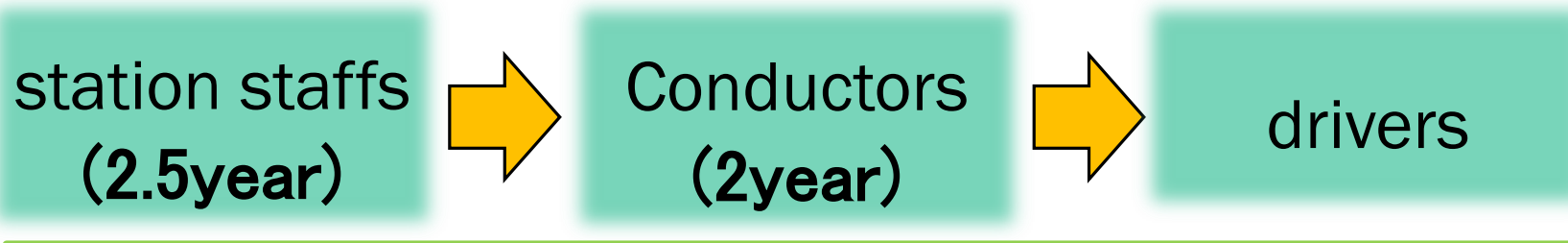




How to prevent closing doors before signs

2. It is important to recognize attribution conductors' jobs

East Japan Railway Company has "Life-Cycle" system



some employees feel that conductors job is a pass point

Recognition of the jobs and responsibilities, and cultivation of human resources that can exert abilities



How to prevent closing doors before signs

3. work place governance

The company tends to consider

that conductors work without mistakes is ordinary



The truth is

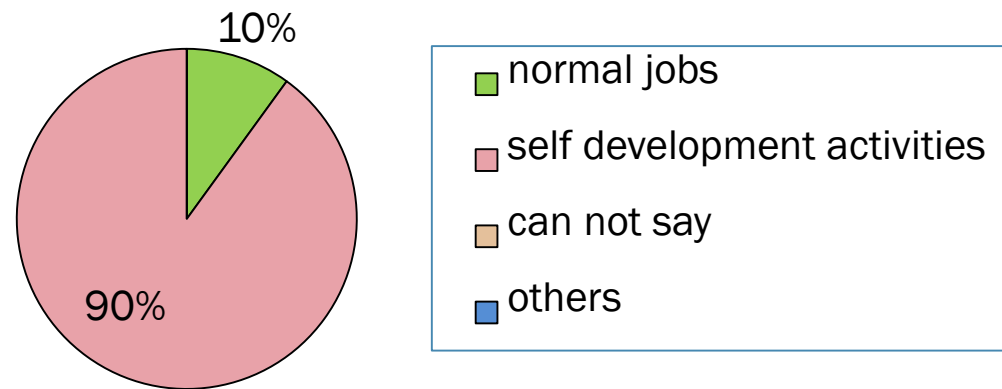
We should think that doing something repeatedly without mistakes is a consequence of conductors' efforts



How to prevent closing doors before signs

3. work place governance

Q3.Which does the company see more important, activities of self-development or conductors' normal jobs ?



The company considers that doing normal jobs without mistakes is “normal” and that activities of committees and “my project.” is more important. That is a reason for creating twisted work place



How to prevent closing doors before signs

3. work place governance

When young conductors make mistakes

“I will recover a loss with “my project”.



Human activities are prescribed by an organization

we should not consider accomplishing conductors' jobs and activities of self-development are same.



Head for Safety First railway

Reason why conductors had repeatedly made mistakes mistakes

The notion that “Normal jobs as a conductor are less important and self-development activities are more important”.



“the fundamental of jobs = do normal jobs appropriately



**work places where employees are
independent, can do normal jobs normally
as professional**