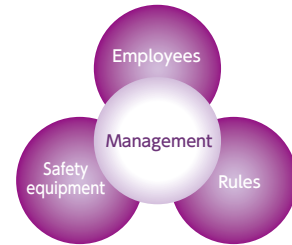


## Restructuring safety management

### Safety management: Eliminating the causes of accidents

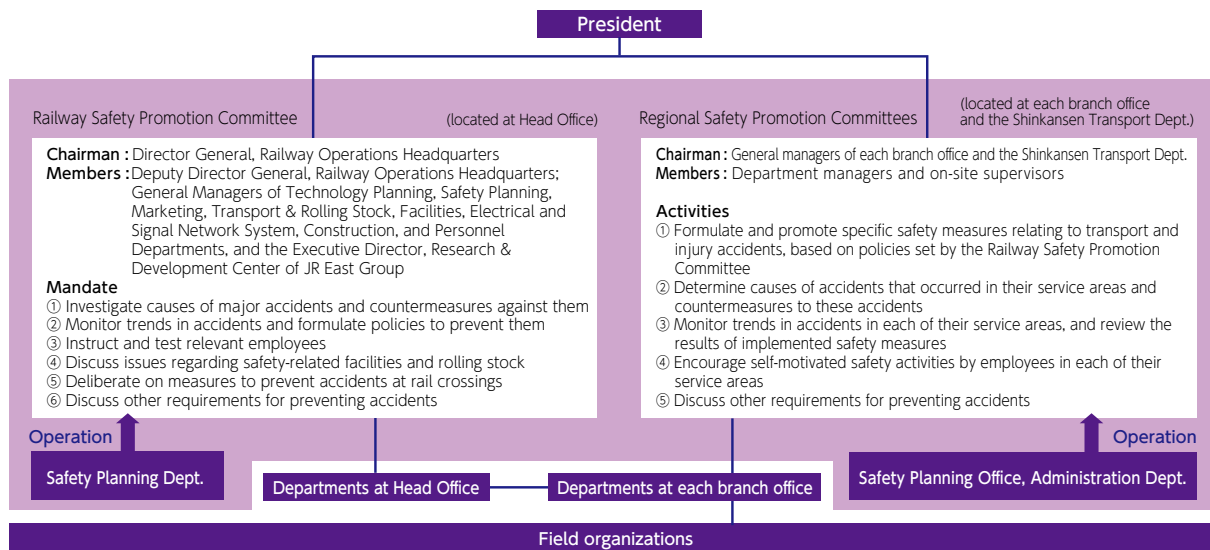
We believe that safety is ensured through management systems that synergistically link the three major factors, Employees, Rules, and Safety Equipment. JR East, together with our front-line employees, Head Office, and Group and Partner companies as a whole, is working to improve operational safety through the Railway Safety Promotion Committee, Head Office Safety Campaign, and JES-Net. The Railway Safety Promotion Committee is responsible for thorough investigation of causes and for taking prompt countermeasures when an accident occurs. In our Head Office Safety Campaign, front-line employees and executive officers from the Head Office participate in direct discussion about safety matters. JES-Net functions to enhance our safety promotion network among Group and other related companies.



### Railway Safety Promotion Committee

JR East has established the Railway Safety Promotion Committee at its Head Office, chaired by the Director General from Railway Operations Headquarters. The committee reviews the organization's basic policies to respond to and prevent accidents, and promotes safety measures within the railway business. There are also Regional Safety Promotion Committees at each branch office and the Shinkansen Transport Dept., chaired by the general managers of the branch offices and the department. These committees implement specific measures in cooperation with the Railway Safety Promotion Committee, and investigate the causes of accidents, implement concrete preventive measures, and promote activities to enhance safety in their service areas.

#### ■ Safety promotion network (as of April 1, 2013)



### Head Office Safety Campaign

Every year, JR East operates a Head Office Safety Campaign. The campaign provides the President and executive officers from the Head Office with a chance to visit field offices and hold direct discussions with front-line employees, including those at partner and cooperating companies.

In FY2013, executive officers from the Head Office inspected nighttime maintenance work as observers. They participated with front-line employees in impassioned discussions on the theme, "why it is so difficult to place oneself in someone else's position in taking concrete actions so that we can learn from others' mistakes, in order to prevent fatal accidents which could lead to fatalities or injuries of customers: clarifying issues, working on solutions, and completely eliminating possible causes of accidents."

Through these activities, JR East was able to reconfirm issues and areas of concern with field staff in utilizing past cases for improvement at each one of their workplaces. Additionally, based on the outcomes obtained from these activities, JR East decided to implement specific measures regarding crisis prevention capabilities in order to further heighten the company's awareness of safety, so that all employees would be able to think by themselves, and act flexibly in the event of a disaster or major accident.

### Collaboration with group companies

The JR East Safety Network (JES-Net) was established in the fiscal year ending March 2005 as a safety promotion network among JR East Group and partner companies that are engaged in work directly influencing train operations.

As of April 1st, 2013, the number of companies in this network had expanded to 35. Each year, through observation and inspection, JR East holds a Safety Review for the exchange of opinions and a confirmation of the safety measures at JES-Net member companies. In the Safety Reviews, JR East recognizes the positive measures of each of the companies, and introduces these successful measures to other companies so that they can also benefit from the success. JR East is committed to improving the levels of safety throughout the JR East Group.

### Safety education and training

To improve the skills of train crews, accident prevention simulator training is conducted regularly in the General Training Centers in each of our branch offices. At the JR East General Education Center in Shirakawa City, Fukushima Prefecture, we train both drivers and conductors, and provide human resource development in the form of knowledge and technical proficiency. The Accident History Exhibition Hall was established in the Center to emphasize the importance of learning from past accidents.



Accident History Exhibition Hall

### Chroniclers of Safety (Narrators of oral history)

In FY2010, we appointed a group of ex-employees of JR who possessed an abundance of knowledge and applied skills in railway safety to act as our “Chroniclers of Safety (narrators of oral history).” Currently, Chronicler of Safety Seminars are being conducted by a group of eight of these Chroniclers at Head Office and Branch Offices, in the hope that they will pass their accumulated experiences and skills down to future generations.



JR East's Eight Chroniclers of Safety

### Railway Safety Symposium

JR East held its 21st symposium with the theme “passing on lessons learned from past accidents and incidences in order to prevent possible fatal accidents involving fatalities or injuries of customers: having individual employees think for themselves and act flexibly.” With approximately 510 persons in attendance, the symposium stressed the importance of having employees acknowledge areas of possible risk at their individual workplaces in the event of disasters and major accidents. Furthermore, it discussed placing themselves in others’ positions and individually contemplating what should be done in the immediate aftermath of such an occurrence, while simultaneously learning from others’ mistakes with the aim of preventing accidents at their workplaces.



The 21st Railway Safety Symposium

VOICE

## Dialogue: encouraging young personnel to bear the responsibility for safety

**Safety instructor  
Yoshisada Yoshikawa**

Assistant Depot Chief, Matsumoto Transportation Depot, Nagano Branch Office  
(Current: Assistant Depot Chief, Nagano Shinkansen Transportation Depot)

**Safety Professional  
Ikuo Sawada**

✕ Deputy Manager, Safety Planning Office, Administration Dept, Nagano Branch Office

**Center Chief  
Takamichi Habata**

✕ General Training Center, Nagano Branch Office  
(Current: Stationmaster, Shiojiri Station)

**Habata:** Experienced employees from the time of Japanese National Railways (JNR) will be retiring in the next 10 years. Human resource development is truly an urgent issue, and this includes passing on safety-related knowledge and skills.



**Ikuo Sawada**  
Deputy Manager, Safety Planning Office,  
Administration Dept, Nagano Branch Office

**Sawada:** By allocating “Key Safety Leaders” like Mr. Yoshikawa to field organizations, I think that safety-related information will be gradually shared among employees and personnel, and their training improved.

**Habata:** For instance, when young employees are to receive training at the General Training Center, they receive prior guidance from “Key Safety Leaders” so that they become aware that they will bear the responsibility for safety from now on.



**Takamichi Habata**  
Center Chief,  
General Training Center, Nagano Branch Office  
(Current: Stationmaster, Shiojiri Station)

**Sawada:** On the other hand, we offer Challenge Safety Campaign meetings as opportunities for key safety leaders and safety professionals to have direct contact. During the campaign, field staff share personal anecdotes and other information on possible causes for accidents, and discuss countermeasures to prevent these.

**Yoshikawa:** Since CS campaign meetings aim to spur each and every employee to think and act by themselves, in order to offer encouragement in these activities, key safety leaders and safety professionals participate in these meetings as support.

**Habata:** With this system, I think that experienced staff have come to realize that they need to pass on their experiences to their subordinates, and in return young people have come to realize that they need to learn.



**Yoshisada Yoshikawa**  
Assistant Depot Chief, Matsumoto Transportation Depot, Nagano Branch Office  
(Current: Assistant Depot Chief, Nagano Shinkansen Transportation Depot)

**Yoshikawa:** I agree. At the Matsumoto Transportation Depot, we hold original safety forums. At these, safety professionals offer presentations on major accidents that have occurred in the past, and I believe that the rest of our staff at the depot have a lot to learn from these.



**Habata:** What is important in human development is to properly understand each and every employee. Understanding the characteristics and skills of each individual makes a great difference with the effectiveness of the training.

**Sawada:** I agree. On the other hand, there still are some young employees without sufficient experience. Experienced staff can share with young personnel their tacit knowledge, such as possible causes of accidents or incidents, or the know-how obtained from their experiences which can be utilized by these young employees in ensuring safety in operations. As an organization, I would like to pass this knowledge onto subsequent generations.

**Yoshikawa:** I think that it is important to heighten the awareness of safety for every employee. However, knowledge and experience differ between young and experienced staff. The most important thing in safety education is to learn from other people’s experiences by placing oneself in their shoes, so that we can learn lessons from past accidents or incidences that they have experienced.

■ Relationships between Key Safety Leaders and Safety Professionals

