

Building safe and reliable railways that offer peace of mind

Steady implementation of the JR-West Group Railway Safety Think-and-Act Plan 2022

Enhancement of organizational safety management

To improve the functions of railway systems for maintaining safety, we are constructing organization-wide mechanisms to ensure safety, such as safety management systems and risk assessment,¹ implemented at the managerial, technical and operational levels, based on an awareness of safety as the top priority. We also work to ensure that these mechanisms function effectively, without

deterioration over time, and are continuously enhanced. Specifically, we will improve the quality of risk assessments, which help to prevent serious incidents and labor accidents, and construct systems for safety management reviews,² and then utilize a PDCA cycle to improve these continuously.

Example initiative **Using ISSM data to grasp trends in periods of high passenger volumes (Okayama Driver's Unit, Okayama Branch)**

In the Okayama Driver's Unit, ISSM³ data is used for the following initiatives to prevent human error and minimize risk during periods of high passenger traffic (the Golden Week period in May, the Bon festival period in August, and the year-end and New Year holidays).

- (1) Analyzing trends derived using ISSM regarding events occurring during the year-end and New Year holidays over the past five years
- (2) Establishing initiatives for teams, led by assistant managers, to conduct in each area, deliberately held during periods of high passenger traffic
- (3) Surveying all drivers to identify lines, trains, and inter-station areas where drivers are liable to be careless, and suggest possible precautions
- (4) Holding "Meister Meetings" where leaders of each team evaluate the content of (1) to (3) above and post the results to bulletin boards and tablets at their respective locations



Discussions on near-misses that were the results of combinations of trains, inter-station areas, and environmental factors, and on how to deal with these



After Meister Meetings, the results are posted to bulletin boards and tablets



Supporting our drivers wholeheartedly

Satoshi Ono Assistant director,
Okayama Driver's Unit, Okayama Branch

We utilized ISSM data to analyze phenomena that occur frequently in periods of high passenger traffic, and we identified items to prioritize in our work. We also listen to the opinions of our drivers and catalog precautions for areas where they say they are liable to be careless, providing a visual representation of these issues and giving drivers an awareness of them, in an attempt to prevent human error and minimize risk. This effort focuses on encouraging drivers to make these issues their own, and going forward we will support them as we work to reduce human error.



Consciously communicating with easy-to-understand words

Tsutomu Matsui Assistant manager,
Okayama Driver's Unit, Okayama Branch

Before periods of high passenger traffic, we hold Meister Meetings at which we identify specific risks and areas of concern for each route in the locations where drivers are assigned and discuss measures to address these.

The content discussed at these meetings is posted on bulletin boards, using consciously chosen short, easy-to-understand words. We also accompany drivers on trains to reconfirm those areas that need attention. A thorough review is carried out, examining the positive facets of each period of high passenger volume as well as those that require review, and we intend to use this as a platform to further improve safety for coming periods of high traffic.



Safety think-and-act by each individual

Each of us endeavors to report and share information on safety—which leads to organizational safety measures—using this information to evaluate and implement self-management.

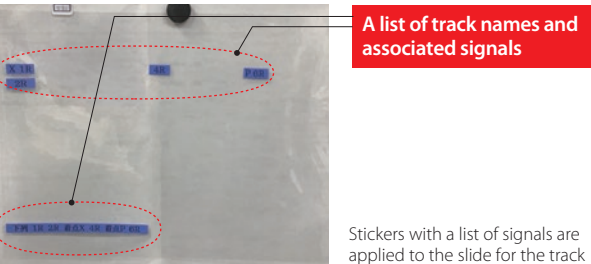
While encouraging and commending the efforts made by every person to improve safety, we publish examples where people

have been particularly creative or ingenious at each work site, disseminating them across the organization through work presentations and in-house publications and adopting their ideas as safety measures.

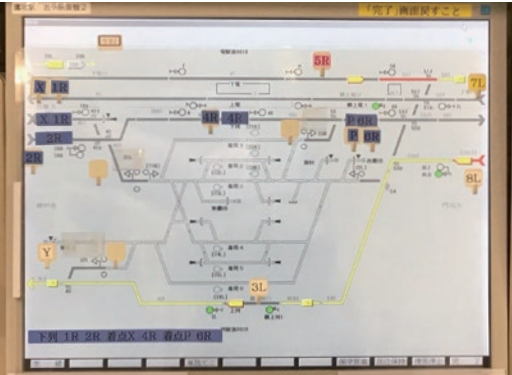
Examples of initiatives **Measures to prevent mishandling of signal controls (Takatori Station, Kobe Station Control Area, Kobe Branch, Kansai Urban Area Regional Head Office)**

Signals within Takatori station premises are automatically controlled digitally via monitors. When switched to manual control at times of construction work, it was not physically possible to prevent signal mishandling, and thus trains might have been able to enter a construction zone in error.

To solve this problem, we set a clear sheet over the monitors and created four slides, one to match each of the tracks in Takatori Station, and then placed stickers on each slide with a list of the signals on the relevant track.



Stickers with a list of signals are applied to the slide for the track



Slides are overlaid in clear sheets installed on PC monitors



Signals are controlled safely, even when under manual control

We will continue to use trial and error to improve our awareness of safety

Masashi Mizutani Transportation Management Staff, Kobe Station,
Kobe Branch, Kansai Urban Area Regional Head Office

Before this initiative was implemented, we had used the technique of checking with backup personnel to confirm that there were no signals on the screen before beginning construction work. We thus had to rely on people's attention in many areas, and we felt that there was a risk of trains entering construction zones in error. A train car had entered a construction zone at another location, and after considering what could happen at our own station, we considered measures to prevent its occurrence.

To that end, we went through a process of trial and error in which we made prototypes and then improved them based on the opinions of our younger employees who are actually involved with operations, which allowed us to formulate measures for safer handling.

When updating the signal control equipment at Takatori Station in the future, we will also need to update this initiative, and thus we will work to identify problem areas again, doing our best to continue our efforts and reduce risk as much as possible. Moreover, we hope to ensure that the significance of our efforts is passed on to new employees and those who transfer to our station.



1. Risk assessment: The process of identifying, evaluating, and prioritizing risks, and then discussing appropriate measures for all prioritized risks
2. Safety management review: A system under which management reviews and evaluates the construction and improvement of safety management systems, and then revises and improves them as necessary
3. Integrated System for Safety Management (ISSM): A searchable database of safety and risk assessment information

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Enhancing railway systems that maintain safety

To maintain the safety of railways, we focus on tangible measures while also seeking to maximize the effect of more intangible measures and to supplement areas where tangible measures alone are ineffective. This combination of both tangible and intangible initiatives is intended to improve the functionality of

our safety-maintaining railway systems.

With regard to intangible measures, we work to prevent serious incidents and labor accidents by ensuring that each one of us understands the reasons and bases for our rules and actively complies with them.

Examples initiative **Initiatives to learn from accidents using our “Safety Pledge” (Okayama Electric Unit, Okayama Branch)**

At safety meetings are held every month at the Okayama Electric Unit, we study accidents that have occurred in the past in other locations and learn about the basis for current handling and rules.

Employees who have studied about past accidents complete “Safety Pledge” training notes on what they felt, things they noticed, things they have questions on, and things they would like to know more about, which they can submit to the unit manager at their own discretion. The unit manager writes their own comments and answers to these notes, resulting in a dialogue that improves awareness and answers each person’s questions.



Unit manager Yoshimasa Kawabata (left) and Naoaki Komiya (right) reflecting on and supporting concrete thinking and actions through the safety pledge

Sharing our reflections to increase awareness of safety

Naoaki Komiya

Electrical Management Staff, Okayama Electric Unit, Okayama Branch

At the safety meetings held each month, I write safety pledge training notes about the things I think of and notice, which I submit to the unit manager. This is a chance for me to communicate with the manager, and it has increased the number of opportunities I have to discuss safety.

Moreover, I receive feedback from the unit manager that acts as motivation for me to continue submitting safety pledges.

Every month we set goals to prevent the types of phenomena we learned about in the safety meeting from happening, and the following month we work with the unit manager to review and share areas where we could have tried more changes. Going forward, I hope that we can continue this initiative and further improve our awareness of safety.

Encouraging people to notice things through dialogue

Yoshimasa Kawabata

Unit manager, Okayama Electric Unit, Okayama Branch

Currently in safety meetings held in the Okayama Electric Unit, we review events that have happened at other locations and companies, writing down things we notice and questions that occur to us during these meetings in safety pledges so that we can reflect them in concrete thinking and actions.

Additionally, we have created opportunities for staff to share their safety pledges with me after the meetings, allowing us to resolve the questions they have written and facilitating communication between supervisors and their subordinates, all the while gathering opinions from employees.

I write my own comments and answers, resulting in a dialogue that improves awareness and answers each person’s questions, and it serves as an opportunity to link this initiative to concrete thinking and actions.