

# 11 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】
mandatory retirement age	60	61	62	63	64	65

※ 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.