

# 5

## 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 General Service

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

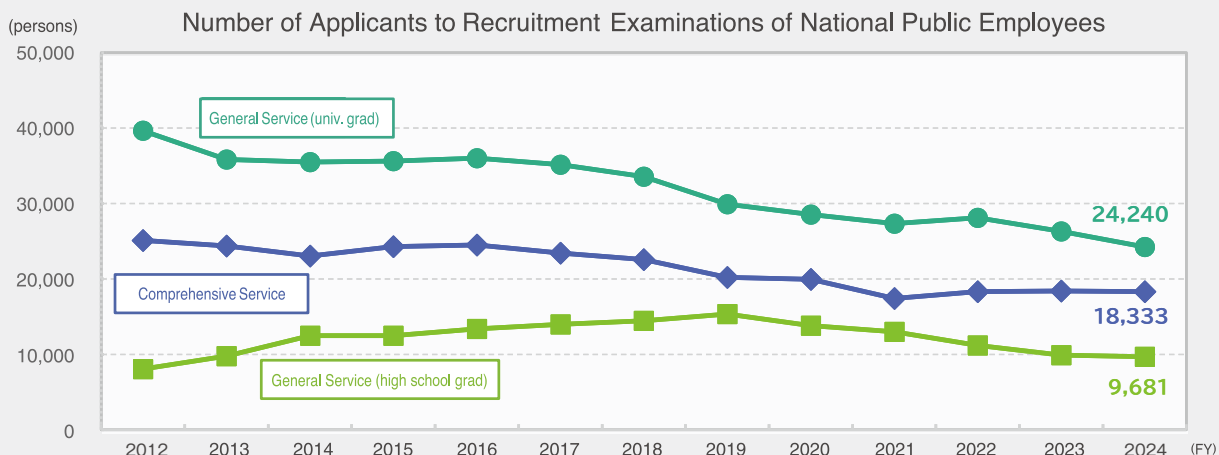
- ▶ examination for university graduate level
- ▶ examination for high school graduates
- ▶ mid-career recruitment examination (for entry level)

#### Examination for Specialists

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

#### 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 Service	18,333 (7,712)	2,420 (788)
General Service (univ. grad)	24,240 (10,302)	7,557 (3,250)
General Service (high school grad)	9,681 (3,384)	3,132 (1,158)
Experienced Personnel	1,351 (313)	203 (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 Unit 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)	0(0)
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.

### Creation of “Liberal Arts division” in the Examination for General Service (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.

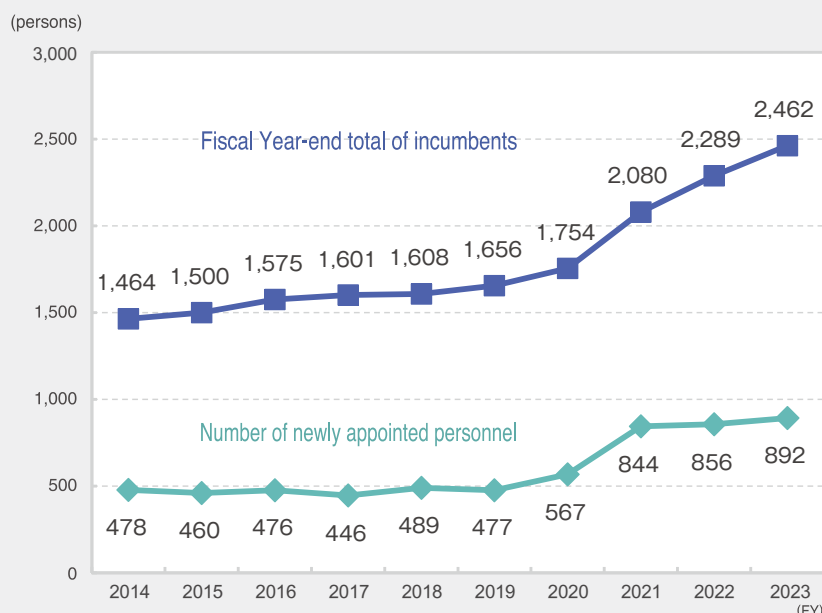
### [Examples of appointments under this system]

Lawyers, Certified public accountants, Other specialists and professionals (including 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
- ▶ Agencies Engaged in Administrative Execution

**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)



#### Private enterprises, etc.

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

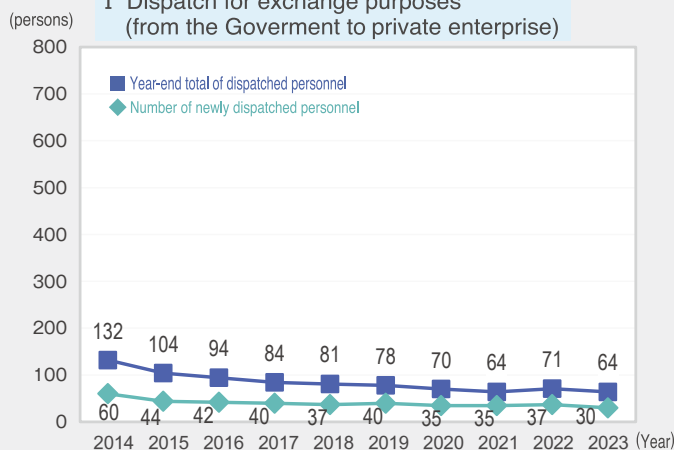
**Status :** Employees of the ministry (Back to the former enterprise after completion of terms of office)  
**Terms of Office :** Up to 3 years, in principle (Maximum 5 years)  
**Service disciplines :** Prohibition against engaging in the business of the enterprise from which they are dispatched and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

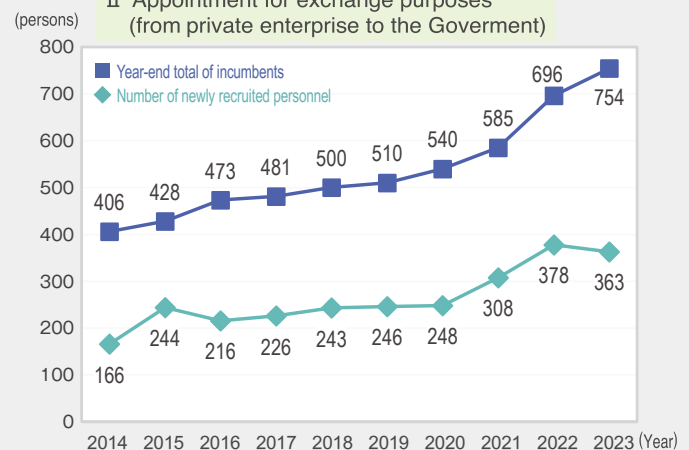
Scheme in which ministry or agency recruits employees from the private sector and assigns them to its work for a fixed term

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

**I Dispatch for exchange purposes (from the Government to private enterprise)**



**II Appointment for exchange purposes (from private enterprise to the Government)**



(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 information 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.

