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Public employees are stipulated as "servants of the whole community" in the Constitution and are strictly required to perform their duties with neutrality and fairness. For this reason, based on the National Public Service Act which aims to assure the democratic and efficient administration of public service, the National Personnel Authority (NPA) was established under the jurisdiction of the Cabinet as a neutral and third-party organization responsible for ensuring fairness in personnel administration and protecting the interests of national public employees.

#### **Ensuring Fairness in Personnel Administration**

The NPA conducts recruitment examinations, sets appointment and dismissal standards, implements training, etc., to ensure fairness in personnel management of national public employees.

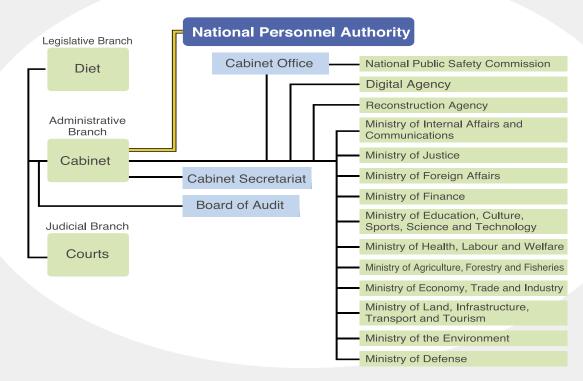
#### Compensatory Function for Restriction of Basic Labor Rights

In compensation for restriction of basic labor rights, the NPA makes recommendations for the revision of working conditions including remuneration to the Diet and the Cabinet.

#### **Professional Organization in Personnel Administration**

As a professional organization for personnel administration, the NPA aims to secure efficient administrative management that is trusted by the people through promoting measures that properly respond to the general conditions of society.

#### **Government of Japan**



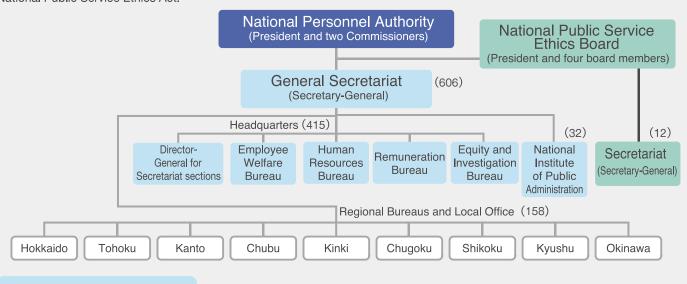
# (Reference) National Personnel Authority Establishment of standards, etc. with the aim of ensuring fairness in personnel administration and a compensatory function for restriction of basic labor rights Cabinet Secretariat Cabinet Bureau of Personnel Affairs Centralized personnel management of senior officials and general coordination necessary to maintain uniformity in personnel management in each ministry Each Ministry (Minister) Exercise of individual authority over personnel matters based on the laws and regulations

## **2** Organization of NPA

The NPA is organized as a council, consisting of three commissioners, one of whom is appointed President. The Cabinet appoints Commissioners with the consent of the Diet. The appointment and dismissal of commissioners is certified by the Emperor.

The General Secretariat is placed under the NPA as an administrative department, comprising five divisions and two offices (Secretariat sections) and four bureaus as well as National Institute of Public Administration and eight regional bureaus and one local office that operate under the Secretary-General.

In addition, the National Public Service Ethics Board is set up under the NPA, based on the National Public Service Act and the National Public Service Ethics Act.



#### Secretariat sections

The Secretariat sections are in charge of internal management duties, including general, personnel and financial affairs; interpretation of laws and rules under the jurisdiction of the NPA; international cooperation related to personnel administration; comprehensive coordination of NPA's policies; and consideration of mid- to long-term personnel administrative measures.

#### **Employee Welfare Bureau**

Securing a working environment that allows national public employees to work without undue worries.

The Employee Welfare Bureau engages in the establishment of rules on working hours and leave systems; planning of systems related to employees' health and safety; duties concerning accident compensation; planning of service discipline and disciplinary action regulations; duties concerning the relationship with employee organizations.

#### **Human Resources Bureau**

Securing and developing human resources that support a better administrative service.

The Human Resources Bureau engages in ensuring fairness in personnel administration, taking responsibility for recruitment examinations; appointment; guarantee of an employee's status; planning and operation of training systems; activities to secure diverse and promising human resources for the public service; and human resources development through the implementation of various cross-ministerial training programs.

#### **Remuneration Bureau**

Realizing appropriate remuneration in line with general social conditions.

The NPA makes recommendations to ensure the appropriate remuneration of national public employees at a level balanced with that of private company employees in compensation for restriction on their basic labor rights. The Remuneration Bureau is in charge of duties concerning the recommendations and establishes standards to determine salary and allowances. The Bureau also studies employment and remuneration measures for elderly public employees.

#### **Equity and Investigation Bureau**

Protecting the employees' interests and securing fair personnel management.

The Equity and Investigation Bureau engages in the equity process which is a quasi-judicial function when national public employees have objections and/or dissatisfactions regarding disciplinary action, request appropriate administrative actions on working conditions or have objections regarding acknowledgement of accident on duty or remuneration decisions. The Bureau also handles consultation of working conditions and environment, etc. to resolve cases appropriately.

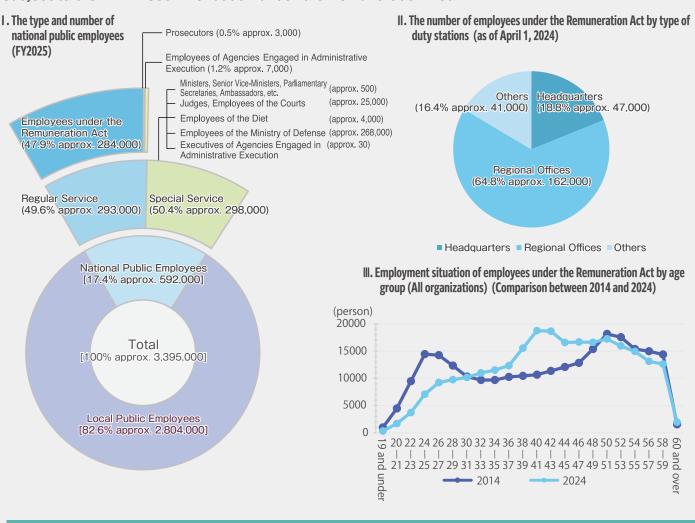
#### Secretariat of National Public Service Ethics Board

Maintaining public employee ethics that serve as a foundation for the public service trusted by the public.

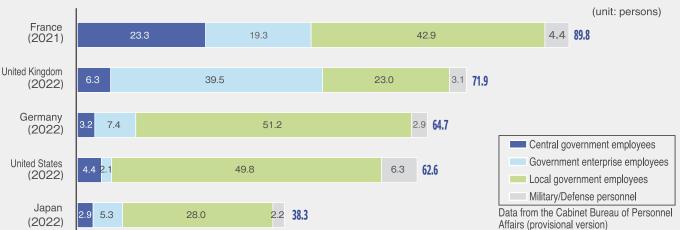
In accordance with the purpose of the National Public Service Ethics Act, which is to ensure public trust in public services, the Secretariat of the National Public Service Ethics Board is responsible for affairs related to the maintenance of ethics pertaining to the duties of national public employees. This entails the submission of opinions regarding the enactment or revision of the National Public Service Ethics Code; overall planning and coordination of training for maintaining ethics; the review of mandatory reports; conducting an investigation in cases of a suspected violation of the Ethics Act and the Ethics Code; and the approval of disciplinary actions.

## Number and Type of National Public Employees 3

There are currently about 592,000 national public employees, and approximately 284,000 of those are subject to the NPA Recommendation under the Remuneration Act.



#### Country-by-country Comparison of Number of Public Sector Employees per 1000 Population



(Note) The above data is compiled for convenience based on the statistical data of each country, and does not take into account differences in the public employee system of each country (including scope of services provided by national governments and local public organizations and a range of government enterprises). In addition, the number of employees of government enterprises may include the number of those who are not public employees.

#### **Major Issues and Measures We are Currently Working On**

## It remains critical to secure human resources for national public employees.

#### Decrease in the number of applicants for recruitment examinations

Compared to a decade ago, the number of applicants decreased both for the comprehensive service and for general service by approximately 30%.

#### Rising turnover among younger employees

In recent years, more than 100 employees recruited through Comprehensive Service examinations have left the service every year.

#### (Major Background Issues)

- ✓ Decline in working-age populations
- √ Change in career awareness among young people
- ✓ Growing distrust toward public service triggered by scandals
- Decrease in attractiveness in terms of working environment and conditions

Secure diverse and talented human resources

Support employee growth and improve organizational performance

Improve working environment to realize employees' well-being

#### Update the Remuneration System

—Shift to a system that meets the needs of the times in response to the current key issues in human resource management—

#### (Examples of the measures)

- Initial salaries were increased significantly. The salary system for management positions was revamped to focus on official duties and responsibilities.
- ◆The upper limit of commuter allowance was raised to 150,000 yen per month.
  Eligibility requirements for commuting by Shinkansen was relaxed.
- The area allowance system was revised to a prefecture-based system.
- Family allowance for spouses was abolished; that for children was increased.
- Introduce the "Liberal Arts division" for the General Service Examination [Scheduled in 2025]
- Holding the "Liberal Arts division" of the Examination for Comprehensive Service twice a year [Scheduled in 2026]
- Introduction of computer-based testing (online examinations) step-by-step [Scheduled in 2027]
- Creation of a guide summarizing measures to support career development
- Expansion of fellowship dispatching employees to graduate school domestically and overseas
- Design a cross-ministerial human resources management system for supporting career development
- Diversification of pattern of taking childcare hours, and expansion of eligibility for leave for nursing children up to the third grade of elementary school
- Request for cooperation from all parties concerned to reduce overtime work based on various suveys
- Promoting initiatives such as understanding the situations of intervals between working hours and collecting opinions from each ministry
- Review the dual employment system



#### Efforts based on the interim report of Civil Service HRM Advisory Board

- Consideration on codes of conduct that can guide employees' decision-making and lead to earning trust from the public
- Consideration of measures necessary for fully ensuring the principle of job-oriented pay and management based on ability and performance
  - (e.g. Review systems and operations related to tenure period by grade, consider the company size used when comparing public and private sector remunerations, etc.)

To create an attractive public service that brings diverse talent together and enables each individual to perform their duties with high ambitions

#### Final Recommendation of the Civil Service HRM Advisory Board

~Reform to Create the Future, Now~

(Morita Akira, Chair of the Board and Professor Emeritus of the University of Tokyo, submitted to Kawamoto Yuko, President of the NPA, March 24, 2025)

#### "A Crisis for Public Service is a Crisis for Citizens"

Securing Human Resources for the Public Service is Facing a Crisis (Decrease in the number of applicants for public service and increase in turnover of young employees)



Significant Impact on Citizens' Lives

Decline of Japan's Influence in the International Community



A Paradigm Shift in HRM is Needed to Support the Future of the Country, while Increasing the Productivity of the Public Service.

#### Specific Measures to Achieve a New Era of HRM

#### Public service where employees can work with a sense of mission and motivation

- Formulate, disseminate, and raise awareness of the "National Public Employees' Code of Conduct"
  - Actions that put "our citizens first"
  - 2 Performance of duties from a "neutral and impartial" standpoint
  - Objective judgment based on "expertise and evidence"

#### Public service where employees can work based on their abilities, regardless of seniority

- Increase the company size used when comparing public and private sector remunerations.
- Establish a remuneration level that is commensurate with the duties of policy planning and coordination, etc., while also considering the external labor market.
- Improve the effectiveness of evaluations that lead to acceptance and growth, and cultivate management skills.
- Increase salary level for entry-level managers/Eliminate tenure requirements for each grade.

#### Public service that is a good place to work and where employees can feel their growth

- Improve operational efficiency and long working hours.
- Expand the short-time working system and introduce discretionary work system.
- Support qualification acquisition and encourage dual/secondary employment.
- Provide further incentives for employees reassigned to positions in distant offices.

#### Public service that is "chosen" by many people

- Introduce online examinations (Computer Based Testing: CBT).
  - Utilize internships in the hiring process.
- Set up a recruitment scheme to meet the needs of those who prefer to stay in their local area.
- Promote strategic branding of the public service.
- Make the public service attractive to talent who already work there and those who don't.

#### [Reference] Mission and Vision of the NPA

#### Mission

#### Inspire National Public Employees Make Our Citizens Happy

We, the National Personnel Authority (NPA), aim to create an environment where national public employees can work actively with a sense of fulfillment and reward. Through this, we will enhance public service to bring happiness to our citizens.

#### Vision

#### **Encourage Diverse Talents to Empower Each Other Toward a Dynamic Public Service**

A workplace where diverse talents come together, fully leverage their capabilities, and empower each other, is one that is filled with vitality and creativity. There, members can confidently tackle new challenges. We, the NPA, are committed to creating a public service that everyone wants to work in.

#### **Securing Human Resources**



National public employees are recruited principally through recruitment examinations, which are open to and have equal conditions for any citizens, and also through selection process. To secure diverse and talented human resources to support public service organizations, the NPA conducts review on recruitment examinations, implements the examination fairly and appropriately, attracts and secures more human resources with diverse experience and advanced expertise outside of the public sector, expands informative activities related to securing human resources.

#### **Recruitment Examinations**

#### **Examination for Comprehensive Service**

Recruitment examination for the personnel whose job duties are to plan, draft policies, examine, and research to a position of officer

- examination for graduate students
- examination for university graduate level <autumn examination>
- Liberal Arts division (for university graduate level)

#### **Examination for Specialists**

Recruitment examination for the personnel whose job duties require expert knowledge in specific administrative fields to a position of officer

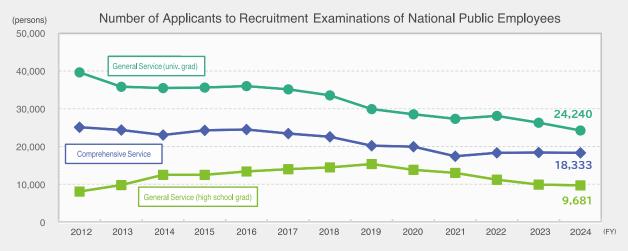
#### **Examination for General Service**

Recruitment examination for the personnel whose job duties are to implement and follow up policies to a position of officer

- > examination for university graduate level
- examination for high school graduates
- ▶ mid-career recruitment examination (for entry level)

#### **Examination for Experienced Personnel**

Recruitment examination for the personnel with professional experience in the private sector to a position of unit chief and above



#### Results of Recruitment Examinations in FY2024

(Unit: Persons)								
Type of Examination	Number of Applicants	Number of Successful Candidates						
Comprehensive	18,333	2,420						
Service	(7,712)	(788)						
General Service	24,240	7,557						
(univ. grad)	(10,302)	(3,250)						
General Service	9,681	3,132						
(high school grad)	(3,384)	(1,158)						
Experienced	1,351	203						
Personnel	(313)	(49)						
Others	40,097 (14,150)	10,281 (3,764)						

(Note) The figures in parentheses indicate the number of women included.

		(Unit: Persons)					
Results of Examinations for Experienced Personnel							
Name of Examination	Number of Applicants	Number of Successful Candidates					
Examination for Experienced Personnel (for Until Chief level (administrative category))	316(82)	40(9)					
Examination for Experienced Personnel of Ministry of Internal Affairs and Communications (for Unit Chief level (administrative category))	104(20)	10 ( 1 )					
Examination for Experienced Personnel of Ministry of Internal Affairs and Communications (for Unit Chief level (technical category))	26(2)	8(1)					
Examination for Experienced Personnel of Ministry of Foreign Affairs (for Secretary level)	131(60)	13 (9)					
Examination for Experienced Personnel of National Tax Agency (for National Tax Examiner level)	580(124)	104(24)					
Examination for Experienced Personnel of Ministry of Agriculture, Forestry and Fisheries (for Unit Chief level (technical category))	15(2)	1(0)					
Examination for Experienced Personnel of Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level (administrative category))	55(5)	5(0)					
Examination for Experienced Personnel of Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level (technical category)) [HQ division]	9(1)	O(O)					
Examination for Experienced Personnel of Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level (technical category))[Regional Development Bureaus/Hokkaido Regional Development Bureau division]	18(0)	3(0)					
Examination for Experienced Personnel of Japan Tourism Agency(for Unit Chief level (administrative category))	45(9)	2(2)					
Examination for Experienced Personnel of Japan Meteorological Agency (for Unit Chief level (technical category))	52(8)	17(3)					

#### **Recent Reform of Recruitment Examinations**

Under fierce competition for human resources with private companies, etc., securing diverse and talented human resources to support public service organizations has become one of the most critical issues. Against this background, the NPA is working to reform the recruitment examination system to attract new graduates as well as those with experience and expertise cultivated outside the public service, such as in private companies.

The following are the main measures taken for implementation of the examination in 2025 and beyond.

#### <u>Creation of "Liberal Arts division"</u> <u>in the Examination for General Service</u> (for university graduate level)

- ▶ Conducts "Liberal Arts Essay Test" and "Test for Abilities Addressing Task" instead of specialized ability tests, to verify the ability to make judgments and think on the basis of liberal arts knowledge and the ability to respond quickly and accurately to issues.
- The age at which candidates can take the examination is lowered by one year from that of other divisions in the Examination for General Service (for university level), allowing candidates who are "at 20 years of age or older" to take the examination, and the validity period of the eligible candidate list is set to be "six years".

#### Expansion of Examinations of Experienced Personnel

- Newly establishes a joint ministry examination for experienced personnel in order to recruit officials at Unit Chief level who are responsible for policy and project implementation.
- In addition to Tokyo, where the examination for experienced personnel has been conducted, exam locations are expanded to 9 cities(\*), adding 8 locations.
  - (\*) Sapporo, Sendai, Tokyo, Nagoya, Osaka, Hiroshima, Takamatsu, Fukuoka, and Naha.

In addition to the above, as the NPA indicated in its 2024 Report on Public Employees Personnel Management, it will continue its consideration to hold the "Liberal Arts division" of the Examination for Comprehensive Service twice a year.

The NPA is also starting its preparation to introduce online examinations (computer-based testing), which are to be phased in from FY2027, in order to enhance convenience for applicants and expand opportunities for taking examinations.

#### **Fixed term Appointment**

Personnel with expert knowledge and experiences which are useful for the public service are recruited from the private sector with a fixed term of office not exceeding five years.

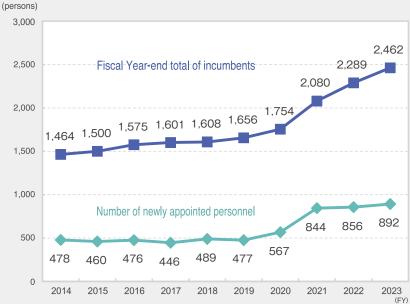
#### [Examples of appointments under this system]

Lawyers, Certified public accountants, Other specialists and professionals (includig highly-skilled digital experts, financial experts)

#### **Recent Reviews**

Bonus system for Specified Fixed-term Employees was amended in April 2025 as follows:

- Implementation of diligence allowance to reflect work performance in a timely manner
- Payment of higher level of bonus made possible to those with significant performance



(Note) The number of incumbents indicates the number of personnel at the end of each fiscal year, which is calculated based on information about the fixed-term stated in the initial contract for employees.

#### **Public-Private Personnel Exchange System**

Public-private personnel exchange is a scheme of exchanging personnel between government ministries and private enterprise for human resources development and vitalization of organizational operation and is implemented while ensuring fairness and transparency.

#### Dispatch for exchange purposes

Scheme in which private enterprise hires employees of the ministry as its employees and assign them to its work for a fixed period of time



Government

Ministries and agencies

Administrative Execution

Agencies Engaged in

Status: Employee of the enterprise (while keeping status of a national public employee) Terms of Office: Up to 3 years, in principle (Maximum 5 years)
Service disciplines: Prohibition against engaging in the task with the ministry in which they held office prior to the dispatch, such as application for licenses and approvals and that of the usage of their influence related to your position as a national public employee Remuneration: Enterprise pays (ministry does not pay)

Status: Employees of the ministry (Back to the former enterprise after completion of terms of office)
Terms of Office: Up to 3 years, in principle (Maximum 5 years)
Service disciplines: Prohibition against engaging in the business of the enterprise from which they are

Service disciplines: Prohibition against engaging in the business of the enterprise from which they are dispatched and that against holding a government position that involves licensing or other services for the enterprise

Remuneration: Ministry pays (The enterprise from which they are dispatched are not allowed to pay)

#### Appointment for exchange purposes

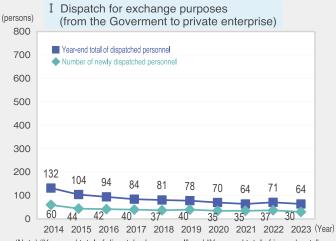
Scheme in which ministry or agency recruits employees from the private sector and assigns them to its work for a fixed term

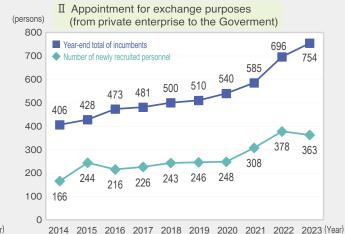


#### Private enterprises, etc.

- Limited Company
  Mutual Company
- Incorporated
- Shinkin bank
- Foundation
- General Incorporated
  Association
- Not-for-Profit Organization

Progress of implementation of dispatch and appointment for exchange purposes (per calendar year)





 $(Note) \ "Year-end\ total\ of\ dispatched\ personnel"\ and\ "Year-end\ total\ of\ incumbents"\ are\ as\ of\ December\ 31\ of\ each\ year.$ 

#### Efforts to Promote Public-Private Personnel Exchange and Contacts for Inquiries

The NPA is sending out information, such as the scheme of public-private personnel exchange and interview articles of persons with experience in exchanges and intellectuals, both to the government and to private enterprises, etc. in order to further promote public-private personnel exchange. Details can be seen on the NPA's website.

#### Other Measures for Recruiting and Invigorating Private Sector Personnel

Flexible remuneration decision can be made when ministries or agencies hire private sector personnel.

- ▶When deciding initial salary in the case of recruiting private sector personnel, the period of employment at private companies, etc. can be counted on the same basis as the period of service as a national public employee, and the salary of the previous job can be considered.
- Specified Fixed-term Employees with extremely high levels of expertise can receive monthly salary up to the same amount as that of administrative vice ministers. And for those who have achieved exceptionally high performance, annual salary including bonuses can be higher than that of administrative vice ministers.

#### Information on Recruitment and Use of Private Sector Personnel

- ▶ NPA's website (Recruitment of Private Sector Human Resources and Personnel Exchanges with Companies) Introduces systems related to recruitment of private sector human resources (conditions on appointment and remuneration by recruitment scheme) as well as recent NPA measures.
- Support Desk for Recruitment from Private Sector (One-stop consultation services for ministries and agencies)

#### **Activities for Securing Human Resources**

The NPA plans and holds joint events with ministries and agencies, and also participates in the joint job information fair, where it provides students and other professionals who are considering changing their jobs with infomation on the work of national public employees, overview of ministries and agencies' operations, and their appeal.

In addition, the NPA operates the "Recruitment Information NAVI" website and various social network services to provide information on events, examinations, and recruitments.



▲ A scene from a joint ministry webinar, which was being streamed. Archives are also available.



A scene from a joint ministry event. Young officials from different ministries and agencies pair up to talk about their experiences.

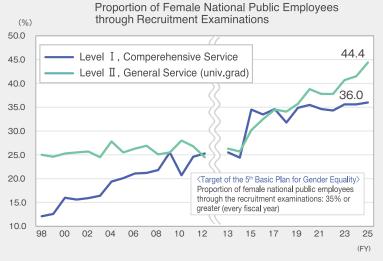


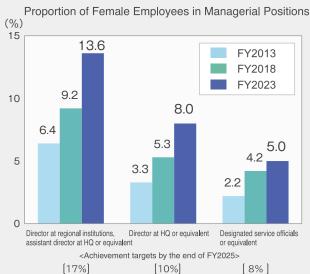
▲ Joint event of the various ministries and agencies including visits to workplace. Each ministry offers a variety of programs, such as office tours, work experience, and dialogue with employees.



#### Recruitment Expansion and Promotion of Female National Public Employees

The empowerment of women is a crucial issue in the field of personnel administration. To address this issue, the NPA holds various informative seminars about duties in the public service targeting female students and also implements training programs for female employees' career promotion.





## **6** Human Resources Development

**Unit Chief** 

The NPA carries out training programs targeting employees of ministries and agencies with the idea of training up national public employees as a servant of the all citizens. In order to provide ministries and agencies with attractive training courses that meet the needs of the times, the NPA adds necessary improvements to its courses, and has recently been focusing on improving management capabilities and supporting the career development of employees.

Assistant Director

Division Director

Deputy Director-General

Director-General level level **Training for Level of Position** 1. Administrative Training Follow-up Assistant Administrative Division Initial Assistant Division Joint Initial Director level Seminars for of Initial Director level Administrative Director Director (Leadership Training (Management Executives Administrative Training level level Intensive Course) Training training) (Aspen Method \*) \*Program for contemplation through classics mainly for officials at Deputy Director-General level at HQ Assistant Director level (Training course to Administrative Forum develop female managerial personnel) Training for promotion of employees appointed Special Course Special Course Special Course through Level II/III Exams for Unit Chief for Assistant for Officer level and Examination for level Director level General Service 2. Training for Employees of Regional Offices Training for Seminars for Deputy Director-Training for Initial Training for Training for Managers and General and Director-General Mid-level **New Recruits Unit Chiefs** Officers Supervisors level at Regional Bureaus **Ⅱ** Dispatching Personnel for Training Long-term Overseas Fellowship Program Short-term Overseas Fellowship Program Domestic Fellowship Program **Ⅲ** Training Courses per Theme Support for Career Development Improvement of management skills Training for Executive Officials and Managerial Career Support Course 20 Personnel about Harassment Prevention Experience-based training at a consultation service Career Support Course 30 counter for the newly promoted to the Deputy Director-General level Training for advancing careers of female employees Personnel Management Seminar Training courses to qualify for the examination for Basic management skill training for Assistant Director Career Consultant (National Certificate) and Unit Chief level employees Support for on-boarding Mentor Development Training Training for Recruits with Business Experience Empowerment of women Training for advancing careers of female employees Seminar for Supporting Career and Work-Life

(reposted)

For training officers

Training to Enhance Abilities of Training Officers

Balance in the times of Working and Raising Children Together [Newly established]

Online Seminar for the advancement of diverse

workforce

#### **Administrative Training**

Training courses for each level of position (from Officer level to Director-General level) across the government are carried out for employees who are expected to play a central role in national public administration in order to nurture them into "ideal national public employees".

#### **[Features of Training]**

#### **Essential Knowledge and Contemplation for Administrative Officers as Servants of the Whole Community**

- · Multifaceted review of a wide variety of administrative cases and discussions on policy issues common across the government
- Development of a high sense of ethics, cultivation of critical thinking abilities through studying classics (reading studies) and field work to experience the actual conditions of peoples' lives
- Onsite experience to understand the realities of peoples' lives / improve management skills
- · Lectures given by top-level professionals on contemporary themes and issues



▲ The National Institute of Public Administration

#### **Mutual Development of Trainees**

- "Participative curriculum" training with emphasis on group discussions, exchange of views, and practical experience
- Attendance of a variety of participants from each ministry and agency, private companies and foreign governments, etc.

#### **[Curriculum Examples]**

#### **Studies on Public Service Ethics**

Through case studies, ethical behavior is reviewed and discussed towards practical implementations.

#### **Case Studies of Administrative Policies**

Through lectures and group discussions concerning historically significant examples of administrative cases, trainees develop various points of view on how they should act.

#### Dispatching Personnel for Training

The NPA operates training programs where officials of ministries and agencies are dispatched to graduate schools, etc., home and abroad.

#### **Long-term Overseas Fellowship Program**

Destination: graduate schools abroad (master's course/doctoral course)

Duration: 1 year or 2 years

(Duration can be extended when a fellow advances to a doctoral course.) Number of fellows: 148 (FY2024) <Recent Reviews>
1-year course is
newly established
from FY2024.



▲Dispatched fellow at Tilburg University (Netherlands)

#### **Short-term Overseas Fellowship Program**

Destination: foreign governmental organizations, international organizations, etc.

Duration: Within 1 year

Number of fellows: 20 (FY2024)

\*As of March 2025.

Excluding Leader Fellowship Course

#### <Recent Reviews>

Leader Fellowship Course, in which managers are dispatched to graduate school abroad for a short period, is newly established in FY2024.



▲Leader fellow at University of Oxford (United Kingdom)

#### Domestic Fellowship Program

Destination: Graduate schools in Japan (master's course/doctoral course)

Duration: 1 year to 3 years

#### **Training Courses per Theme**

The NPA supports career development of employees, human resource development, etc. by providing training programs. Currently, online training is also utilized.

#### [Training for Recruits with Business Experience]

The training course provides employees who have been hired by ministries and agencies from private companies with necessary knowledge and gives them opportunities to socialize with each other to help them get started as civil servants.



▲A scene from a training for recruits with business experience

#### [Training Courses to qualify for the examination for Career Consultant (National Certificate)]

The course is designed to support trainees to acquire a career consultant certification in order for them to play a key role in promoting career development initiatives in each ministry and agency.



▲Textbooks used in training courses during FY2024

## 7 Improving Working Environment

While values regarding lifestyle and work styles diversify, the NPA is working to promote flexible work styles that respect the circumstances of individual employees and ensure the health of employees.

The NPA is also working to reduce overtime and realize a harassment-free workplace.



#### **Working Hours System**

#### **Outline of Working Hours System**

With the aim of securing appropriate working conditions for the employees, the NPA develops various types of systems.

- O Employees' basic working hours are 38 hours and 45 minutes per week and 7 hours and 45 minutes per day.
- O In principle, all employees are allowed to flexibly set their working hours taking advantage of a flextime system, etc.
- O Employees engaged in services that should be offered 24 hours a day, 365 days a year, such as prison officers and coast guard officers, work under the shift work system.

#### Promoting work styles in line with the times

From the perspective of creating an environment in which employees can work with a sense of fulfillment and vitality and improving the attractiveness of the public service workplace, the NPA promotes work styles in line with the times.

#### Review of flextime system (April 2025)

In addition to making it possible for them to designate one day per week other than Saturday and Sunday to which working hours are not allocated, employees can now change the finish time, etc., even after they start the day's work. Also, some term-limited employees can now take advantage of a flextime system.



#### ■ Establishment of Telework Guidelines (March 2024)

In order to ensure its appropriate and fair operation, the NPA, in cooperation with the Cabinet Bureau of Personnel Affairs, established the Telework Guidelines.

The NPA will make the guidelines known to expand telework in public service workplace.

#### ■ Ensuring intervals between working hours (April 2024)

In addition to introducing mandatory effort provisions for heads of ministries and agencies, the NPA conducted surveys and research to understand the actual situation in each ministry and agency and to promote initiatives that contribute to resolving issues. Based on the result of the surveys and research, we will further promote our efforts to ensure intervals between working hours.

It aims to secure sufficient time for sleep, which is essential to health, and other activities by ensuring a certain amount of off-duty time from the end of working hours to the start of the next working hours.



#### **Reduction of Overtime Work**

Long overtime work not only affect the health of individual employees and their work efficiency but also make the public service less attractive for younger generations to choose as a workplace.

Therefore, the NPA is making efforts from many dimensions to reduce overtime work as one of its most important issues.

#### **Establishment of Upper Limit of Maximum Overtime Work**

▶ The upper limit of maximum overtime work has been stipulated in the NPA rule as follows.

General rule	Sections/Units handling duties whose volume or deadline are beyond the control of the head of department				
45 hours or less per month	Less than 100 hours per month	Monthly average for the duration of 2 to 6 months should be 80 hours or less.			
360 hours or less per year	720 hours or less per year	Overtime work for more than 45 hours per month should be 6 months or less per year.			

Overtime work is permitted to be ordered beyond the above limits only when dealing with important and especially urgent duties such as responding to large-scale disasters, drafting the laws related to important policies, important negotiations with foreign countries or international organizations, and so forth. When the upper limit is exceeded, each ministry and agency are required to conduct verification afterwards.

▶ Toward the goal of reducing overtime work, the NPA's employees visit each ministry directly to provide guidance and advice. The NPA also monitors the status of overtime reduction and asks for understanding and cooperation from the Diet and other relevant parties.

#### Promotion of Employees' Health

In order to realize the wellbeing of employees, it is extremely important to improve their own health. The NPA is working to improve health management systems and tackle mental health issues based on the status of health management systems in each ministry and efforts in the private sector to promote employee health.

#### <Main Measures>

- ◆The NPA works together with each ministry and agency and improves their health management system.
- "Counseling Office for Mental Health Care", in which employees can consult their emotional concerns, are held in 10 locations nationwide. Online counseling is available at all locations.
- Counseling service on female-specific health issues is newly established in FY2025.
- ◆ The NPA has developed support methods for smooth return to work and prevention of recurrence of long-term sick leave due to mental health problems, and provided them to ministries and agencies.
- Handbook on support for balancing cancer treatment and work is provided to ministries and agencies.



#### Systems to Support the Balance Between Pregnancy, Childbirth, Childcare, Nursing Care and Work

The NPA works hard to improve various types of support systems, including childcare leave and nursing leave, so that employees can continue to work without any anxiety while taking care of their children and other family members.

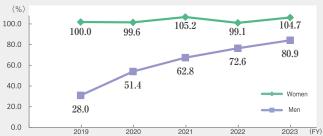
In August 2024, the NPA submitted its opinions to amend the Childcare Leave Act for National Public Employees so that employees can take childcare hours, during which they are not required to be on duty for childcare reasons, more flexibly depending on their preferences or circumstances.



Establish a new pattern for employees to take childcare hours equivalent to 10 days per year (October 2025)

Leaves						
Childcare leave	<ul> <li>Until a child becomes 3 years old (up to two times, in principle)</li> <li>(In addition, postpartum childcare leave for fathers can be taken up to two times)</li> </ul>					
Nursing leave	6 months or less per family member (can be taken in up to three instalments) (Re-acquisition is possible for each condition requiring care needs.)					
Childcare short-time	Until a child enters elementary school (Half-day work, etc.)					
Childcare hours	· Until a child enters elementary school (Up to 2 hours a day)					
Nursing hours	<ul> <li>3 years or less per family member (Up to 2 hours a day) (Re-acquisition is possible for each condition requiring care needs)</li> </ul>					
Childcare Time	Until a child becomes 1 year old (Twice a day for up to 30 minutes each)					
Birth Support Leave  • 5 days per year for hospital visits, etc. for infertility treatment (5 additional days if undergoing IVF or ICSI)						
Prenatal and Postnatal Leave	al and Postnatal Leave  • Before delivery: 6 weeks before the estimated delivery date • Postpartum: 8 weeks after the day of birth					
Spouse Childbirth Leave	<ul> <li>2 days during the period from the date of wife's hospitalization for childbirth until 2 weeks after the day of birth</li> </ul>					
Leave for participating in childcare	<ul> <li>5 days during the period from the day 6 weeks before the estimated delivery date until the child becomes 1 year old</li> </ul>					
Leave for nursing children	<ul> <li>5 days per year (until a child finishes the third grade of elementary school) (10 days if the employee has 2 or more children before finishing the third grade of elementary school)</li> </ul>					
Short-term nursing leave	• 5 days a year (10 days if the employee concerned has 2 or more family members in care-requiring condition)   * Unpaid : Paid					
Changes in Working Hours	Avoidance of Overtime Work/Late-night Work					
Flextime system	Restriction on late-night work					
<ul> <li>Employees can designate one day Saturday and Sunday to which working</li> </ul>						
Early or late work starting time	• Up to 24 hours a month and up to 150 hours a year					
Employees can choose a working pattern they	want from various options.					

#### Acquisition Rate of Childcare Leave (Full-time Employees)



Source: "Survey concerning the Use of Work-life Balance Support-related Systems" (FY2019 to FY2023)

Note: The "Acquisition Rate" in FY2023 is the percentage of the number of employees who newly started childcare leave in FY2023 (a) to the number of employees whose child was born in FY2023 (limited to employees eligible for childcare leave)(b)(a/b). "a" includes employees whose child was born before FY2023 and newly started childcare leave in FY2023. Therefore, the acquisition rate may exceed 100%.

#### Realization of Zero-Harassment

To create a working environment where everyone is respected and can fulfill their potential, the NPA has put in place rules to prevent sexual harassment, harassment concerning pregnancy, childbirth, childcare and nursing care, and power harassment. It is also working to create a workplace where harassment does not occur and, if it does occur, can be dealt with and resolved quickly and appropriately.

#### **Preventive Measures against Harassment**

The NPA Rules stipulate that the employees shall not commit harassment

- It makes it mandatory for each ministry and agency to prevent harassment and to provide their employees with relief.
- Conduct anti-harassment training programs targeted for executive and managerial employees.
- Conduct a seminar for harassment counselors of each ministry and agency.
- Produce a training video that visualizes and explains possible cases related to power harassment.



#### **Harassment Prevention Week**

- Dec. 4 to Dec. 10 every year is designated as "Harassment Prevention Week". During the week, each ministry and agency is called on to take measures on harassment, and the NPA also holds a seminar related to the topic.
- The NPA produces training materials for self-study with the goal to raise all employees' awareness about basic matters related to harassment.
- The NPA creates a poster to prevent harassment from customers, as words and actions from users of public services for which national public employees are in charge can also constitute harassment.



#### **Promotion of Safety Management Measures**

The NPA promotes safety management at the workplace, for instance through distributing an overview of accidents that occurred in the past in order to prevent the recurrence of similar accidents; and providing guidance to thoroughly implement preventive measures against serious accidents, especially fatal accidents.

#### Compensation for accidents caused by work or during commuting (Accident Compensation)

In order to support the lives of employees and their bereaved families who have suffered from accidents on duty or while commuting, standards and procedures have been established to certify accidents as duty-related or commuting-related and to provide the necessary expenses for medical treatment and others. In addition, the NPA supports the smooth implementation of certification and payment at each ministry and agency.

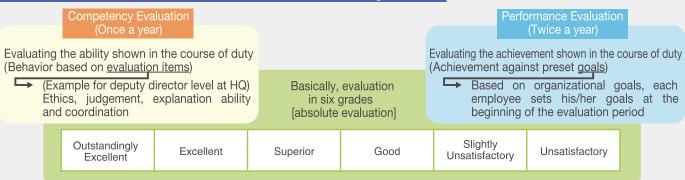
#### Review of certification guidelines on accidents in line of duty related to mental disorders

In the case of workplace-related problems such as the case where harassing conduct causes an employee's mental disorder, such injuries can be certifiable as duty-related. In February 2024, the certification guidelines were amended to clarify that the certifiable workplace-related problems include so-called harassments from customers and remarks and actions related to sexual orientation and sexual identification.

## Personnel Management based on Ability and Performance ~ Utilization of Personnel Evaluation ~

The personnel evaluation system has been arranged to utilize the results of personnel evaluation for promotion, demotion, dismissal, etc. and remuneration (grade increase, pay step increase, diligence allowance (bonus), etc.) in order to ensure personnel management based on ability and performance, regardless of seniority and the type of recruitment examination the employees passed.

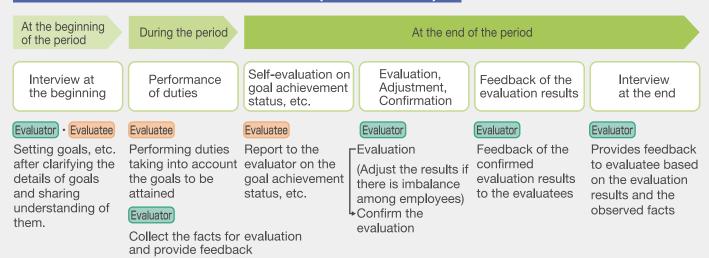
#### **Basic Framework of Personnel Evaluation System**



Ensures that the right people are in the right positions and that remunerations are commensurate with their abilities, by accurately ascertaining the abilities and performance of staff.

Identifies staff strengths and weaknesses through communication in the evaluation process. Encourages employee growth through feedback and improves organizational performance.

#### Flowchart of Personnel Evaluation (Basic Pattern)



#### Cycle for conducting personnel evaluations and utilizing evaluation results



#### **Utilization for Pay Step Increase**

The rank of pay step increase is determined based on the personnel evaluation \*The number of pay steps increased and the upper limit of the ratio of employees result for the past year. (Date of pay step increase: January 1)

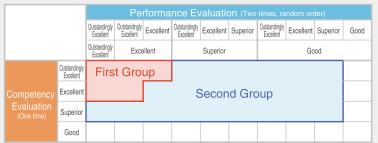
who can be classified into each rank are those for the employees at Assistant Director level and Unit Chief level (not over the age of 55).

Personnel Evaluation (for the past year)



Rank of pay step increase	А	В	C (average)	D	Е
Number of pay steps increased	8 steps or more	6 steps	4 steps	2 steps	No step increase
Upper limit of the ratio of employees who can be classifie into each rank	5%	20%			

The rank of pay step increase A and B is determined in sequence starting from employees in the superior groups. Employees are classified into such groups based on a combination of the results of competency evaluation and performance evaluation (2 times).





#### **Utilization for Diligence Allowance (Bonus)**

lephFor employees at the rank of Deputy Director level or below. Performance Coefficient is as of April 2025

Performance rank and performance coefficient are determined based on the result of performance evaluation in the previous period.

Performance rank (Performance coefficient)	Ratio of employees	Performance (	evaluation
Extremely Excellent (124/100 or above and 315/100 or less)	30% or more (among them,	Excellent	or above
Excellent (112.5/100 or above and 124/100 or less)	Extremely Excellent is 5% or more)	Superior	or above
Good (Average) (101/100)	_	Good	or above
Not Good (92.5/100 or less)	_	Slightly Unsatisfactory	or below

\*Upper limit of performance coefficient for performance rank of "Extremely Excellent" is raised (from FY2025)

The case of pay step increase

Determined in the order of the higher result of performance evaluation

#### **Utilization for Promotion**

An appointer can promote an appropriate employee among those whose results of personnel evaluation (competency evaluation and performance evaluation) satisfy each condition in the following government position levels.

	Promo Directo	tion to the pos or level at HQ	sition below	Promotion to Director level at HQ			Promotion level at HG		Direc	ctor-General	
Competency	Results of two most recent evaluations			Results of two most recent evaluations			Results of two most recent evaluations (in random order)				
Evaluation	One	Superior	or above	One	Excellent	or above	One	Excellent	or above	One	Superior or above
Performance	Results of four most recent evaluations		/			Results of four most recent evaluations			\		
Evaluation	One	Superior	or above	One	Superior	or above		One	Exceller	nt	or above

- \* Those with evaluations of Slightly unsatisfactory or Unsatisfactory cannot be promoted.
- \* In the case of promotion to Unit Chief level, the above requirement is relaxed

#### Utilization for Action on Change in Employee's Status (Demotion, Dismissal, and Pay Reduction)

If an employee obtains a grade of "unsatisfactory" in their overall rating of competency or performance evaluation or if his/her work performance is deemed unsatisfactory, and said employee's performance does not improve even when their supervisor has repeatedly given guidance, then actions on change in the employee's status shall be taken.

Note: In deciding whether the employee's work performance is deemed unsatisfactory, the factors to be considered include cases where their grade is "Slightly Unsatisfactory" in the overall rating of competency or performance evaluation.

## **Achieving Adequate Remuneration**

Remuneration of national public employees is made up of salary (basic salary) and allowances to complement the salary. The remuneration level for national public employees is determined through a precise comparison of salaries, including monthly remuneration and bonuses, between the public and private sectors, which we survey.

The distribution of salary and allowances in monthly remuneration is decided taking into account the necessity in personnel management in the public service.

#### **Types of Remuneration**

#### Salary

(Equivalent to base pay in private sector)

- Family Allowance
- Housing Allowance
- Commuter Allowance
- · Family-unattended-transfer Allowance

#### Allowances

- Teleworking allowance
- · Area Allowance (paid to employees working in the areas where wage levels in the private sector are high)
- Wide-area Transfer Allowance
- Managerial Allowance (paid to employees in managerial positions)
- Headquarters Duty Adjustment Allowance
- Hardship Duty Allowance
- Overtime Allowance, etc.

#### Bonus

- End-of-term Allowance
- · Diligence Allowance

#### ■ Principle of Remuneration based on Official Duties and Responsibilities

- Remuneration of national public employees is determined in accordance with the type of job as well as the degree of complexity, difficulty and responsibility of duties.
- There are 17 salary schedules in accordance with the type of job (Administrative Service, Public Security Service, Medical Service, etc.); one of these schedules is applied to each employee.
- ▶ Each salary schedule has several grades that are established in accordance with the degree of complexity, difficulty and responsibility of duties (Officer, Unit Chief, Division Director, etc.).

#### **■ Principle of Merit**

Grade increase (change to upper grade) and pay step increase within grade (change to upper pay step) are determined based on work performance and abilities. The diligence allowance is also paid in accordance with work performance. (Refer to page 17.)

Example of Salary Schedule for Administrative Service equivalent to administrative/technical jobs in private enterprises)

					1							
	Grac	les	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10
Representative government positions at HQ		Officer	Senior Officer	Unit	Chief	Assistan	t Director	Director	of Office	Division	Director	
		1	xxx,xxx									
		2										
		3										
Pa	ay step			•••	•••							
ind	crease											
	Pay	6					•••	•••	•••	•••	•••	
ste	eps	7							•••	•••		
		8						•••				
		9					•••		•••	•••		
			:									
			•	•	•	•	•	•	•	•	•	

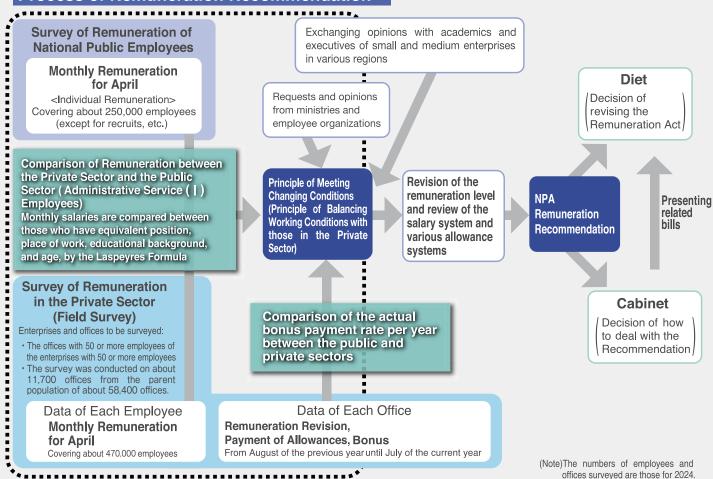
#### **Remuneration Recommendation**

The national public employees cannot conduct labor-management negotiation due to the restriction of basic labor rights. The NPA's remuneration recommendations serve as the compensatory measure to offset the restriction.

#### **Principle of Meeting Changing Conditions**

- ▶ Remuneration of national public employees is required by law to be revised to meet the general condition in society.
- ▶ The NPA annually conducts a survey on the remuneration of national public employees and that of private companies and makes the remuneration recommendation based on the principle of adjusting the remuneration level of national public employees to that of private sector employees (Principle of Balancing Working Conditions with those in the Private Sector).

#### **Process of Remuneration Recommendation**



#### [Reference] Major Amendments to Comparison Method (from 2006)

#### **Expanded the survey target**

- 2006 ► Changed the private sector offices covered by the survey to those with 50 or more employees on the enterprise scale basis and 50 or more employees on the office scale basis(\*)
  - "Staff employees" were added to the survey target employees.

#### **Expanded the survey target industries**

2013 The survey target industries were expanded to "all industries" through incorporating "Agriculture and Forestry", "Lodging and Food Service Industry", etc. into the target industries.

#### Expanded the survey target employees

- 2014 ▶ "Middle positions (employees at the positions between Department Director and Division Director)" were added to the survey target employees.
- \*\* The number of indefinite duration employees in private establishments with 50 or more employees on an enterprise scale basis accounts for over 60% of all the indefinite duration employees in private establishments.

#### Points of 2024 Remuneration Recommendation

#### ■Remuneration revision in 2024

Highest base increase in nearly 30 years, reflecting the state of private sector remuneration

Monthly Remuneration: Raise of 2.76% (11,183 yen) on average Raises are made for all employees, with an emphasis on younger employees.

Bonus: Increase of 0.10 x monthly remuneration(4.50 months → 4.60 months)
Increases are equally allocated to the end-of-term allowance and diligence allowance.



▲August 8, 2024

The President of the NPA, Kawamoto Yuko, submitted the Recommendation to then-Prime Minister, Kishida Fumio (Courtesy of the Cabinet Public Relations Office)

	Month	End-of-term and Diligend	ce Allowances (bonus)
	Ratio of revision (amount)	Number of months per annum	Change from the previous year
2020	No revision recommended	4.45	-0.05
2021	No revision recommended	4.30	-0.15
2022	0.23% (921 yen)	4.40	0.10
2023	0.96% (3,869 yen)	4.50	0.10
2024	2.76% (11.183yen)	4.60	0.10

### [Reference] Model Remuneration per Annum [After 2024 Recommendation]

	Officer	age: 22 (Initial salary for employees recruited through General Service Examination (Univ. Grad.))	3,634,000 yen
Regional Office	Unit Chief	age: 35	4,875,000 yen
	Division Director	age: 50	6,874,000 yen
	Officer	age: 22 (Initial salary for employees recruited through Comprehensive Service Examination (Univ. Grad.))	4,665,000 yen
Headquarters	Assistant Director	age: 35	7,568,000 yen
	Division Director	age: 50	12,924,000 yen

#### ■ Update of Remuneration System ~ Shift to a system that meets the needs of the times in response to the current key issues in human resource management ~

Salary Initial salaries and the level of remuneration for young employees will be significantly increased.

The system will be changed to place more emphasis on job responsibilities for Unit Chiefs and above, and the salary level of Division Directors/Office Directors at headquarters in particular will be fundamentally revised to reflect their roles.

Area allowance The syste

The system will be revised to be a "prefecture" based system (formerly "city" based), with the exception of cities with a population of more than 0.2 million. The classification levels will be reduced to 5 (formerly 7), and each area's classification will be determined based on the latest data. (Measures to mitigate drastic changes due to this revision

Transfer guarantee will be extended to 3 years.

Commuter Allowance The payment amount limit will be raised to 150,000 yen per month, and within this limit, express fares will be fully

paid. Requirements to receive allowance covering Shinkansen fares will be relaxed.

Family Allowance
Bonus

Bonus

Family allowance for spouses will be abolished and the amount of family allowance for children can be increased.
Upper limit of the diligence allowance for extremely excellent performers will be raised (to approx. three times the amount for average performers). Bonuses for specified fixed-term employees will be expanded.

Other Allowance Hours covered by the allowance for late-night work on weekdays for management staff will be extended.

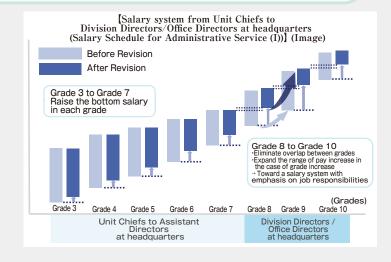
Allowances paid to reappointed employees will be expanded (housing allowance, remote area work allowance, cold area allowance, etc.)

area allowance, etc.).

#### [Increase in initial salaries for new graduates (Initial salaries in Salary Schedule for Administrative Service (I))]

will be taken.)

		Comprehensive Service Examination (Univ. Grad.)	General Service Examination (Univ. Grad.)	General Service Examination (High School Grad.)
Month	Before Revision	200,700 yen	196,200 yen	166,600 yen
Monthly Salary	After Revision	230,000 yen (+29,300 yen)	220,000 yen (+23,800 yen)	188,000 yen (+21,400 yen)
In the case of working at headquarters		284,800 yen	271,200 yen	232,800 yen



## Basic Labor Rights and Significance of NPA Recommendation 10

Alternative measures, with the NPA Recommendation System as the core, are taken for national public employees as compensation for restriction of basic labor rights.

#### **Current Situation of Basic Labor Rights**

Category			Right to Organize	Right of Collective	Right to Strike	
Emp		loyees under the Remuneration Act	0	△ (※2)	×	×
		Police officers Coast Guard officials Penal institution employees	X	×	×	×
	Employees of agencies engaged in administrative execution		0	0	0	×

- %1 O indicates a right recognized;  $\triangle$  indicates a right partially denied; and x indicates a right denied.

#### Regarding ILO Convention No. 98 (Right to Organise and Collective Bargaining Convention, 1949)

The ILO allows the restriction of the right of collective bargaining and the right to strike of public employees who engage in the administration of the national government; and in such a case, the ILO demands that sufficient protection of the employees' interests be properly guaranteed.

#### Methods to Revise Remuneration of National Public Employees in Other Countries

- 1. The remuneration is decided by the government without conducting labor-management negotiations.
  - ▶ Regarding federal employees in the United States, the revision rate of their base salary (calculation method) is stipulated in the law. The President's Pay Agent makes recommendations and the President decides the locality pay.
  - ▶ Regarding Senior Civil Service in the United Kingdom, the Review Body on Senior Salaries makes recommendations and the Prime Minister decides the remuneration.
  - ▶ Regarding civil servants (*Beamte*) in Germany, the Parliament decides the remuneration after the government hears the opinions of labor unions.
- 2. Labor-management negotiations are carried out to conclude collective agreements.
  - ▶ Regarding regular civil servants in the United Kingdom, negotiations on distribution within the Pay Remit are carried out in each department, and collective agreements are concluded.
  - ▶ Regarding public employees (*Tarifbeschäftigte*) in Germany, the effect of collective agreements does not depend on the presence or absence of a budget. Virtually, however, negotiations are carried out in coordination with the budget to conclude collective agreements.
- 3. Labor-management negotiations may be carried out, but the right to conclude collective agreements is not permitted.
  - ▶ Regarding public servants in France, they are permitted to carry out strikes. The government, however, decides whether or not to conduct labor-management negotiations. Generally, remuneration is revised by amendments of Cabinet Order.

#### Significance of NPA Recommendation indicated by Supreme Court of Japan

According to the Supreme Court, the NPA Recommendation System is deemed to be the compensatory measure for restriction of basic labor rights.

Judgement of the Zennorin (National Union for Agriculture and Forestry Workers) Keishokuho (Police Official Duties Execution Act) Case (rendered by the Grand Bench of the Supreme Court on April 25, 1973)

The Zennorin Keishokuho case was a case wherein the executives of the labor union of Zennorin were accused of the violation of the National Public Service Act (NPSA) on the grounds that they incited public officials to participate in acts of dispute, etc. This case addressed the constitutionality of restrictions of basic labor rights in the NPSA.

According to the judgement, the guarantee of basic labor rights as stipulated in Article 28 of the Constitution is applicable to public employees as well, but there are sufficient reasonable grounds to impose necessary and inevitable restrictions on the basic labor rights of public employees on the basis of the special status of public employees and the public nature of their services. Therefore, the court ruled that restriction of basic labor rights was constitutional on the assumption that compensatory measures were taken, including; that the NPSA provides well-balanced and detailed provisions relating to status, appointments/dismissals, service discipline, remuneration, and other working conditions; that the NPA has been established as the central personnel administrative agency with quasi-judicial function; and that the NPA makes recommendations to the Diet and the Cabinet on working conditions including remuneration.

Furthermore, a Justice of this case stated a supplementary opinion to this judgement as follows: In cases where the compensatory measures actually become almost of nominal existence, even if public employees resort to acts of dispute in a way and form not exceeding the limits regarded as proper, demanding the normal administration of the system, it should be considered that such acts of dispute are constitutionally guaranteed.

## 1 1 Utilization of Abilities and Experiences of Matured Employees

#### More Effective Use of Abilities & Experiences of Matured Employees

The NPA is promoting initiatives toward a more effective use of the abilities and experiences of older employees under the circumstances of a declining birthrate and an aging population. The NPA submitted its opinion proposing the gradual raise of the mandatory retirement age up to 65 in August 2018. Amendments to the National Public Service Act based on the NPA opinion took effect on April 1, 2023. In accordance with the gradual raise of mandatory retirement age, a fixed-age step-down system from certain managerial posts and a pre-mandatory-retirement-age reappointed short-time work system have been introduced.

#### **Gradual Raise of the Mandatory Retirement Age**

The mandatory retirement age has been gradually raised from 60 to 65.

However, an exceptional retirement age over 65 will be introduced for medical doctors, etc. because of the specificity of their duties and responsibilities and of the difficulty in filling their vacancies.

		~FY2022	FY2023 ~FY2024	FY2025 ~FY2026	FY2027 ~ FY2028	FY2029 ~ FY2030	FY2031~ 【Completed】
r	mandatory retirement age	60	61	62	63	64	65

<sup>\*\*</sup> For the period of the gradual raise of the mandatory retirement age, retired persons can be appointed up to 65 by means of a reappointment system as below.

#### Introduction of Fixed-age Step-down System from Certain Managerial Posts

This system will be introduced in order to ensure rejuvenation and maintain organizational vitality.

- ▶ The employees at managerial positions step-down or move to a non-managerial position on April 1 immediately after their reaching 60.
- ▶ However, it is possible to keep them on a managerial position exceptionally if stepping-down or moving them would pose a serious hindrance in the performance of the public service.

#### Pre-Mandatory-Retirement-Age Reappointed Short-Time Work System

This system allows the employees over 60 to select short-time work based on their preference to realize diverse working styles.

- Term of reappointment: Until the day equivalent to the mandatory retirement day
- ▶ Working pattern: Short-time work (Hours within 15 hours 30 minutes to 31 hours/week)

#### Remuneration of the Employees over 60

The amount of annual remuneration of the employees over 60 will be set to 70 percent of their annual remuneration before 60 for the time being in consideration of circumstances in the private sector.

- ▶ Monthly basic salary is reduced, in principle, to 70% of that before 60.
- Allowances which are related to the monthly basic salary are also 70% of those before 60.

#### **Reappointment System**

(Transitional measure for the period during the gradual raise of the mandatory retirement age)

- ▶ Term of reappointment: One year or less (renewable until the fiscal year when the employee concerned reaches age 65)
- Working pattern: Full-time work (38 hours and 45 minutes/week) or short-time work

#### **Support for Life Planning**

The NPA holds "Life Planning Seminars" targeting employees in their 50s and 40s, providing them with information on the systems mentioned above associated with a gradual raise of the mandatory retirement age, pension, and changes in lifestyle, income, and expenditure after retirement along with opportunities to consider their own life planning through discussion with other participants.

#### Service Discipline as Servant of Whole Community

As national public employees serve the public interest as servants of the whole community, their disciplinary obligations and restrictions are stipulated by law unlike those of private sector workers.

#### **Obligation of Service Discipline**

- √ Taking an oath of service
- Obligation to comply with laws and orders of superiors
- ✓ Prohibition of strikes or other disputes
- ✓ Prohibition of acts causing discredit
- √ Obligation to preserve confidentiality
- Obligation to devote attention to one's duties
- ✓ Restriction on political activities
- Exclusion from private enterprises Restriction on participation in other undertakings or business

Violation of these rules can result in disciplinary action. Furthermore, criminal penalties may be imposed, for example, in the case of violation of the obligation to preserve confidentiality.

#### **Examples of Disciplinary Actions**

Behavior corresponding to Disciplinary Action	Dismissal	Suspension from Duty	Reduction in Pay	Reprimand
Intentionally Divulging Secrets				
Power Harassment causing Significant Psychological or Physical Distress				
Embezzling Public Money				
Fraud or Extortion				
Traffic Accident involving Human Injury due to Intoxicated Driving				
Hiding or Tolerating Malfeasance by a Subordinate				



## 13 Relief from Disadvantageous Actions

#### **Equity Process to Protect Interests of Employees and Secure Fair Personnel Management**

The Equity Process is conducted according to a prescribed investigation procedure, in cases where employees have an objection regarding a disciplinary action or an action to change status, hope to request appropriate administrative action on working conditions, or have an objection regarding acknowledgement of accident on duty, etc. or a remuneration decision. In accordance with the objectives of this system, the NPA strives for appropriate and quick processing of the cases.

#### Appeal against Disadvantageous Action

When an employee has received a reduction in pay, demotion, administrative leave, dismissal, or other extremely disadvantageous action or disciplinary action against his/her will, he/she can file an appeal to the NPA for review of the matter. The NPA hence sets up a Board of Equity in each case for a hearing; the NPA may approve, revise or rescind the original action based on the report by the Board.

#### Request for Administrative Action on **Working Conditions**

An employee can request that the NPA take appropriate administrative action on all working conditions. The NPA will conduct the necessary investigation, make a decision, or through mediation or other means, provide an adequate resolution measure.

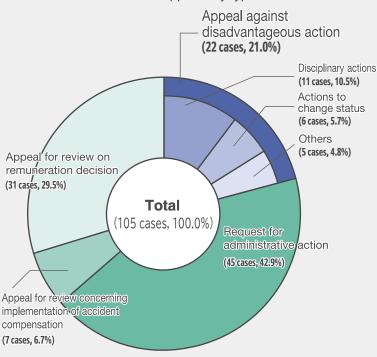
#### Appeal for Review concerning Implementation of Accident Compensation, etc.

When an employee has an objection regarding acknowledgement of accident on duty, etc. determined by a relevant agency, he/she can file an appeal to the NPA for investigation. The NPA will have the Accident Compensation Review Committee review the case and make a decision based on the report by the Committee.

#### Appeal for Review on Remuneration Decision

When an employee has a complaint regarding a remuneration decision based on the Remuneration Act, he/she can file an appeal to the NPA for investigation. The NPA will conduct the necessary investigation and make a decision either to approve or to reject the appeal.

#### Number of received appeals by type in FY2023



#### **Examples of Judgements**

Approved appeals

Content of appeal

Summary of judgement

Case of request for administrative action

Use of women's restroom in the workplace

With regard to the transgender applicant's request for the removal of the prohibition on the use of women's restrooms on her office floor and the floors above and below it, there have been no reports from the authorities since the Supreme Court's decision(\*) that require the authorities have any specific circumstances that require the applicant to endure disadvantages referred to in the said decision, namely that the applicant has been forced to use the women's restroom on a floor distant from her office floor. Therefore, it is reasonable to assume that there are no specific circumstances that would require the applicant to suffer such disadvantages, and the authorities should take measures to allow the applicant to freely use any women's restroom in the office building where her office is located, in accordance with the Supreme Court's decision.

\*Supreme Court's decision on July 11, 2023, reversing a part of the NPA's 2015 decision on request for administrative action, which accepted the restriction on the use of women's restroom

#### Content of appeal

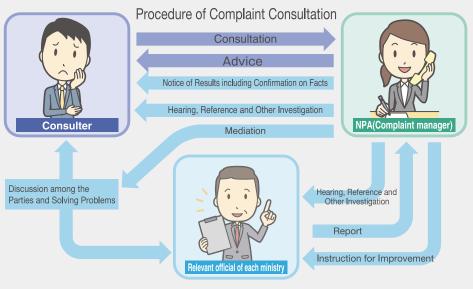
Summary of judgement

Case of appeal for review on remuneration decision

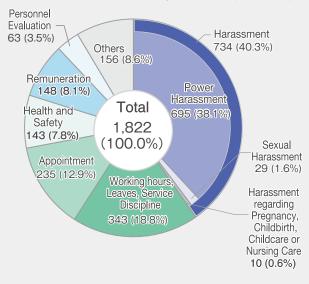
Decision on performance coefficient of diligence allowance It is unfair that the results of personnel evaluations other than the most recent performance evaluation were taken into consideration in determining the performance rank of the petitioner's diligence allowance. The performance rank and performance coefficient of the petitioner's diligence allowance should be revised so that they are determined in accordance with the results of the most recent performance evaluation prior to the base date of the diligence allowance and the petitioner's service conditions during the period within six months prior to the base date.

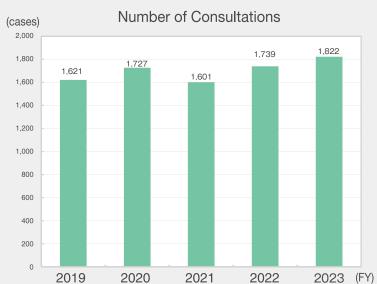
#### Consultation of Working Conditions and Environment, etc.

Employees can consult with the NPA, either headquarters or reginal bureaus/local office, by phone or e-mail on their complaints concerning working conditions and other personnel management issues, such as bullying and harassment including power harassment. and moreover, dissatisfaction concerning personnel evaluation. The NPA seeks a prompt and appropriate resolution by giving advice and requesting ministries and agencies to investigate the facts, etc., with the consent of those asking for consultation.



#### Number of Consultations by Content (FY2023)





#### **Example of Consultation**

#### **Outline of Consultation**

An executive official of the consulter's department was so severe that several employees could not continue their work due to mental illness. The executive official lacked self-awareness of harassment and instead blamed the employees themselves for their mental illness. There was no prospect of improving in the working environment.

#### Action to Consultation

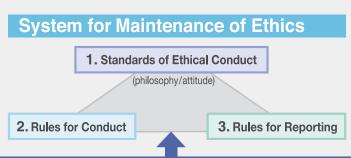
The NPA shared the contents of the consultation with the consulter's ministry and asked the ministry to investigate the facts and take other necessary measures. Subsequently, the ministry reported to the NPA as follows:

- The ministry cautioned the offender that his behavior (loud reprimands while banging on the desk and verbal abuse) constitute power harassment and provided him an instruction, resulting in improvement of his attitude.
- Supervisors of the offender continued to oversee his behavior, conducted counselling with employees of the department and provided them with necessary mental care.

## **14** Maintenance of Ethics

#### To Maintain Ethics of National Public Employees

The rules for the ethics of national public employees are stipulated in the National Public Service Ethics Act and the National Public Service Ethics Code. In addition, the National Public Service Ethics Board is established within the NPA as an independent agency specializing in such administration.





▲ National Public Service Ethics Board Board members from left; Mr. Yamada, Ms. Aoi, Mr. Akiyoshi (President), Mr. Yamashita, Ms. Ito (Commissioner of the NPA)

**National Public Service Ethics Board** 

Ethics Supervisory Officer (Administrative Vice-Minister, etc. of each ministry and agency)

#### 1. Standards of Ethical Conduct

- ✓ Employees shall execute their duties fairly, recognizing that they are public servants of all citizens.
- ✓ Employees shall not utilize their duties or positions for private interests.
- ✓ Employees shall not conduct any acts that may bring about suspicion or distrust from the citizens.
- ✓ Employees shall devote their utmost effort with the aim of promoting public interests.
- √ Employees shall conduct themselves always awaring that their acts may influence the trust in public service while off-duty.



#### 2. Overview of Rules for Conduct

The following acts are prohibited with "interested parties" (applicants for permission or authorization, counterparties to a contract, etc.)

- √ Receiving money, goods, etc. 
  √ Receiving money loans 
  √ Receiving free transportation, etc.
- Receiving entertainment or a treat such as wining and dining (Employees may dine together with interested parties as long as they pay for themselves.)
- √ Playing games/golf or taking a trip together

Even from those who are not "interested parties," employees shall not receive entertainment or a treat exceeding the limit of socially accepted convention.

#### 3. Overview of Rules for Reporting

National public employees are obligated to make three types of reports as follows. The Ethics Board receives and examines the reports in light of fairness in execution of duties. A report shall be submitted by the employees at the rank of 1 Reports on receipt of gifts, etc. Assistant Director at HQ and above with respect to the receipt of gifts, etc. exceeding 5,000 yen in value. A report shall be submitted by the officials at the rank of Deputy 2 Reports on share dealings, etc. Director-General at HQ and above. A report shall be submitted by the officials at the rank of Deputy 3 Reports on income, etc. Director-General at HQ and above throughout the previous year. Ethics Board Submitting reports Sending of copies of the report Heads of 1 Reports from officials of designated service and above Quarterly **Employees** Ministries and 2,3 Yearly in March 2,3 All reports Agencies, etc. General Public Demand for public disclosure Gifts, etc. exceeding 20,000 yen in value per case in 1

The Ethics Board takes various measures to maintain employees' ethics pertaining to their duties by focusing on the following main pillars: (i) "Cultivation of Employees' Ethics Awareness", (ii) "Creation of an Ethical Organization Environment" and (iii) "Strict and Expeditious Actions towards Violations of Ethics Act, etc."

#### (i) Cultivation of Employees' Ethics Awareness

- Implementation of "National Public Service Ethics Month"
- · Providing trainings for all employees
- Creating a slogan and increasing awareness through a poster
- Promoting awareness among employees by ethics supervisory officer
- · Conducting dialogue on ethics within the workplace
- ► Holding round-table conferences
- Implementation of explanatory meetings concerning the ethics system/ Providing movies that explains ethics system
- Dispatch of instructors for training on ethics
- Development/distribution of study materials for various training programs
- Holding "Webinar on Ethics"



▲ Ethics Month Poster (FY2024) (left: for staff, right: for businesses)





▲Study materials for training programs

#### (ii) Creation of Ethical Organization Environment

- Establishment of Public Service Ethics Hotline
- Support for each ministry and agency to create an ethical organization environment
- Support for developing a system of consultation/reporting counters established by each ministry and agency and for publicizing/utilizing the counters
- Request to take measures to create a workplace environment where employees can seek consultation easily

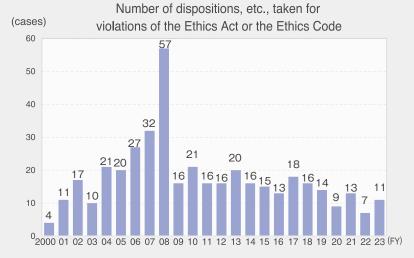
#### **Public Service Ethics Hotline**

- Anyone who notices conduct of national public employees suspected of violating ethics can contact by phone, fax, website or post.
- The hotline accepts anonymous consultation and reporting.
- All possible measures are taken so that those who made reports to the hotline won't receive disadvantageous treatments, for instance through ensuring that any personally identifiable information, such as names, will be kept within the Ethics Board.

#### (iii) Strict and Expeditious Actions towards Violations of Ethics Act, etc.

- Investigation, implementation of disciplinary proceedings, approval of disciplinary actions for violation cases of the Ethics Act or the Ethics Code
- Provision of information for the Cabinet Office and ministries about points of attention when dealing with cases and preventive measures





#### Public Relations Activities and Opinion Hearings

- ▶ Public relations activities targeting business operators, who works with national public employees for public duties
- ▶ Hearing of opinions for reference regarding measures for maintenance of ethics (e.g. holding round-table conferences with academics, implementing various surveys)

## 15 NPA President's Award ~Recognition of Professionals who Support People's Lives and Safety~

The NPA President's Award annually recognizes national public employees who made outstanding achievements in improving public service and people's lives through steady dedication over the years or courageous activities under high motivation from among a wide variety of jobs in the ministries and agencies.

Awardees are selected through strict examination and deliberation of the selection committee comprising of learned and experienced experts from various fields. After the award ceremony, they have the honor to meet the Emperor and the Empress.

## Award Recipients in FY2024

#### Individual Recipient

Mr. TOKUNAGA Yuuki, Unit Chief, Maritime Disaster Prevention Unit, Guard and Rescue Division, Yokohama Coast Guard Office, Third Regional Coast Guard Headquarters, Japan Coast Guard

Lifesaving specialists in a wide variety of fields



▲Mr. TOKUNAGA, lower-center, is conducting diving training under the ice.

Sado Nature Conservation Office, Kanto Regional Environmental Office, Ministry of the Environment

The office has achieved ibis' "return to the wild" from its "extinction" and significantly contributed to biodiversity



▲The office's employees are observing ibis in Sado island.



▲ NPA President's Award ceremony (February 2025)

#### **Occupational Area Recipient**

Project Team of #TaberuzeNippon, Ministry of Agriculture, Forestry, and Fisheries

Building a model case for rapid start-up and charge-free publicity" from the consumer's point of view



▲ The project team members are discussing social media strategies.

Craftwork Branch, National Printing Bureau

Integrating traditional and digital technology to create world-class bank notes



▲ The branch's employee is designing a bank note.

For interviews with each of the recipients, please see the YouTube video from the QR code on the right or at the following link:

(https://www.youtube.com/watch?v=Z-rIRgapBBQ)



#### **Promotion of International Cooperation and International Exchange**

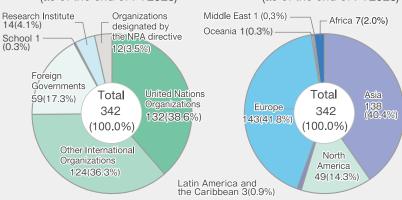
The NPA actively engages in international exchange through dispatch and acceptance of officials as well as international cooperation to support the development of personnel administration in foreign countries.

#### Dispatching Officials to International Organizations, etc.

A large number of employees are dispatched to international organizations or foreign governments every year, to engage in international cooperation.

International Dispatch by Organization (as of the end of FY2023)

International Dispatch by Region (as of the end of FY2023)





▲Work scene of the dispatched personnel (Dispatched personnel: Center row, fourth from left)

#### Cooperation with ASEAN Countries and Support for Developing Countries

ASEAN Cooperation on Civil Service Matters (ACCSM) is a network to promote regional cooperation on civil service systems and personnel management in ASEAN countries. In ACCSM+3, which include Japan, China and Korea, the NPA, representing Japan, is supporting the implementation of various cooperation projects.

In October 2024, the NPA hosted the international workshop in Sapporo on "Work Engagement and Well-being in Public Service", in which practitioners of civil service personnel management in each country made presentations and exchanged views with each other, deepening our cooperation with ACCSM+3 countries.

Also, responding to requests from developing countries to improve their governance by studying Japanese civil service system, the NPA cooperates by carrying out various training programs targeting government officials from these countries.

## 제16회 한일중 인사행정 심포지엄 The 16<sup>th</sup> Symposium on Personnel Administration of China-Japan-Korea

▲ ACCSM+3 International Workshop

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lacktriangle China-Japan-Korea Personnel Policy Network  $16^{ ext{th}}$  Joint Symposium

#### Japan-China-Korea Personnel Policy Network

With the aim of promoting close cooperation and mutual exchange in the field of personnel administration as part of the trilateral cooperation program, the personnel administration agencies in Japan, China and Korea, namely the NPA, the National Civil Service Administration of China and the Ministry of Personnel Management of Korea, implement various cooperation programs.

#### Mutual Understanding in Administrative Field

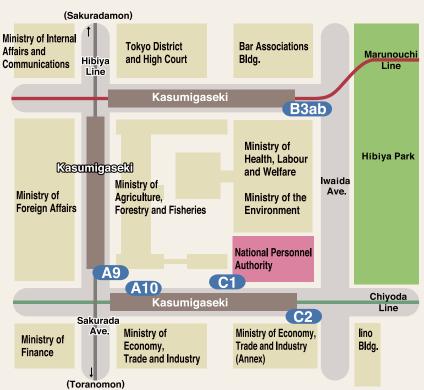
The NPA invites senior government officials of foreign countries to Japan in order to exchange information on recent practices and issues of personnel administration. Also, the NPA carries out the program (Mike Mansfield Fellowship Program) to offer young and mid-level U.S. federal government officials the opportunity to take one-year on-the-job training at the ministries and agencies, etc.



▲ Trainees for the 28th Mike Mansfield Fellowship Program

#### **National Personnel Authority**

General Affairs	1-2-3 Kasumigaseki, Chiyoda-ku, Tokyo 100-8913, JAPAN
Division, General	Tel 81-3-3581-5311 (Main phone number)
Secretariat	URL http://www.jinji.go.jp/en/index.html
National Institute of	3131 Miyadera, Iruma-shi, Saitama 358-0014, JAPAN
Public Administration	Tel 81-4-2934-1291
Hokkaido Regional Bureau	12 chome Odorinishi, Chuo-ku, Sapporo-shi, Hokkaido 060-0042, JAPAN Tel 81-11-251-2600
Tohoku Regional	3-2-23 Honcho, Aoba-ku, Sendai-shi, Miyagi 980-0014, JAPAN
Bureau	Tel 81-22-221-2001
Kanto Regional Bureau	1-1 Shintoshin, Chuo-ku, Saitama-shi, Saitama 330-9712, JAPAN Tel 81-48-740-2001
Chubu Regional	2-5-1 Sannomaru, Naka-ku, Nagoya-shi, Aichi 460-0001, JAPAN
Bureau	Tel 81-52-961-6838
Kinki Regional	1-1-60 Fukushima, Fukushima-ku, Osaka-shi, Osaka 553-8513, JAPAN
Bureau	Tel 81-6-4796-2171
Chugoku Regional	6-30 Kamihacchobori, Naka-ku, Hiroshima-shi, Hiroshima 730-0012, JAPAN
Bureau	Tel 81-82-228-1181
Shikoku Regional	3-33 Sunport, Takamatsu-shi, Kagawa 760-0019, JAPAN
Bureau	Tel 81-87-880-7440
Kyushu Regional	2-11-1 Hakataekihigashi, Hakata-ku, Fukuoka-shi, Fukuoka 812-0013, JAPAN
Bureau	Tel 81-92-431-7731
Okinawa Local	1-15-15 Higawa, Naha-shi, Okinawa 900-0022, JAPAN
Office	Tel 81-98-834-8400



[Nearest Exits of Tokyo Metro Kasumigaseki Station]
Marunouchi Line (Exit B3ab; 4 min walk)
Hibiya Line (Exit A9; 4 min walk, Exit A10; 3 min walk)
Chiyoda Line (Exit C1; 1 min walk, Exit C2; 2 min walk)



