

Aiming for “Ultimate Safety Levels” Starting with the “Safety Actions” of Each Person



Objectives

With safety as our top management priority, by pursuing “Ultimate Safety Levels” we will further deepen the trust that our customers and people in communities have in us, which is the foundation of JR East Group’s businesses.

Based on the Group Safety Plan 2023, a new 5-year safety plan formulated in November 2018, JR East will aim for “Ultimate Safety Levels” starting with the “Safety Actions” of each person.

“Safety Actions” of Each Person

Railway safety is supported by the specific actions of each employee toward safety, including “basic procedures”, “following rules”, and “learning from past accidents”. The environment surrounding JR East Group is in the midst of drastic changes which include population declines, technological innovations centered on ICT (information and communications technology), and the intensifying severity of natural disasters. With even greater environmental changes expected in the future, each person must not only execute past initiatives as they are, but must “evolve” them in response to environmental changes, such as by making exhaustive efforts to discover potential risks while understanding the “essence of work”.

* “Safety actions”: All actions taken to improve the level of safety



“Safety Actions” of Each Person

To deepen our understanding of the “essence of work”

○ 7 Guidelines

To properly respond to large environmental changes, it is important to understand the “essence of work”. Rather than merely learning the procedures and methods of work, we must be conscious of the “7 Guidelines” which include the purposes of work, the origins of rules, and the operating principles of equipment.

7 Guidelines for Understanding the “Essence of Work”

- Intentions, history, origins, and background behind the establishment of rules
- Objectives and goals of work, such as “Why is this work done?”
- Key points and important ideas for work, which must not be neglected under any circumstances
- Ingenuity and know-how being applied implicitly
- Mechanisms, structures, and operating principles of equipment and devices used
- Overview (relationships) of work and business operations
- Images of risks such as “worst-case scenarios”

○ Specific efforts

[Sakata Transportation Depot] Focusing also on successful points

Not only through learning from failures by focusing on past accidents and events, but also recognizing things that go well by utilizing a work tip visualization sheet, we further deepen our understanding of the “essence of work”.



[Total Electric Management Service Co., Ltd.] Fostering engineers through the ESPER Project

In order to respond to drastic changes such as the retirement of experienced employees, and technological trends, we established an engineer development system, the ESPER Project. Through this project, we foster the expertise of employees to enable them to become well acquainted with the facilities and special conditions of each region.



VOICE



Sakata Transportation Depot, Niigata Branch Office East Japan Railway Company (JR East)

Sakata Transportation Depot actively takes on the challenge of “further improving safety levels”, rather than just “passively maintaining safety”. By enabling all our employees to challenge new measures, we are making the utmost effort to create a safety culture.

In this endeavor, we create work tip visualization sheets, and utilize the sheets in discussions on our Challenge Safety (CS) activities. For instance, for the purpose of addressing change points such as train timetable revisions, and the changing seasons, we gathered work tips and shared them among our employees. This led to an unprecedented amount of active exchanges of opinions in a good atmosphere.

We will continue to promote our CS activities by focusing also on successful points as stimuli, aiming to improve the safety awareness level of each one of our employees and to create a good, open-minded work culture.



Total Electric Management Service Co., Ltd.

While the shifting of generations rapidly progresses, we experienced a problematic event due to the insufficient experience of a young construction director. For this reason, we are taking measures to improve the experience levels of our young construction directors.

Specifically, we have set up an engineer development system, the ESPER Project. Through this project, we foster engineers to enable them to monitor facilities by using all the senses required for facility maintenance and foresee potential issues based on their knowledge gained from experience. Through a 3-to-5-year plan, we are fostering technical experts with high technical capability who can play an active role both inside and outside the company and also technical specialists for each region who are acquainted with the facilities of the region and can be trusted by customers in the region.

Additionally, we are focusing on securing the succession of expertise by utilizing know-how succession sheets to draw out know-how from senior employees so that young employees can learn from them.

We will continue to zukuodasu together with all employees to further strengthen our organization and ensure safe and stable transport.

* Zukuodasu: To persevere in our concerted efforts

See page p.27-29 for a related article →