

# 4 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 surveys
- 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”
  - ① Actions that put “our citizens first”
  - ② Performance of duties from a “neutral and impartial” standpoint
  - ③ 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.