

# JRTR

No. 14 (December 1997)

Editorial **Human Factors**


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 Feature **Human Resources Development in Railways**


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**Employee Education and Training System at JR East**

Emio Watanabe    Manager of Training Group, Personnel Department, JR East

After taking over passenger services in Tokyo and Eastern Honshu from JNR in 1987, JR East's first priority was to improve service quality and recapture customer confidence. Even 10 years later, employee education for this reason is a main priority. The author describes the company's basic policy for developing human resources, and explains how education and training are planned, organized, and put into practice.

**Human Resources in Malayan Railway (KTMB)**

Fauzi Said    Director of Personnel Department, KTMB

Since its incorporation in August 1992, KTMB has been operated as a private-sector business, although the government still owns the whole equity. Optimizing human resources in staffing levels, and developing employees' skills, has been a major concern of KTMB. The author, formerly a senior manager at a merchant bank, presents KTMB's basic human resources development policy.

**New SNCF Approach to Peaceful Labour-Management Relations**

Alain-Marie Dubédat    Deputy Director, Human Resources Department, SNCF

SNCF's labour-management relations have often been characterized by strikes and labour unrest because of staff reductions and layoffs. SNCF's new policy aims to modernize bargaining practice and to break with tradition. The author describes efforts to recognize trade unions as partners and broaden labour-management discussions at both the central and regional levels.

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 Feature **International Cooperation (part 2)**


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**International Railway Cooperation in a Changing Europe**

Klaus Ebeling    Director of International Affairs and Executive Board Director for East-West Relations, DB AG

The European single market and its prospects for further development have made traditional rail services based on national boundaries anachronistic. EU Directive 91/440 has opened the way to build more competitive market-oriented railways, but there are still a number of issues to be solved, including technical interoperability. The author, who served as Deputy Secretary-General of UIC for many years, presents his own view on railway cooperation in a changing Europe, including prospects for developing East-West relations.

**OSShD—Organization for the Collaboration of Railways**

Andrzej Golaszewski    Chairman of OSShD Committee

OSShD is a special inter-government organization founded in 1956 to promote railway cooperation between former Soviet bloc countries. Reforms since 1990 have enhanced its activities enormously, with all the newly-independent countries joining the OSShD. Today, the OSShD has 24 member countries and some observer members including Germany, France, Greece, and Finland. The author describes the main operations of the OSShD, which is not yet well known by the rest of the world.

**The New Asia–Europe Land Bridge—Current Situation and Future Prospects**

Xu Shu    Shanghai Tiedao University

The opening of the Chinese–Kazakhstan rail link in 1990 completed a new land bridge between the Asia-Pacific region and Europe. It will contribute greatly to the regional economy in northwest China, as well as to the national economy. A significant impact on economic and cultural exchanges between Asia and Europe is also expected, but there are still some problems to solve. The author explains these problems and expresses his view on future developments.

**Another Perspective Japanese Impression**

Han Nhu Quynh    International Relations, Science &amp; Technology Department, Vietnam Railways

A civil engineer working for Vietnam Railways visited Japan for a 6-month training course in track maintenance. She found a different society and culture from her expectations, and describes her impressions of Japanese companies and people.

**Railway Technology Today 1 Railway Construction in Japan**

Yukinori Koyama    General Manager of Structure Technology Development Division, Railway Technical Research Institute

This is the first of a new 12-part series presenting recent developments in railway technology. The author describes how Japanese engineers build new railways in a densely-populated mountainous country that suffers regular earthquakes, typhoons, and other natural disasters.

**New Shinkansen Trains**
**JR Central and JR West Series 700 EMU**  
**JR East Series E4 EMU**
**Topics    June to August 1997**
**Photostory    Railways in Central Asia**