



IRSC 2022

INTERNATIONAL RAILWAY
SAFETY COUNCIL

SEVILLA, OCTOBER 16-21, 2022



To Improve Together

~ RAILWAY SPECIFIC AND GLOBAL SAFETY
MANAGEMENT THAT IMPROVE SAFETY
REGULATION WITHIN AND BETWEEN
ORGANIZATIONS ~

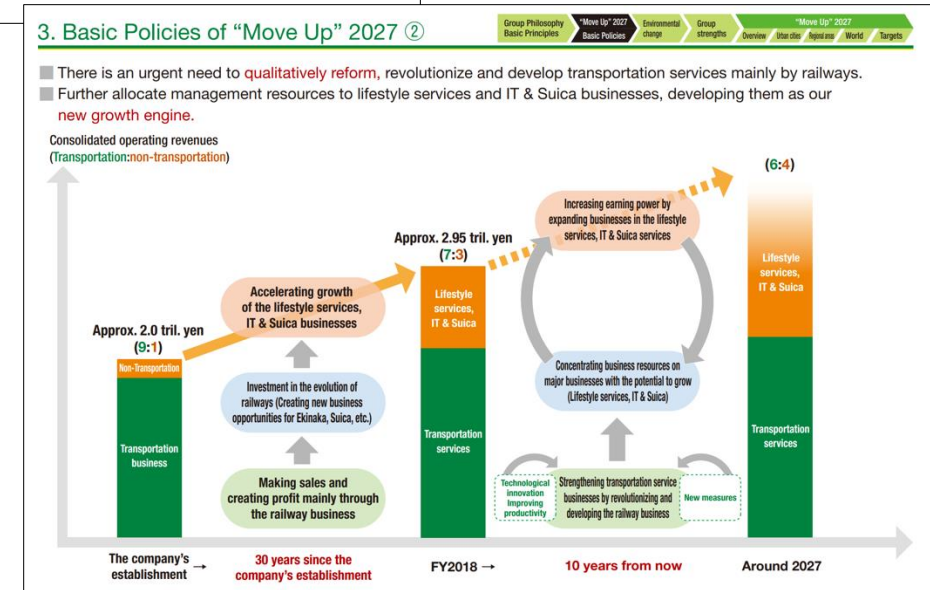
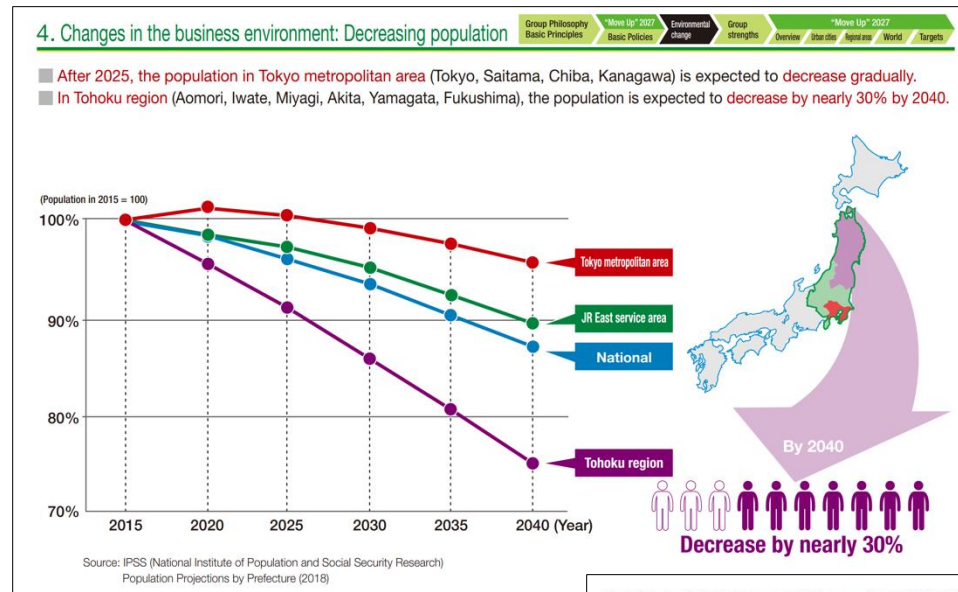
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Introduction

- JR East Company has put forward a long-term management policy in order to achieve the goal of JR group management vision “Move Up 2027”
- Their policy shifts its focus from railway-based services to people-based services.
- Due to the penetration of telework and refraining from traveling due to the corona crisis, the use of railways has further decreased. "The future of 10 years ahead has appeared already" revealing a sense of crisis



Introduction

- Amid declining population, the aim is to discontinue lines in deficit sections, separate its operation and infrastructure, and convert to buses (BRT).
- Should be noted that the government will take the lead in the future.



Tadami line

Adopting a separation system in which ground facilities are handled by local governments and train operations are handled by JR East



Oofunato line

Adopted "BRT" that operates buses by changing tracks to exclusive road

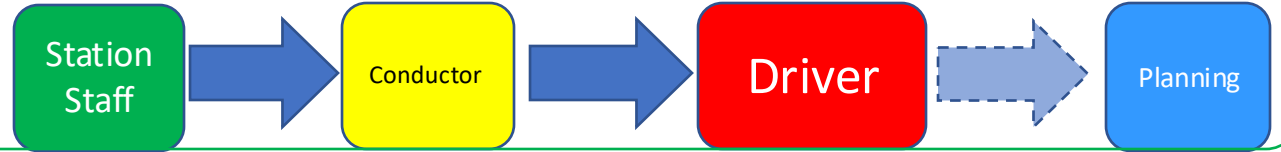
Introduction

The management policy is inconsistent with the actual site. The challenge is how to build a safety culture in response to measures that emphasize "employee awareness reform"

Making recommendations to improve safety from the workers' perspective

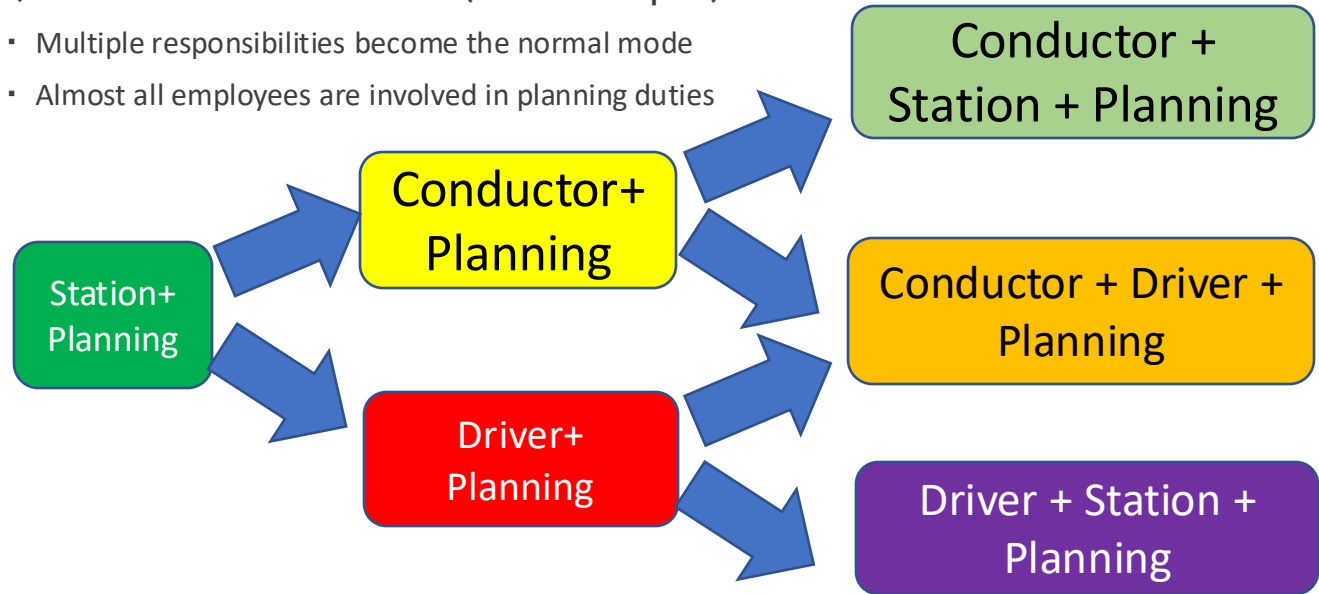
◆ Current Career Plan (An example)

- Only one type of responsibility is performed at a time (responsibility changes in several years to a dozen years)
- Some employees never take on planning duties in their lifetime



◆ Future Career Plan (An example)

- Multiple responsibilities become the normal mode
- Almost all employees are involved in planning duties



Measures

- **Flexible working style at field level**
Crews concurrently work in station operations, product management at station convenience stores and planning
⇒ **"Multi-skilled"** through fusion and collaboration

◆ Previous work style

Concentrate on the same work from the time you arrive to the time you leave (Station staff for station work, crew for crew duties, etc.)



Crews



◆ Work style in the future

- In addition to being train crews, employees also have other responsibilities (Sometimes it changes by time, and sometimes it changes by day)



Crews



Station



Station Kiosk



Planning



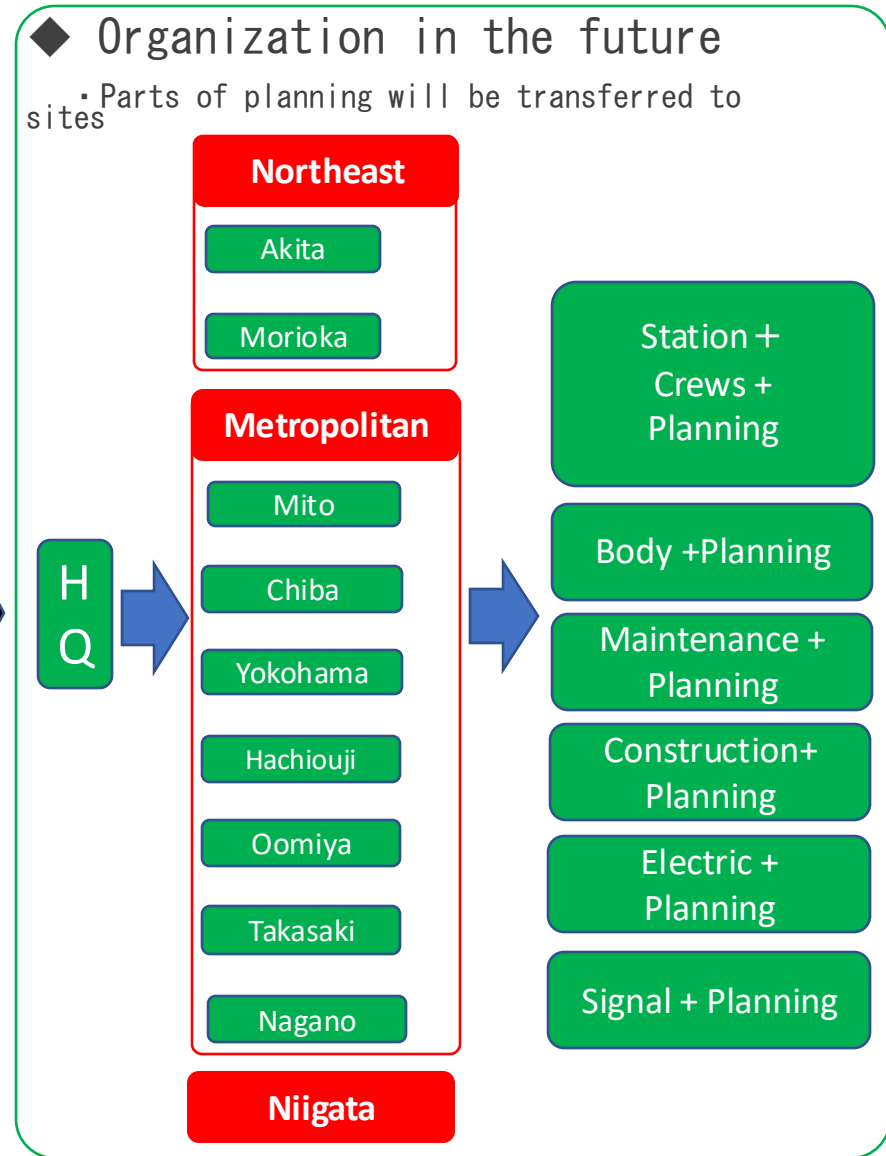
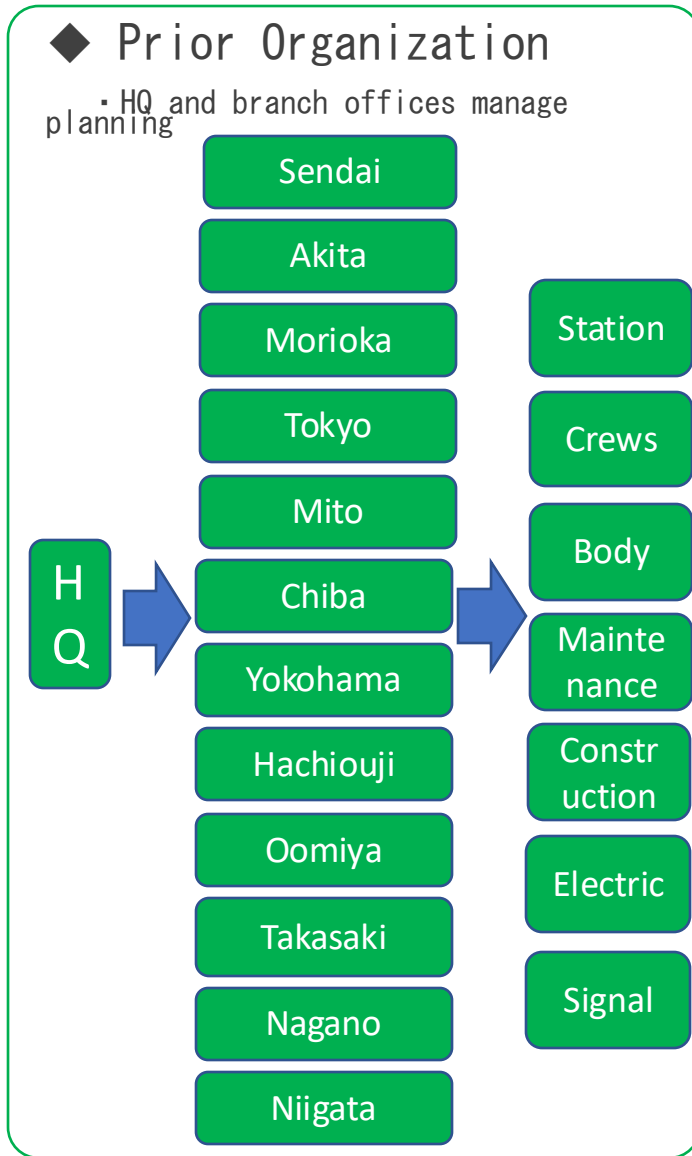
Measures

• Reconstruction of Organization

Decrease the number of branch offices by transferring the planning operations of the branch offices to the "headquarters" or "on-site"

- At the site, the station and crew working area are integrated

The role of labor unions is to "improve safety" amid the progress in business fusion and collaboration



JREU Points of view (Measures)

- **Unit system**

Emphasis on "employee awareness reform"
⇒Used for mutual monitoring among employees?

- **Committee work**

What used to be ancillary improvement activities is positioned as the same as the "main business"

* What is "main business"?

Station staff: issuing tickets, ticket gates, operating signals, etc.

Crew: driving, conductor duties, etc.

Maintenance staff: maintenance and inspection of vehicles and equipment

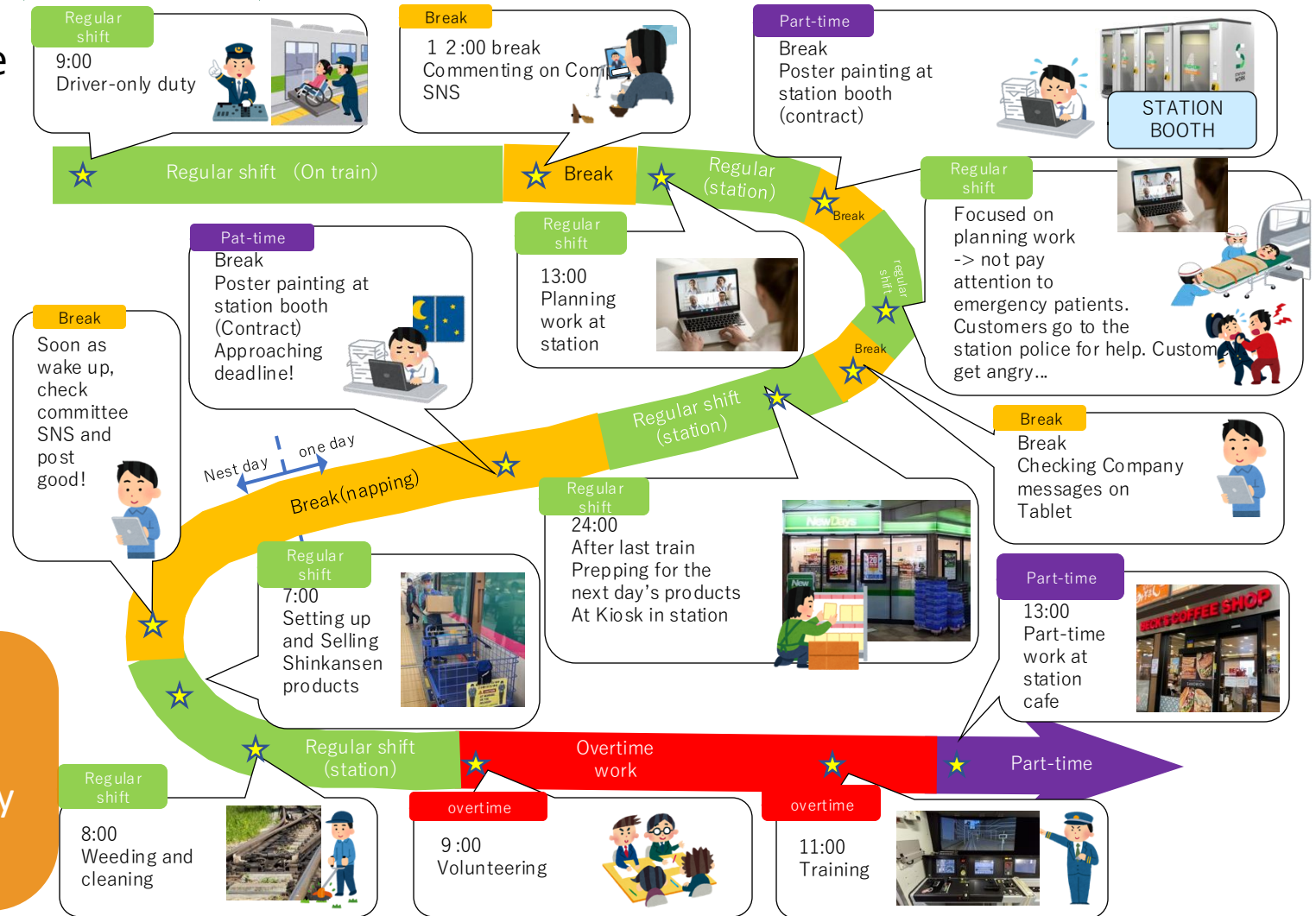


JREU Points of View (measures)

- The reality is that even though there is a lot of work on the committee, we are instructed to limit overtime which forces us working during breaks and at home
- Can't keep up with information: A large amount of committee communication takes place on Teams and LINE, and viewing and replying to it becomes a burden

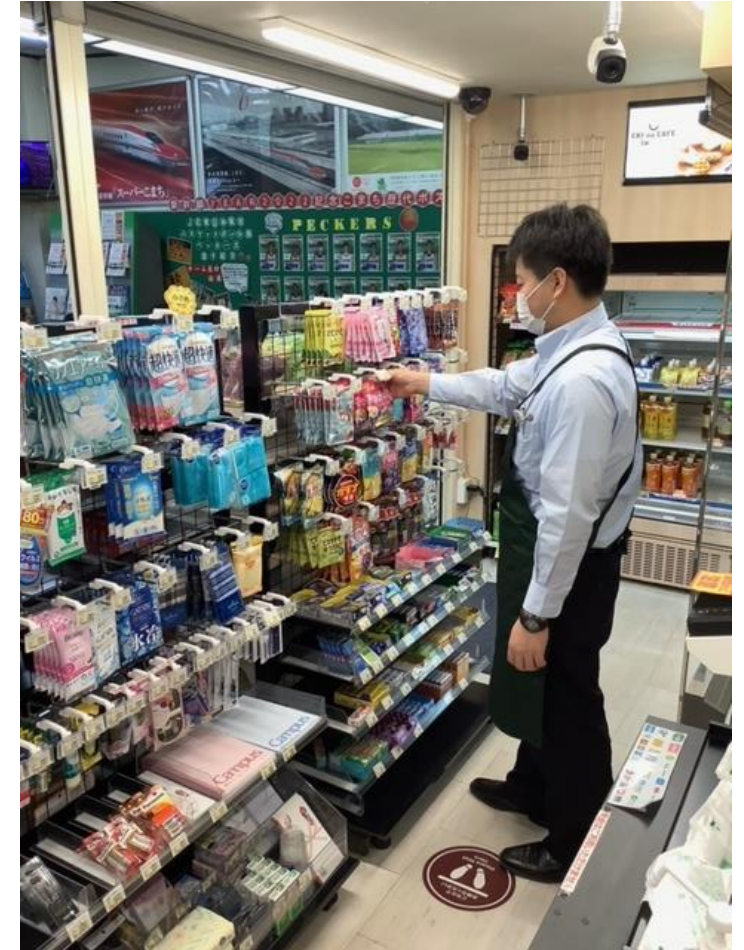
While a sense of competition is being fostered to produce results in planning operations, many events that threaten safety have occurred.

“This working style is **not acceptable!**”



JREU Points of View (measures)

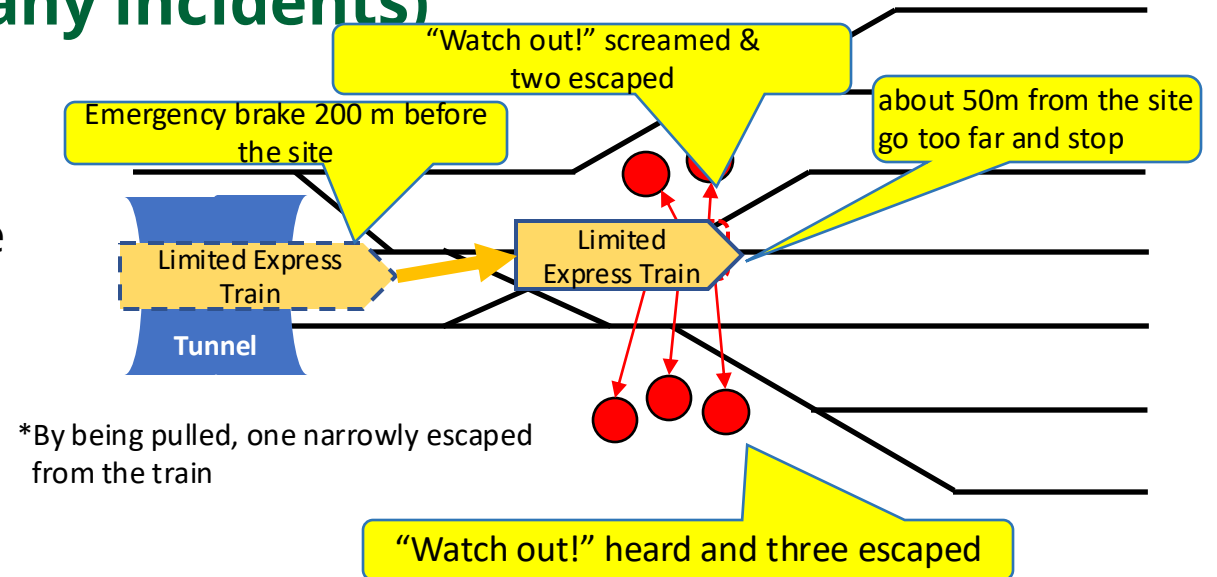
“This working style is **not acceptable!**”



Prepping for the next day's products At Kiosk in the station

JREU's Points of View (Too many incidents)

- While working with anxiety, the train guard did not give instructions to evacuate even though the train approach alarm device was in operation during the inspection of the point snow melting machine in the station, and the train almost hit on-site workers.
- The guard was unfamiliar and uneasy, but he engaged in the operation anyway.
- The background factor of him saying "I was worried about other work after the task" was deleted from the incident report.



About 200m before exiting the tunnel, the driver used emergency brake

JREU's Points of View (Too many incidents)

Relying on the passenger app to grasp the running position of the train when inspecting electric power equipment between stations, and entered the track then nearly touched by the train

Passenger apps have a time lag with the actual train running position, so they should not be used for actual tasks.

They used it while recognizing that it was different from the alarm device and should not have used.



Immediately after exiting the tunnel, train found a worker about 150m before the emergency brake.

JREU's Points of View (Too many incidents)

Collision due to lack of training

While driving at the depot, it overshot the stop position and collided with the building shutters

There was a rule that the train would stop when the signal on the radio was cut off, but the driver didn't stop the train even though he doubted that the signal had been cut off.

Since propulsion operation is infrequent, we repeatedly asked for training, but it was not implemented.

The person in charge of guidance sent a signal to the driver over the radio to stop, but the train did not stop and evacuated to the inside of the train just before the collision.
(The audio from the radio was interrupted on the driver's side.)

Crashed into and broke through the shutter



JREU's Points of View (Systematization issues)

Driver-only operation:

JR Kyushu had a train with a camera on the side of the train and abolished the conductor.

JR East is aiming for a long driver-only train (15-car train as well)

Driverless operation:

The aim is to have an unlicensed attendant in the driver's cab through automated driving rather than a licensed train driver.

Monitoring camera on the driver's cab



Increased burden on workers despite progress in mechanization



Recommendation

- Summarize JREU's proposals as "five pillars for new measures" and raise issues to management and union members
- As integration, collaboration, and flexible work styles advance, "clarification of main duties" and "accumulation of experience and education / training" will protect safety



Seeing through the aims of the measures to "realize flexible working styles at field organizations", the October 9 meeting with union members to raise "safety, health, comfort" and "job satisfaction" (October 9, 2021)

Recommendation

1. Oppose the abolition of seniority wages! Oppose reduction of lifetime wages such as allowance/Rate cuts! Let's fight their shift to a more performance-based model

“Seniority-based wages,” in which wages increase with length of service, are important for accumulating “experience” and “skills.”

Performance-based pay, which emphasizes individual performance over teamwork experience, invites competition among workers and makes them unsafe .



At JR West, where the Fukuchiyama Line derailment accident (April 25, 2005) occurred, an employee on the way to work who got into the accident vehicle left the scene without helping the injured, saying, “I’ll be late for work.” . Criticism gathered at the time for the corporate culture that cares about “individual evaluation” rather than human life

Recommendation

2. Let the Company clarify the main work, keep experience labor and reliably implement education and training for each system in order to make railway safe.

By accumulating experience in the same occupation every day, you will acquire skills and become a professional

On the other hand, if you half-heartedly try all kinds of occupations with concurrent jobs or collaboration, you will become inexperienced and become a group of amateurs.

Concentrating on the base "main work" and polishing the skills will lead to safety



In the Otsuki accident (October 12, 1997), the direct cause was that the safety device was turned off by the worker without knowing the details of the work. It is said that there are background factors such as being unable to concentrate on the main work (crew duty) because he was also taking a part-time job.

Recommendation

3. Let's secure sufficient break time/ rest at home, and work interval

Productivity has been improved through company measures such as committee activities, but the mental and physical burden on workers is increasing.

Ensuring the mental and physical health of workers leads to railway safety



In the Kan-Etsu Expressway, highway bus drowsy driving accident (April 29, 2012), the bus crashed into the side wall due to the driver falling asleep, and seven people died.

Recommendation

4. Let's oppose the side job during the restraint time

Rest periods are for your safety. However, as the awareness of employees is changing, the reality is that they do side jobs (making PR videos and posters for events, etc.) during breaks.

Oppose the side job for covering the shortage of personnel, or the working condition that employees whose income are so low that they must do the side-job.



Recommendation

5. Let's create workplaces and jobs where people can find motivation and job satisfaction

There is an increasing number of union members who are troubled by the mismatch between their wishes and the company's assignment when transferring.

Securing a work environment that takes into consideration the characteristics and job satisfaction of individual will lead to improvements in safety and service level.

The number of union members who cannot come to work due to mental health problems or who are forced to resign is increasing. The reason is they explained restrictions on transfers due to family caregiving, etc. to the company but they were told to transfer.



Conclusion

Even with advances in mechanization, safety is created by people;

A culture of safety is created through continued efforts to reduce danger.

Someone's mistake can be caused by everyone who has received the same education.

Workplace culture and education and training are important. Still, it is human to make mistakes, and it is important to investigate the cause.



In the train derailment accident on the Keihin-Tohoku Line (February 23, 2014), a road vehicle for construction work entered a track that was not closed, causing a collision and derailment of a traveling train.

Based on the safety philosophy of "From Pursuing Responsibility to Investigating Causes", we will fulfill the function of checking management attitudes from the perspective of workers and rebuild the safety culture of railways.



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