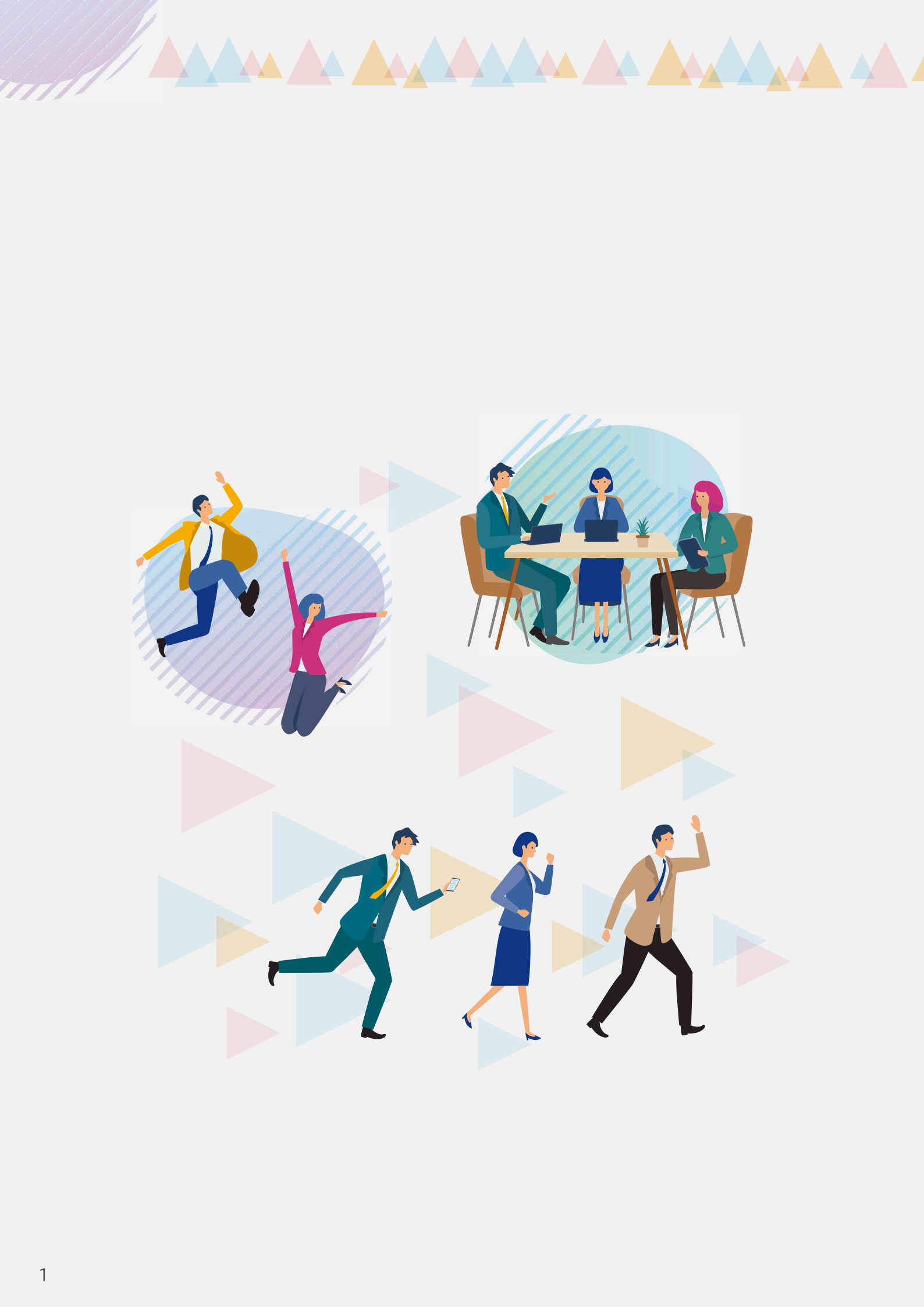




# *Introduction to National Public Service System in Japan 2024*



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# 1 Role of NPA

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

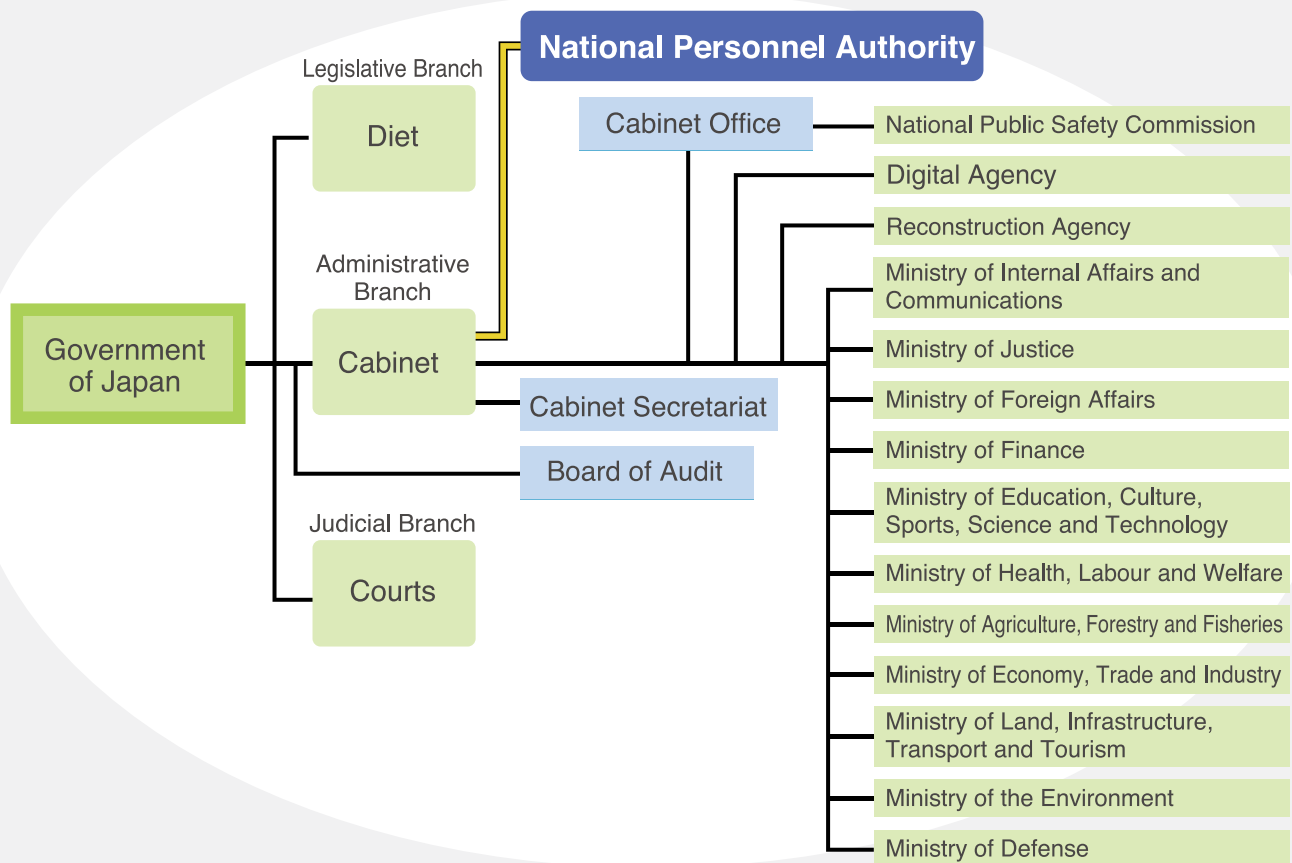
The NPA conducts recruitment examinations, sets appointment and dismissal standards, implements training, etc., to ensure fairness in personnel management of national public employees.

## Compensatory Function for Restriction of Basic Labor Rights

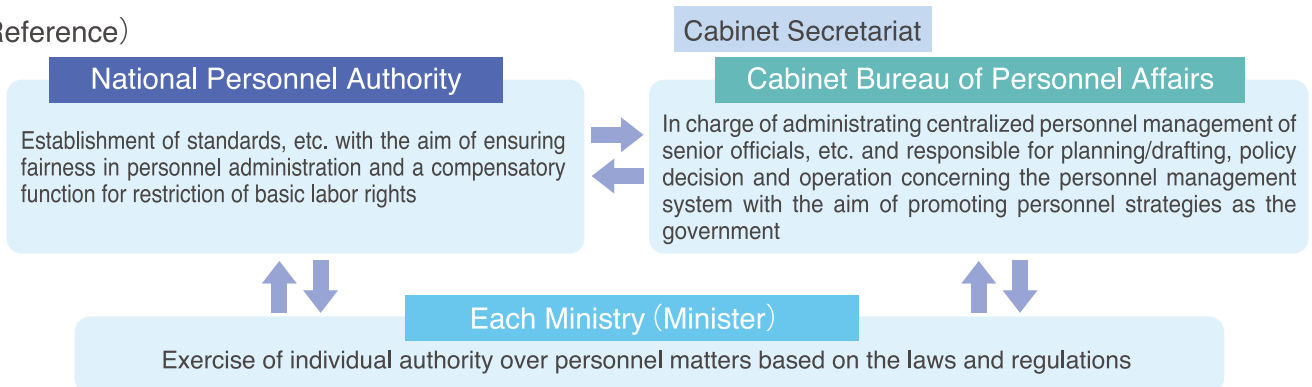
In compensation for restriction of basic labor rights, the NPA makes recommendations for the revision of working conditions including remuneration to the Diet and the Cabinet.

## 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.



(Reference)

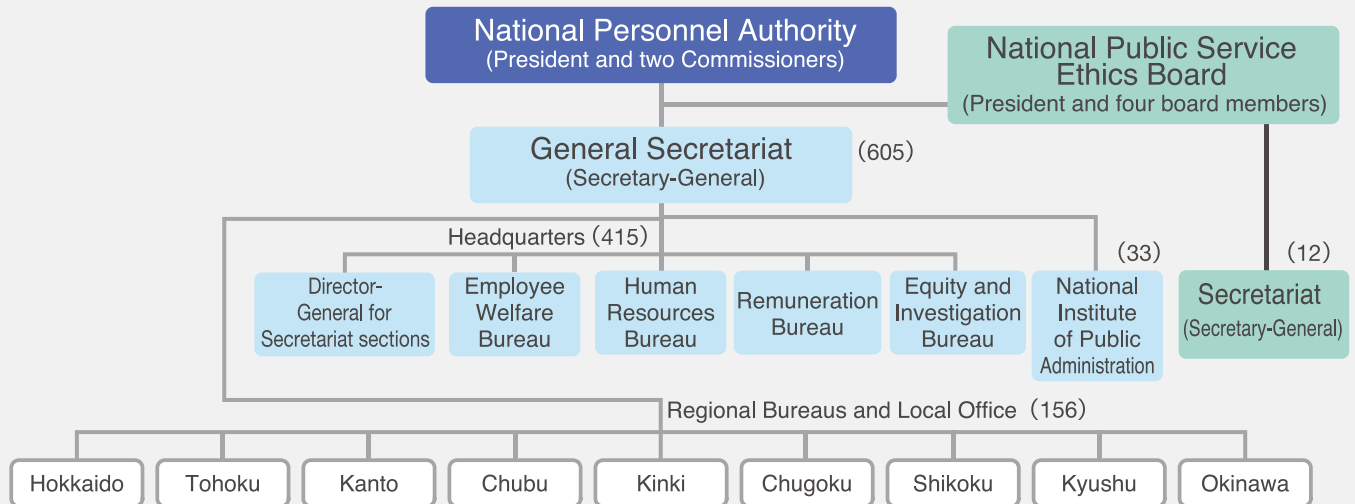




# Organization of NPA 2

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.

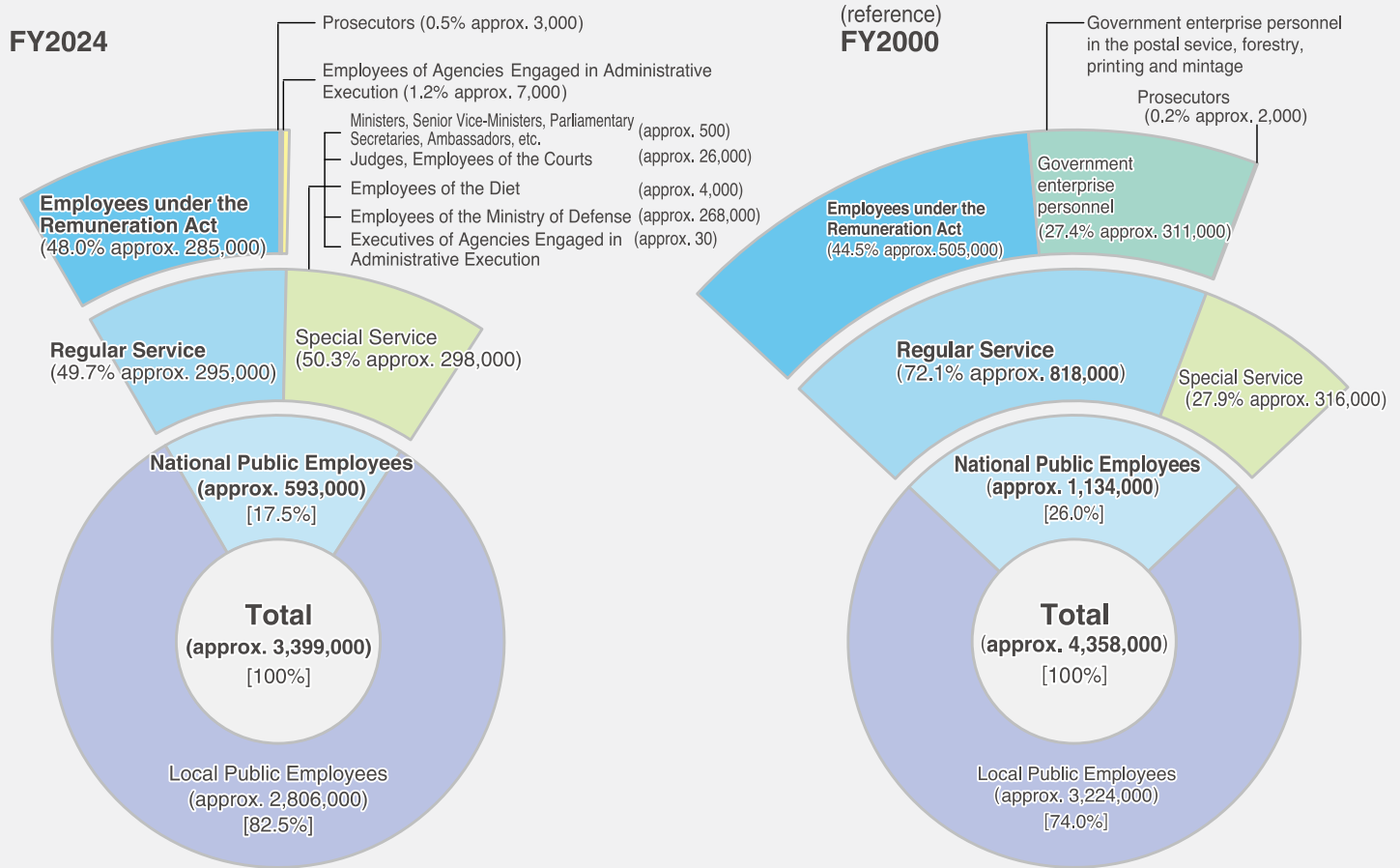
## Secretariat of National Public Service Ethics Board

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

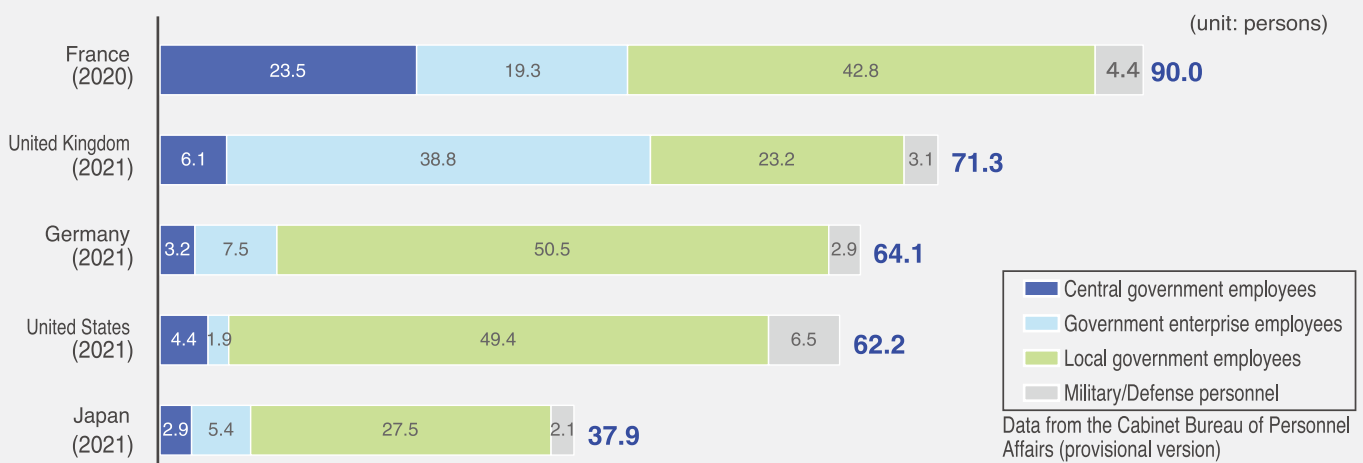
In accordance with the purpose of the National Public Service Ethics Act, which is to ensure public trust in public services, the Secretariat of the National Public Service Ethics Board is responsible for affairs related to the maintenance of ethics pertaining to the duties of national public employees. 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.

# 3 Number and Type of National Public Employees

The number of national public employees amounts to about 593,000 of which the number of employees subject to the NPA Recommendation under the Remuneration Act amounts to approximately 285,000.



## 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 We Are Working On Currently

4

## Fundamental Philosophy

Protecting people's interests, providing world-leading administrative services, and building a vibrant society, in the midst of drastically changing socioeconomic and international circumstances.

- ➡ It is essential to enhance the business management capabilities of government and to attract and develop talented people at all levels of public service organizations.

It is necessary to create an environment in which each employee can be dynamic, and employees' well-being can be realized.

01



Comprehensive efforts to secure diverse and talented human resources to support public service organizations

02



Measures to improve organizational performance through the growth of individual employees

03



Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

Furthermore, in order to realize public employee personnel management suitable for the new era, an expert panel will be set up to discuss issues cross-sectionally without exceptions.

## Challenges and Responses

### Recognized Challenges

### Main Responses

1

#### Securing Human Resources

(Refer to pages 7 and 21)

- Not only securing and training new graduates through recruitment examination, **attracting and securing more human resources with diverse experience and advanced expertise outside of the public sector** is also essential.
- To realize this, it is necessary to promote integrated efforts in terms of **recruitment methods, human resources development, and salaries**.

- ✓ Actively attracting private sector personnel (Enhancement of recruitment of experienced personnel and public-private personnel exchange, expansion of onboarding training)
- ✓ Reviewing the method of conducting recruitment examination
- ✓ Improving remuneration level upon recruitment, and expanding the extent of remuneration raise reflecting their roles and contributions etc.

2

#### Growth of individual employees and improvement of organizational performance

(Refer to pages 11, 17 and 21)

- In order to motivate each employee to grow and improve the performance of the entire organization, **it is important to clarify the career goals of each employee**, and it is also essential to **improve the management skills of executives and managers** who support employees' growth.
- To develop employees, it is also important to **support the independent learning of individual employees** and **promote appointments based on abilities and performance**.

- ✓ Promoting career support initiatives such as career support training
- ✓ Reflecting appropriately the results of personnel evaluations in appointments and realizing well-balanced treatment in remuneration
- ✓ Treating employees appropriately based on their roles and contributions and remuneration measures facilitating personnel rotation etc.

3

#### Improving Working Environment

(Refer to pages 13 and 21)

- To improve employees' motivation and attractiveness of the public service as a workplace, **the development of personnel and remuneration systems enabling employees to work in a manner that respects their individual circumstances** and efforts promoting more flexible work styles are required.
- It is an urgent issue **to improve the work environment as a foundation for employees' well-being, such as by reducing overtime work**.

- ✓ Review of flextime system, ensuring intervals between working hours, establishment of telework guidelines, support for balancing work and family life
- ✓ Reduction of overtime work, improvement of employees' health, efforts toward zero harassment
- ✓ Establishment of telework-related allowance etc.

# 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

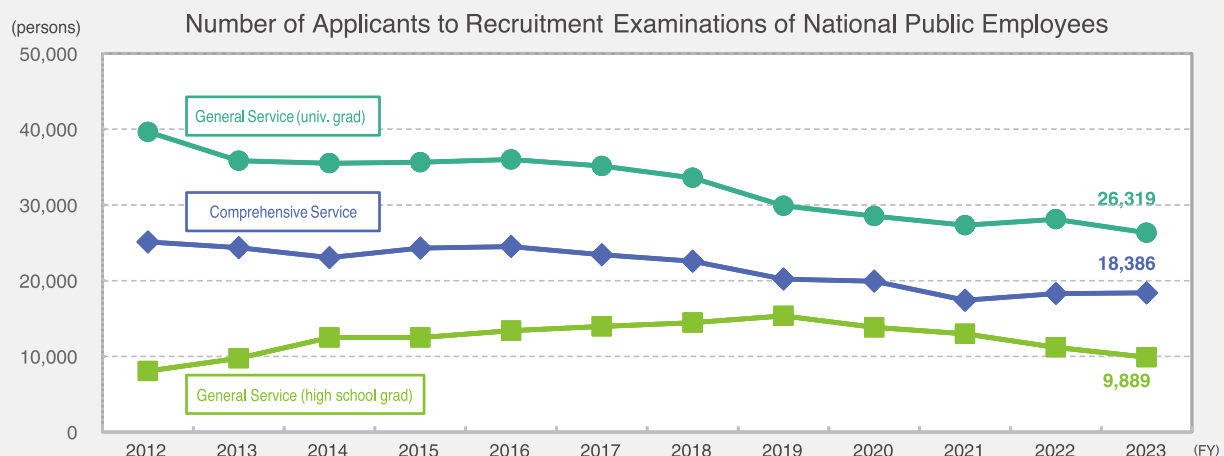
- ▶ examination for university graduate level
- ▶ examination for high school graduates
- ▶ mid-career recruitment examination (for entry level)

### 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 FY2023

(Unit: Persons)

Type of Examination	Number of Applicants	Number of Successful Candidates
Comprehensive Service	18,386 (7,573)	2,450 (821)
General Service (univ. grad)	26,319 (10,910)	8,269 (3,336)
General Service (high school grad)	9,889 (3,688)	3,407 (1,289)
Others	45,455 (15,924)	10,173 (3,799)

(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	Final Number of Successful Candidates
Examination for Experienced Personnel (for Unit Chief level (administrative category))	569(180)	41(15)
Examination for Experienced Personnel of Ministry of Internal Affairs and Communications (for Unit Chief level (technical category))	39(5)	7(1)
Examination for Experienced Personnel of Ministry of Foreign Affairs (for Secretary level)	178(81)	18(9)
Examination for Experienced Personnel of National Tax Agency (for National Tax Examiner level)	644(127)	63(14)
Examination for Experienced Personnel of Ministry of Agriculture, Forestry and Fisheries (for Unit Chief level (technical category))	27(5)	1(0)
Examination for Experienced Personnel of Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level (administrative category))	70(14)	4(0)
Examination for Experienced Personnel of Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level (technical category)) [HQ division]	20(3)	1(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]	24(3)	4(1)
Examination for Experienced Personnel of Japan Tourism Agency (for Unit Chief level (administrative category))	94(36)	2(1)
Examination for Experienced Personnel of Japan Meteorological Agency (for Unit Chief level (technical category))	34(5)	11(3)



## Recent Reform of Recruitment Examinations

Under fierce competition for human resources with private companies, etc., securing excellent human resources for public service is one of the most important issues. And as part of this, the NPA is working to reform the recruitment examination system.

The following is main measures taken for implementation of the examination in 2024 and beyond.

### ■ Moving forward the date of the spring Examination for Comprehensive Service

Bearing the opening day for unofficial job offers by private companies, June 1, in mind, the NPA moves the dates of examination forward, that is, on March 17, 2024, for the first-stage examination (on May 28 for the announcement of final successful candidates) so that each ministry and agency can conduct in-person interview process with final successful candidates earlier.

### ■ Making the Examination for Comprehensive Service easier for people from a variety of specialized fields to take

From 2024, humanities course is added to “Public Administration” division of the Examination for Comprehensive Service (for graduate students) and “Politics, International Affairs, and Humanities” division is created in the Examination for Comprehensive Service (for university graduate level) so that applicants who major in humanities can take the exam in their own area of specialty.

### ■ Review of the basic ability test

From 2024, the number of exam questions on general knowledge field will change from 13 to 6, mainly on current affairs, in the spring Examinations for Comprehensive Service, the Examination for General Service, and for Specialists (all of which are university graduate level) so that it becomes easier for applicants to take than current exams.

In addition to the above, as the NPA indicated in its 2022 Report on Public Employees Personnel Management, it will continue its consideration on **the creation of a new division of the Examination for General Service (for university graduate level), in which specialized ability test is not conducted.** The NPA is also considering to **expand the scope of Examinations for Experienced Personnel**, such as the creation of examinations for hiring private sector personnel as Unit Chief level officials, who will be responsible for policy implementation and follow-up in a wide range of ministries and agencies.

## Fixed term Appointment

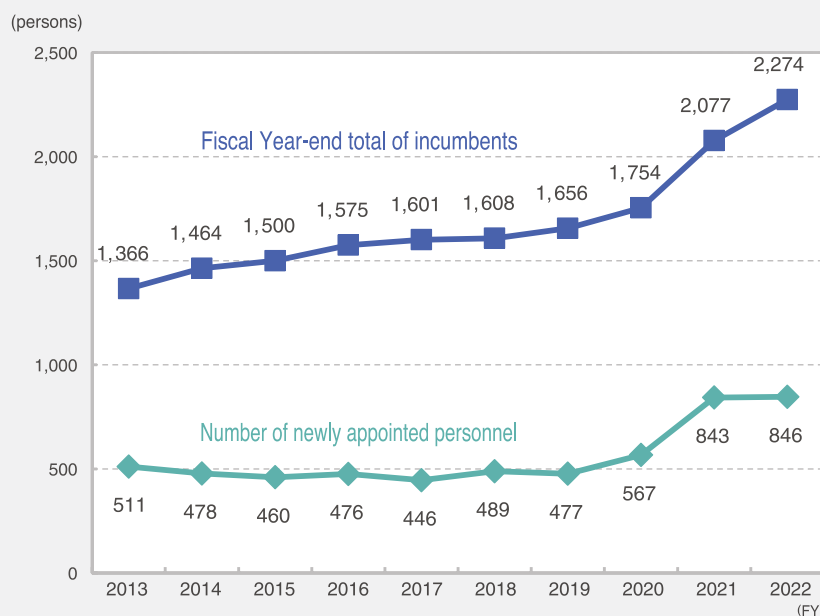
Personnel with expert knowledge and experiences which are useful for the public service are recruited from the private sector with a fixed term of office not exceeding five years.

### [Examples of appointments under this system]

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

### Recent Reviews

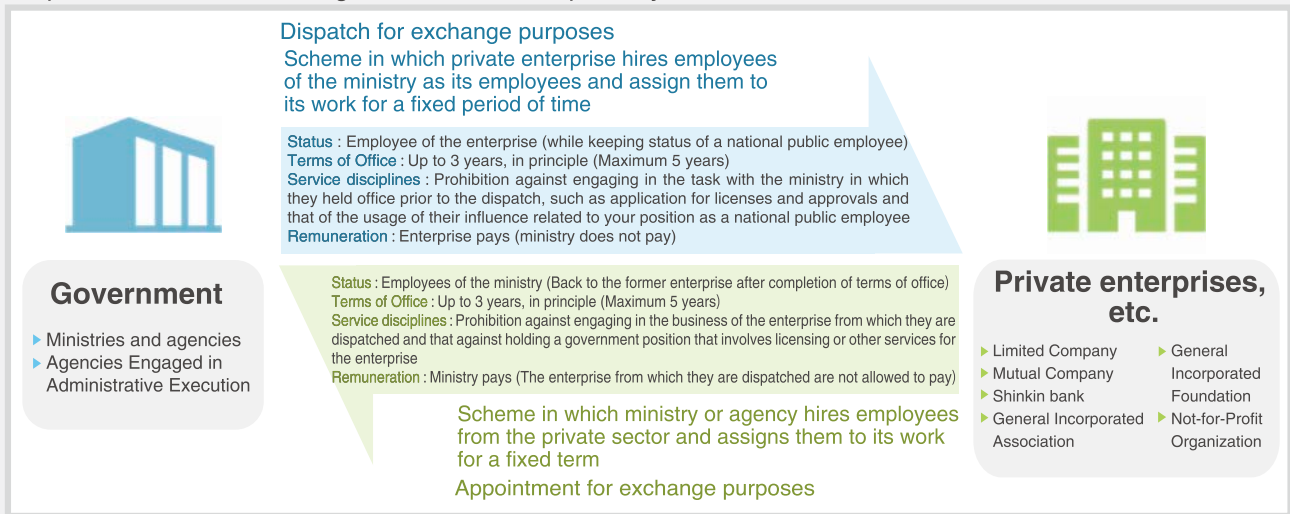
- ▶ In November 2021, the NPA standardized the procedures for hiring General Fixed-term Employees at the level of assistant division directors and below in a ministry or agency's headquarters.
- ▶ In July 2022, regarding the hiring of highly-skilled digital experts as Specified Fixed-term Employees and the hiring of General Fixed-term Employees to positions at the level of division directors or office directors in a ministry or agency's headquarters, as long as certain requirements are satisfied, each ministry or agency can hire them without prior consultation with the NPA.



(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

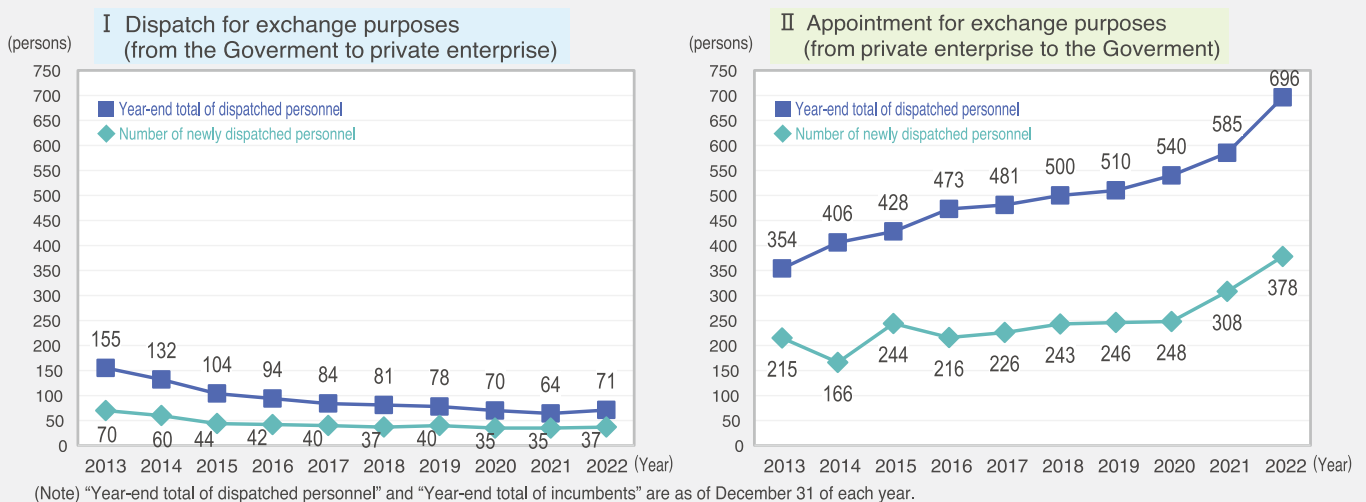
Public-private personnel exchange is a scheme of exchanging personnel between government ministries and private enterprise for human resources development and vitalization of organizational operation and is implemented while ensuring fairness and transparency.



## Recent Reviews

- ▶ Regarding the restriction that the same can make a personnel exchange with the same ministry or agency's organization (a bureau basis) up to three consecutive times, the NPA has revised its application in that it should be applied not on a bureau basis but on a division basis (Effective in January 2023).
- ▶ The NPA has reviewed the screening process to reduce the burden on ministries and agencies and speed up processing (Effective in January 2023).

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



## Remuneration System 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, 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.
- ▶ For Specified Fixed-term Employees, a special salary schedule is applicable, which enables private sector personnel with extremely high levels of expertise to receive monthly salary up to the same amount as that of administrative vice ministers. In addition, performance allowances is payable to those who have achieved exceptionally high performance.

## Other Measures

- ▶ Support Desk for Recruitment from Private Sector provides ministries and agencies with one-stop consultation services.
- ▶ The NPA's website titled "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.

## 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.

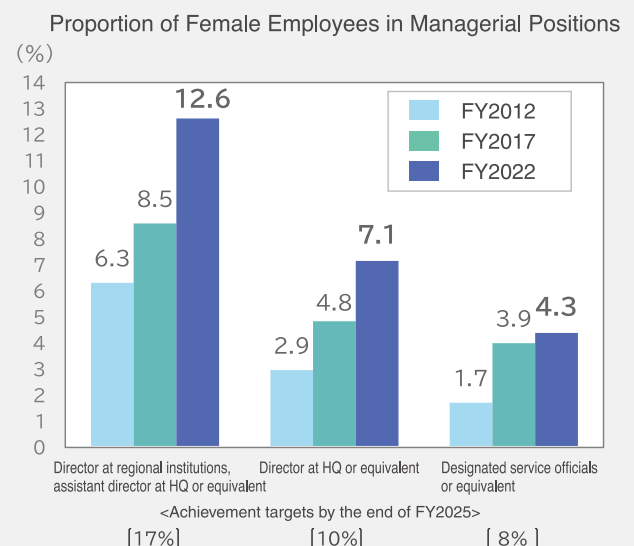
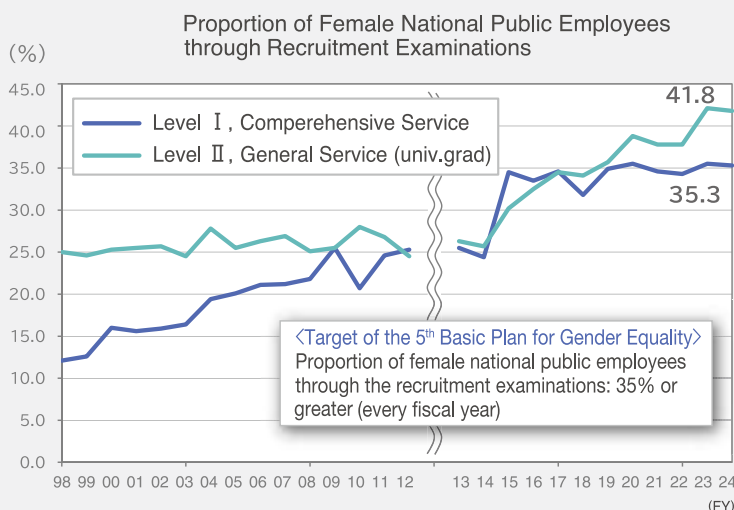


▲ Joint event of the various ministries and agencies including visits to workplace. Each ministry offers a variety of programs, such as office tours, work experience, and dialogue with employees.



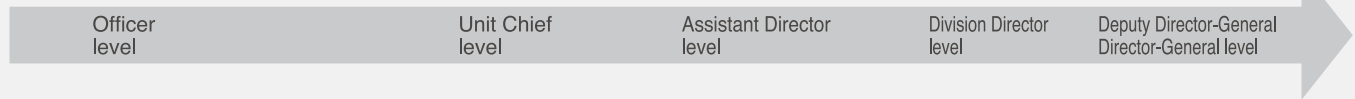
## Recruitment Expansion and Promotion of Female National Public Employees

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.



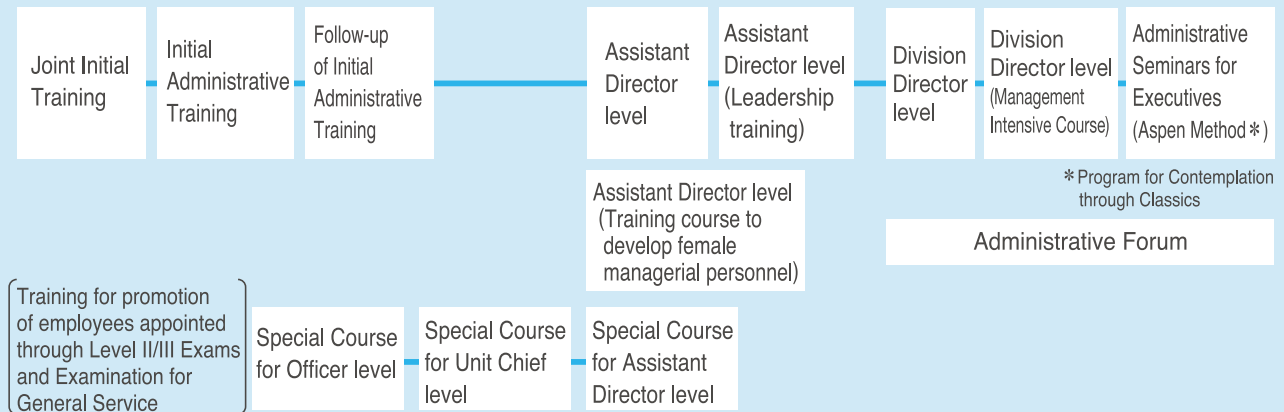
# 6 Human Resources Development

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.



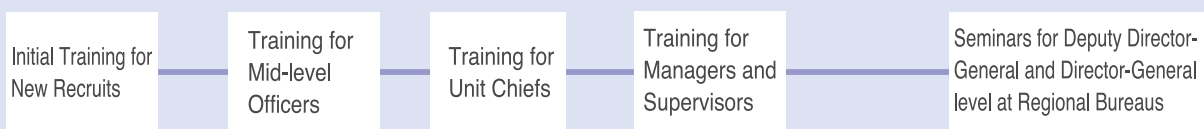
## I Training for Level of Position

### 1. Administrative Training



2. Experience-based training at a consultation service counter for the newly promoted to the D.D.G. level

### 3. Training for Employees of Regional Offices



## 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

Career Support Course 20

Career Development Seminar 30

Training for advancing careers of female employees

Seminar for Supporting Career and Work-Life Balance in the times of Working and Raising Children Together [Newly established]

Training courses to qualify for the examination for Career Consultant (National Certificate) [Newly established]

Courses for Managerial Employees

Training for Executive Officials and Managerial Personnel about Harassment Prevention

Personnel Management Seminar

Online Seminar for the advancement of diverse workforce

Basic management skill training for Assistant Director and Unit Chief level employees [Newly established]

Training for Recruits with Business Experience

Mentor Development Training

## IV Training for Instructors

Training to Enhance Abilities of Training Officers

JKET (Training for Public Employee Ethics)

JST Basic Course (Training for Management of Work and Personnel)



## Administrative Training

~ Training courses for each level of position across government to cultivate "Ideal national public employees"~

Cross-ministerial administrative training programs are conducted for employees who are expected to play a central role in national public administration. The National Institute of Public Administration carries out these programs for level of position (from Officer level to Director-General level).

The basic objectives are to enhance each employees sense of mission as a servant of all citizens, to improve their quality/ability to implement measures from the standpoint of the all citizens and to foster mutual understanding/trust relationships among trainees.

## 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 Overseas Training

The NPA conducts overseas training programs for the purpose of developing human resources that can respond to the continuing globalization of administrative issues.

### Long-term Overseas Fellowship Program

Destination: graduate schools abroad (master's course/doctoral course)  
Duration: 2 years or 1 year (Duration can be extended when a fellow advances to a doctoral course.)

Total number of persons dispatched in FY2022 : 161

Country: US(89), UK(48), France(10), Netherlands(4), Singapore(4), Germany(3), Switzerland(2), PR of China(1)



▲ Dispatched fellow at Saarland University (Germany)

### Short-term Overseas Fellowship Program

Destination: foreign governmental organizations, international organizations, etc.  
Duration: 6 months or 1 year

Total number of persons dispatched in FY2022 : 21

Country: US(9), UK(4), Singapore(2), Sweden (2), Australia (1), Belgium (1), Germany (1), Switzerland (1)



▲ Dispatched fellow at Centers for Disease Control and Prevention (US)

## 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.

### 【Career Support Course 20】

The course provides employees in their 20s from various ministries and agencies with an opportunity to think proactively about their own career and gain new insights.

### 【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.

# 7 Improving Working Environment

While values regarding lifestyle and work styles diversify, the NPA is working to promote more flexible work styles that allow employees to work at time and place that suits their wishes and circumstances so that they can work with a sense of fulfillment and vitality.

The NPA is also working to reduce overtime, improve the health of employees, and realize a harassment-free workplace.



## Working Hours System

### Outline of Working Hours System

National public employees are not covered by the Labor Standards Act but are subject to the Working Hours Act to facilitate the operation of the public service. With the aim of securing appropriate working conditions for the employees, the NPA makes recommendations to adjust working hours, etc. in accordance with the general conditions of society and develops various types of systems.

The employees' working hours are 38 hours and 45 minutes per week and 7 hours and 45 minutes per day in principle. A flextime system covers all employees in principle, and they are allowed to flexibly set their working hours. The employees engaged in services which 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.

### Promotion of institutional reforms to implement flexible work styles

#### ■ Review of flextime system

In order to further enable individual employees to secure their health and work in accordance with their wishes and circumstances, the NPA revised the flextime system so that employees are able to set up to one day per week which working hours are not allocated to, to take effect from April 2025.

#### ■ Ensuring intervals between working hours

It is essential for maintaining good health to secure sufficient time for sleep and other activities by setting intervals between working hours, and is also important for pursuing a work-life balance. Therefore, ministries and agencies have been obliged to make efforts to ensure intervals between working hours since April 2024. The NPA will promote taking the necessary measures to ensure the intervals in cooperation with other ministries and agencies.

#### ■ Review of a span of period for taking summer leave and usage credit of annual leave

From 2024, the period of summer leave for employees who have difficulty taking it during the period from July to September due to work-related reasons has been extended by one month before and after the period. Furthermore, annual leave for shift employees can now be taken in increments of 15 minutes, in addition to days and hours.

#### ■ Establishment of Telework Guidelines

It is believed that making the workplaces of national public employees more flexible through the use of telework will contribute to improving the efficiency of public service and the attractiveness of their workplace. In order to expand telework in public service workplace and ensure its appropriate and fair operation, the NPA, in cooperation with the Cabinet Bureau of Personnel Affairs, established the Telework Guidelines as a unified standard in FY2023.

## 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.

- ▶ In order to instruct thoroughly toward the goal of reducing overtime work, the Office of Investigation and Guidance on Working Hours, which was newly established in April 2022, instructs ministries and agencies to properly manage overtime hours based on objectively recorded time in office.

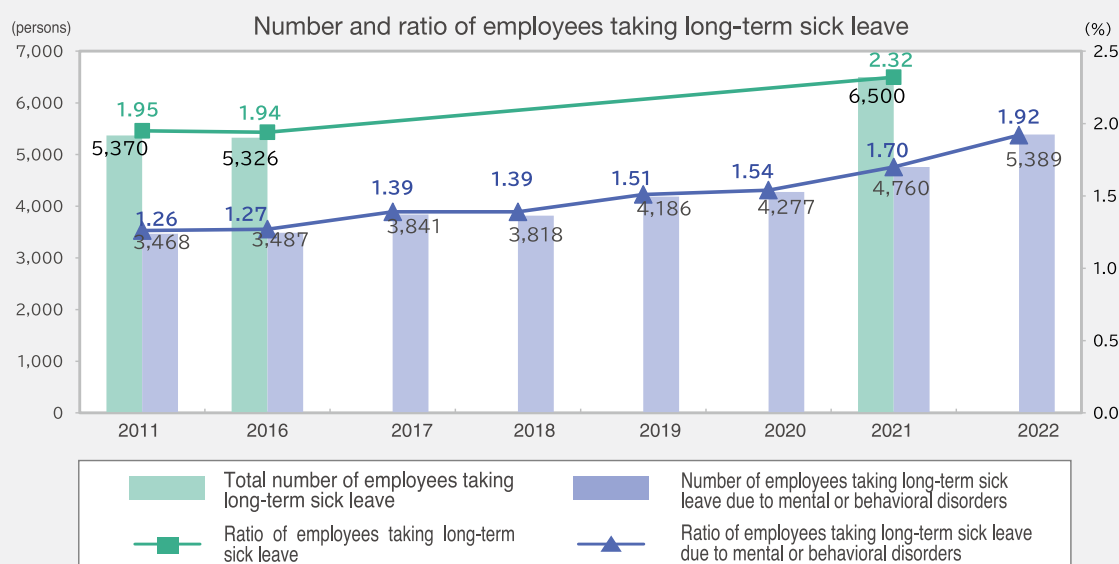
## Promotion of Measures for Mental Health Development

In order to realize the wellbeing of employees, it is extremely important to improve their own health, and we are working to improve health management systems and promote effective health management measures in each ministry and agency.

In addition, the number of cases involving mental health problem accounts for more than 70% of all long-term sick leave cases, the rate of person who take long-term sick leave due to mental health problem is rising year by year. Therefore, the NPA is actively promoting mental health measures for national public employees.

#### <Main Measures>

- ◆ The NPA considers strengthening the health management system in each ministry and agency.
- ◆ Holding “Counseling Office for Mental Health Care” offered by physicians, etc. (10 locations nationwide). Online consultation is extended to all regional bureaus from FY2023 and its expanded usage is encouraged.
- ◆ Implementation of a stress check system and support of measures to improve working environments
- ◆ Raising awareness of mental health through training and self-learning materials
- ◆ Facilitating smooth return to work using a program called “Going to Work on a Trial Basis”





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

In order to create a workplace where everyone can fulfill their abilities, it is necessary to have a system that enables both men and women to continue to work without any anxiety while taking care of their children and other family members. Based on these circumstances, the NPA works hard to improve various types of support systems, including childcare leave and nursing leave. The amendment of Child-Care Leave Act became effective in October 2022 and it has become possible for employees to take childcare leave up to two times in principle (In addition, postpartum childcare leave for fathers can be taken up to two times). The NPA is raising awareness among employees through publication and distribution of leaflets.

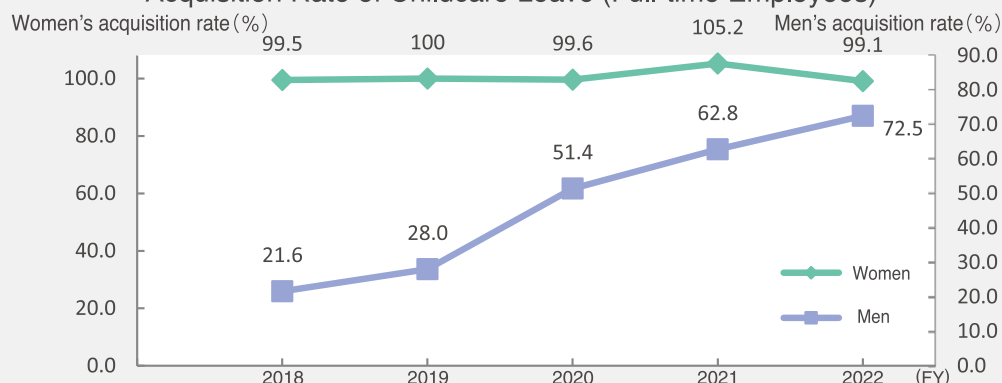
Leaves	
<b>Childcare leave</b>	<ul style="list-style-type: none"> <li>Until a child becomes 3 years old (up to two times, in principle) (In addition, postpartum childcare leave for fathers can be taken up to two times)</li> </ul>
<b>Nursing leave</b>	<ul style="list-style-type: none"> <li>6 months or less per family member (can be taken in up to three instalments) (Re-acquisition is possible for each condition requiring care needs.)</li> </ul>
<b>Childcare short-time</b>	<ul style="list-style-type: none"> <li>Until a child enters elementary school (Half-day work, etc.)</li> </ul>
<b>Childcare hours</b>	<ul style="list-style-type: none"> <li>Until a child enters elementary school (Up to 2 hours a day)</li> </ul>
<b>Nursing hours</b>	<ul style="list-style-type: none"> <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>
<b>Childcare Time</b>	<ul style="list-style-type: none"> <li>Until the child becomes 1 year old (Twice a day for up to 30 minutes each)</li> </ul>
<b>Birth Support Leave</b>	<ul style="list-style-type: none"> <li>5 days/year for hospital visits, etc. for infertility treatment (5 additional days if undergoing IVF or ICSI)</li> </ul>
<b>Prenatal and Postnatal Leave</b>	<ul style="list-style-type: none"> <li>Before delivery: 6 weeks before the estimated delivery date</li> <li>Postpartum: 8 weeks after the day of birth</li> </ul>
<b>Spouse Childbirth Leave</b>	<ul style="list-style-type: none"> <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>
<b>Leave for participating in childcare</b>	<ul style="list-style-type: none"> <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>
<b>Leave for nursing children</b>	<ul style="list-style-type: none"> <li>5 days (until a child enters elementary school) 10 days if the employee concerned has 2 or more children</li> </ul>
<b>Short-term nursing leave</b>	<ul style="list-style-type: none"> <li>5 days a year (10 days if the employee concerned has 2 or more family members in care-requiring condition)</li> </ul>
※ : Unpaid      : Paid	

Changes in Working Hours	Avoidance of Overtime Work/Late-night Work
<b>Flextime system for employees engaged in childcare and nursing care</b>	<b>Restriction on late-night work</b>
<ul style="list-style-type: none"> <li>Can be shortened up to 4 hours a day</li> <li>Employees can take another day off in addition to Saturday and Sunday ※ More flexible than the usual flextime system</li> </ul>	<b>Restriction on overtime work</b>
<b>Early or late work starting time</b>	<ul style="list-style-type: none"> <li>Up to 24 hours a month and up to 150 hours a year</li> </ul>
<ul style="list-style-type: none"> <li>Employees can choose a working pattern they want from various options.</li> </ul>	<b>Exemption from overtime work</b>

The purpose of the work-life balance support system is not only to enable employees to take care of children but also to allow employees to develop their career, maximize their long-term performance and to contribute to efficient public administration. The NPA is committed to promoting childcare by male employees, and in FY2022, the percentage of male employees who newly started childcare leave exceeded 70% for the first time.

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



Source : "Survey concerning the Use of Work-life Balance Support-related Systems" (FY2018 to FY2022)  
 Note : The "Acquisition Rate" in FY2022 is the percentage of the number of employees who newly started childcare leave in FY2022 (a) to the number of employees whose child was born in FY2022 (limited to employees eligible for childcare leave) (b) (a/b). "a" includes employees whose child was born before FY2022 and newly started childcare leave in FY2022. Therefore, the acquisition rate may exceed 100%.

## A Symposium on Balancing Infertility Treatment and Work

Birth support leave was introduced in January 2022 to support the balance between infertility treatment and work. In order to promote the use of the leave, the NPA distributes leaflets and Q&As about the leave, holds symposiums on balancing infertility treatment and work, and takes other necessary measures to create a workplace environment that encourages the use of the leave.



▲ Scene of a symposium (February 2023)

## Promotion of Preventive Measures against Harassment

The public sector has been taking the lead in implementing measures against harassment to create a working environment where everyone is respected.

### "Power Harassment" (Abuse of Authority in Workplaces)

In April 2020, the NPA Rule 10-16 (Prevention of power harassment, etc.) was enacted to take measures to prevent power harassment (effective from June 2020).

- ▶ It stipulates that the employees shall not commit power harassment.
- ▶ It makes it mandatory for each ministry and agency to prevent power harassment and to provide their employees with relief.
- ▶ Distributed a training video to each ministry and agency which included visualization and explanations of possible cases related to power harassment.



### Sexual Harassment and Harassment regarding Pregnancy, Childbirth, Childcare, or Nursing Care

In conjunction with the enactment of the NPA Rule 10-16 in 2020, NPA Rule 10-10 (Prevention of sexual harassment, etc.) and NPA Rule 10-15 (Prevention of harassment related to pregnancy, childbirth, childcare or nursing care) were also amended, in which the duty of employees changed from a simple requirement of a duty of care ("must be careful not to engage in harassment") in the prior provision, to a provision of prohibition ("must not engage in 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 prepares training materials for self-study with the goal to raise all employees' awareness about basic matters related to harassment, and distributes them to each ministry and agency.

## 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.

## Operation of Accident Compensation System

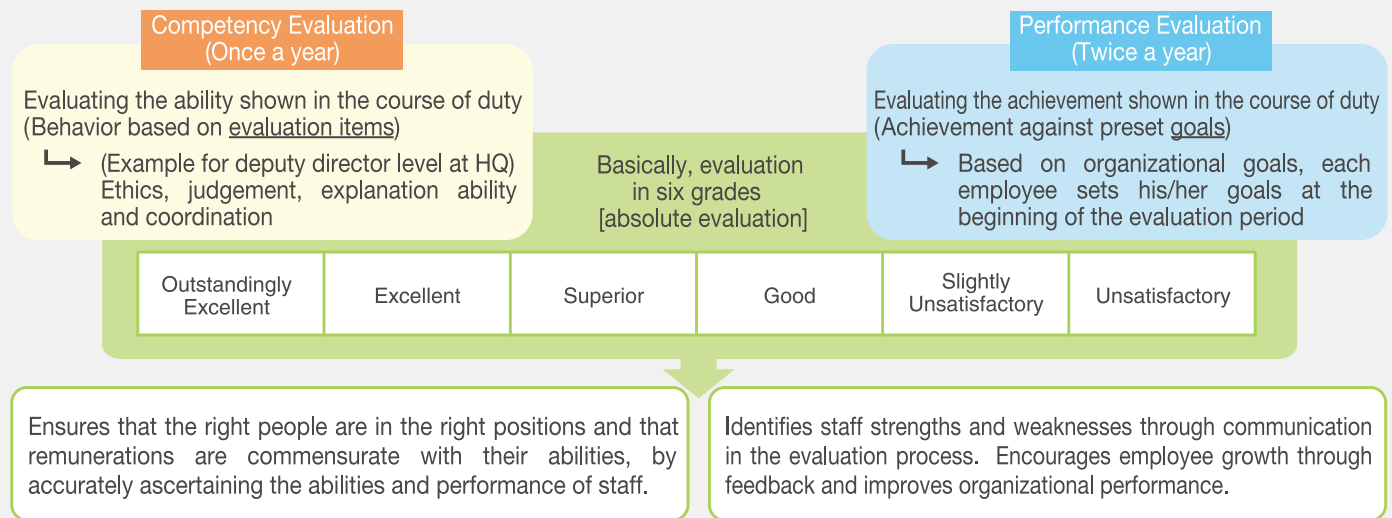
The objectives of the Accident Compensation System are to provide compensation for damages caused by the accidents that employees experience in the course of duty (accident on duty) or during commuting to and from work (accident while commuting); and to provide afflicted employees with a welfare service to facilitate their return to work, etc.

Each ministry and agency directly engages in compensation and welfare services. Meanwhile, the NPA is responsible for the establishment of the standards, guidance and comprehensive coordination to help each ministry and agency carry out such compensation and welfare services.

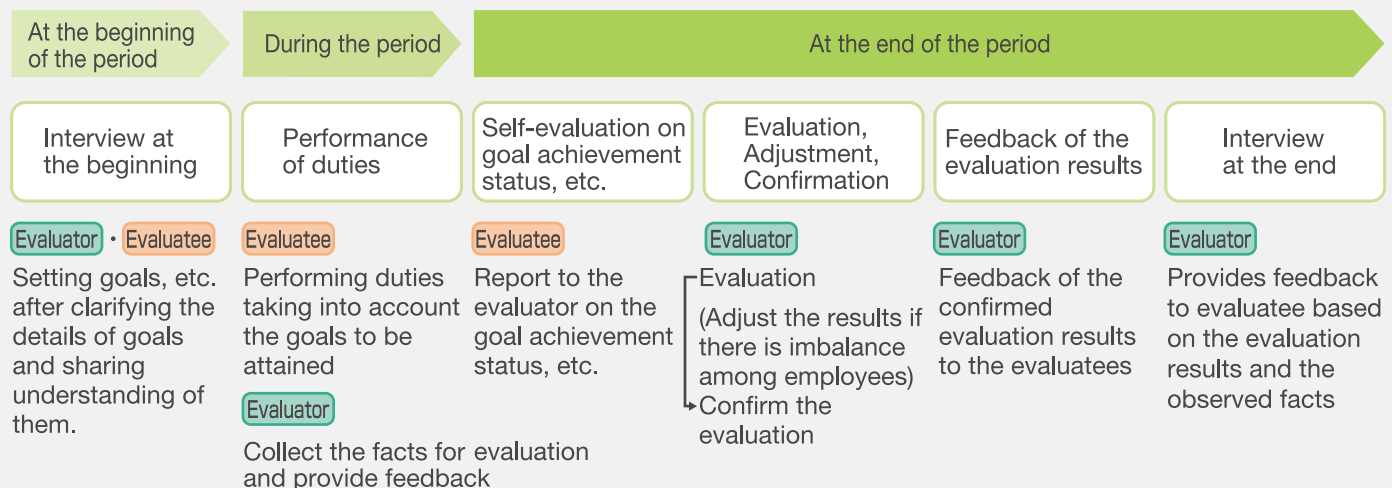
# 8 Personnel Management based on Ability and Performance ~ Utilization of Personnel Evaluation ~

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



## Flowchart of Personnel Evaluation (Basic Pattern)



## Cycle for conducting personnel evaluations and utilizing evaluation results



## Utilization for Pay Step Increase

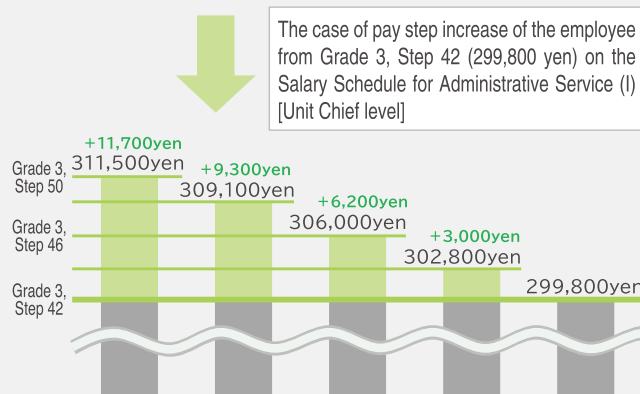
The rank of pay step increase is determined based on the personnel evaluation result for the past year. (Date of pay step increase: January 1)

※The number of pay steps increased and the upper limit of the ratio of employees 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)	Competency Evaluation	Rank of pay step increase	A	B	C (average)	D	E
	+	Number of pay steps increased	8 steps or more	6 steps	4 steps	2 steps	No step increase
	Performance Evaluation (2 times)	Upper limit of the ratio of employees who can be classified 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).

		Performance Evaluation (Two times, random order)									
		Outstandingly Excellent	Outstandingly Excellent	Excellent	Outstandingly Excellent	Excellent	Superior	Outstandingly Excellent	Excellent	Superior	Good
		Outstandingly Excellent	Excellent		Superior			Good			
Competency Evaluation (One time)	Outstandingly Excellent	First Group			Second Group						
	Excellent										
	Superior										
	Good										



## Utilization for Diligence Allowance (Bonus)

※For employees at the rank of Deputy Director level or below.  
※Performance Coefficient is as of April 2024

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 (121.5/100 or above and 205/100 or less)	5% or more	Excellent	or above
Excellent (110/100 or above and less than 121.5/100)	25% or more	Superior	or above
Good (Average) (98.5/100)	—	Good	or above
Not Good (90/100 or less)	—	Slightly Unsatisfactory	or below

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.

	Promotion to the position below Director level at HQ	Promotion to Director level at HQ	Promotion to Deputy Director level at HQ or above
Competency Evaluation	〈Results of two most recent evaluations〉 One <b>Superior</b> or above	〈Results of two most recent evaluations〉 One <b>Excellent</b> or above	〈Results of two most recent evaluations (in random order)〉 One <b>Excellent</b> or above One <b>Superior</b> or above
Performance Evaluation	〈Results of four most recent evaluations〉 One <b>Superior</b> or above	〈Results of four most recent evaluations〉 One <b>Superior</b> or above	〈Results of four most recent evaluations〉 One <b>Excellent</b> 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.



# 9 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)
Allowances	<ul style="list-style-type: none"> <li>• Family Allowance</li> <li>• Housing Allowance</li> <li>• Commuter Allowance</li> <li>• Family-unattended-transfer Allowance</li> <li>• Teleworking allowance</li> <li>• Area Allowance (paid to employees working in the areas where wage levels in the private sector are high)</li> <li>• Wide-area Transfer Allowance</li> <li>• Managerial Allowance (paid to employees in managerial positions)</li> <li>• Headquarters Duty Adjustment Allowance</li> <li>• Hardship Duty Allowance</li> <li>• Overtime Allowance, etc.</li> </ul>
Bonus	<ul style="list-style-type: none"> <li>• End-of-term Allowance</li> <li>• Diligence Allowance</li> </ul>

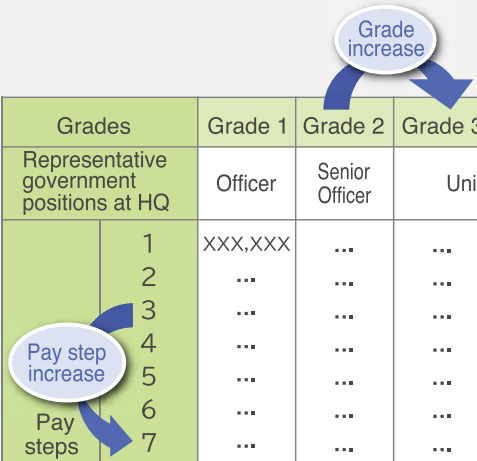
## ■ Principle of Remuneration based on Official Duties and Responsibilities

- ▶ 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 18.)

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



Grades		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		Assistant Director		Director of Office		Division Director	
Pay steps	1	XXX,XXX	...	...	...	...	...	...	...	...	...
	2	...	...	...	...	...	...	...	...	...	...
	3	...	...	...	...	...	...	...	...	...	...
	4	...	...	...	...	...	...	...	...	...	...
	5	...	...	...	...	...	...	...	...	...	...
	6	...	...	...	...	...	...	...	...	...	...
	7	...	...	...	...	...	...	...	...	...	...
	8	...	...	...	...	...	...	...	...	...	...
	9	...	...	...	...	...	...	...	...	...	...
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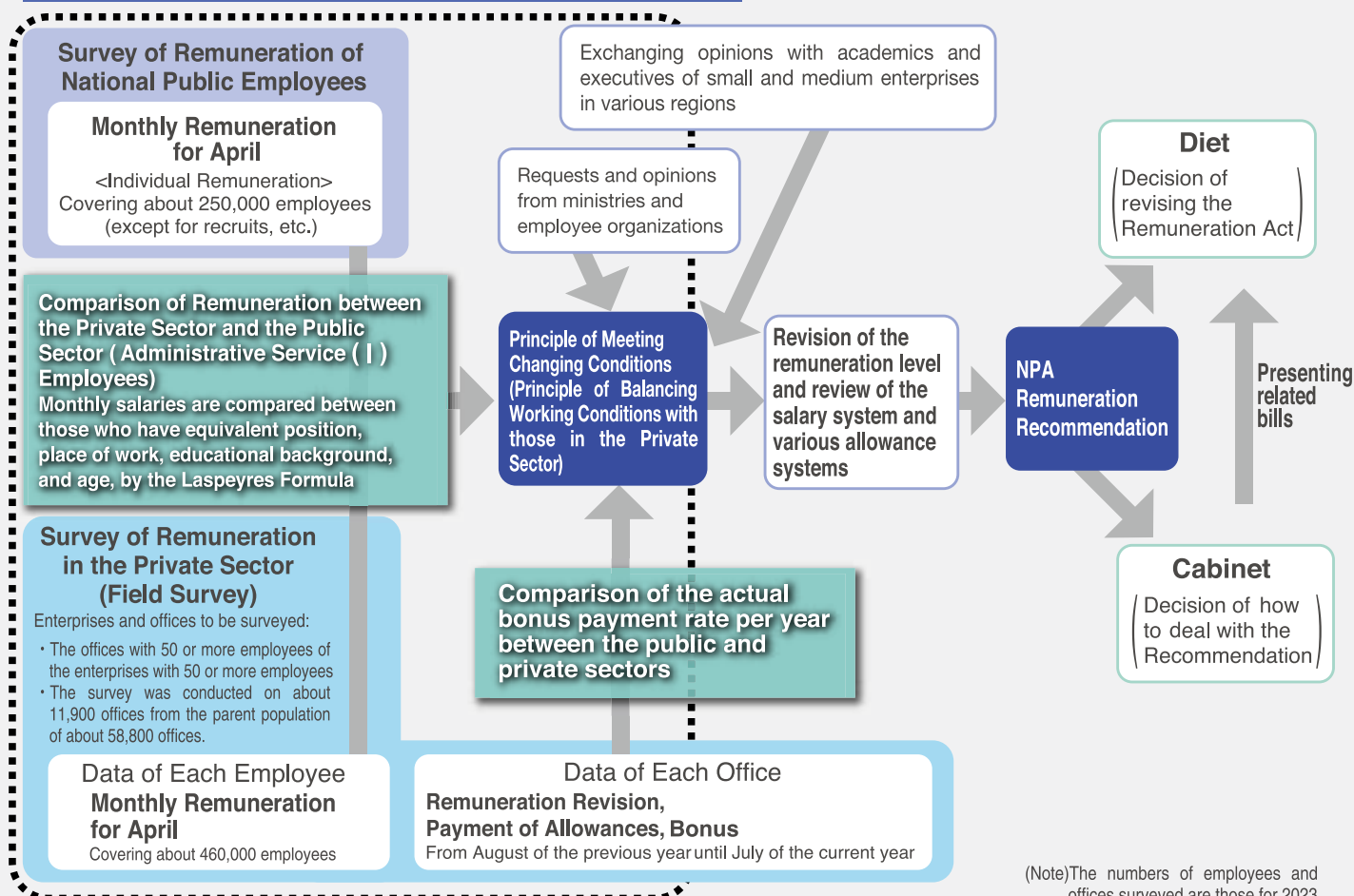
## Remuneration Recommendation

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 full-time employees in private establishments with 50 or more employees on the enterprise scale basis accounts for over 60% of all the full-time employees in private establishments.

## Points of 2023 Remuneration Recommendation

### Approximately ten times increase in base pay compared to the average of the previous five years

- Monthly Remuneration: Raise of 0.96% (3,869 yen) on average  
 Raises are made with emphasis on salary for young employees, including initial salaries for new recruits. (High school graduates: Approx. 8% [12,000 yen], University graduates: Approx. 6% [11,000 yen] )
- Bonus: Increase of 0.10 x monthly remuneration (4.40 months → 4.50 months)  
 Based on the situation of payment in the private sector, increases are equally allocated to the end-of-term allowance and diligence allowance.
- Creation of a new allowance: For employees who work mainly by telework, teleworking allowance of 3,000 yen per month is newly created.



▲ August 7, 2023  
 The President of the NPA, Kawamoto Yuko, submitted the Recommendation to Prime Minister, Kishida Fumio (Courtesy of the Cabinet Public Relations Office)

### Remuneration Recommendation in the Recent Years

	Month	End-of-term and Diligence Allowances (bonus)	
	Ratio of revision (amount)	Number of months per annum	Change from the previous year
2019	0.09% (387 yen)	4.50	0.05
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

### [Reference] Model Remuneration per Annum

Model			2023 [after the recommendation]
Regional Office	Officer	age: 22 (Initial salary for employees recruited through General Service Examination (Univ. Grad.))	3,222,000 yen
	Unit Chief	age: 35	4,638,000 yen
	Division Director	age: 50	6,761,000 yen
Headquarters	Officer	age: 22 (Initial salary for employees recruited through Comprehensive Service Examination (Univ. Grad.))	4,060,000 yen
	Assistant Director	age: 35	7,307,000 yen
	Division Director	age: 50	12,717,000 yen

## Update of Remuneration System

The NPA is working to update remuneration system for human resources management in response to changes in society and the civil service.

### “Draft framework of items to be considered for measures toward 2024” described in the Report on HRM in the Public Service on the occasion of 2023 Remuneration Recommendation

~Heading toward a system more tailored to employees' job duties, abilities, and achievements, and is convincing to stakeholders with various backgrounds~

#### ① Securing Human Resources

Improve remuneration levels at the time of hiring and expand salary increases based on roles and activities in order to change the traditional image of public service remuneration among potential applicants

##### ① Treatment of new graduates and young and middle employees

- Increase in initial salary for new graduates
- Raise the minimum level of salaries for unit chief level to assistant director level in ministry HQ
- Increase in the maximum bonus amounts for the best performers

##### ② Treatment of private sector personnel

- Raise the minimum level of salaries for unit chief level to assistant director level in ministry HQ (reposted)
- Expand bonuses for specified fixed-term employees
- Provide allowance for commuting by Shinkansen and family-unattended-transfer from the time of hiring

#### ② Improve organizational performance

While reflecting the roles, abilities, and achievements of the employees and treating them appropriately for their contributions, facilitate personnel rotation to maintain public services throughout the country.

##### ① Treatment of employees in accordance with their roles and contributions

- Raise the minimum level of salaries for unit chief level to assistant director level in ministry HQ (reposted)
- Revise the salary system for division directors/office directors in ministry HQ to place more emphasis on job responsibilities
- Expand allowances for overtime work for management staff
- Increase in the maximum bonus amounts for the best performers (reposted)

##### ② Support for smooth personnel rotation

- Broadly group regional allowances
- Review the amount of allowance for commuting by Shinkansen
- Expand allowances for pre-mandatory-retirement-age reappointed short-time employees

#### ③ Responding to the diversification of work styles and lifestyles

Encourage employee's choices as their work needs and lifestyles diversify

- Review the family allowance
- Establishment of new teleworking allowance (effective in April 2024)
- Provide allowance for commuting by Shinkansen and family-unattended-transfer from the time of hiring (reposted)
- Review the amount of allowance for commuting by Shinkansen (reposted)

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 Bargaining		Right to Strike
				Right to Conclude Collective Agreements	
National public employees	Employees under the Remuneration Act	○	△ (※2)	×	×
	Police officers Coast Guard officials Penal institution employees	×	×	×	×
	Employees of agencies engaged in administrative execution	○	○	○	×

※1 ○ indicates a right recognized; △ indicates a right partially denied; and x indicates a right denied.

※2 Labor-management negotiations can be carried out.

## 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

- 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.
- 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.
- 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.

## 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 a gradual raise of mandatory retirement age, reappointment system, 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.

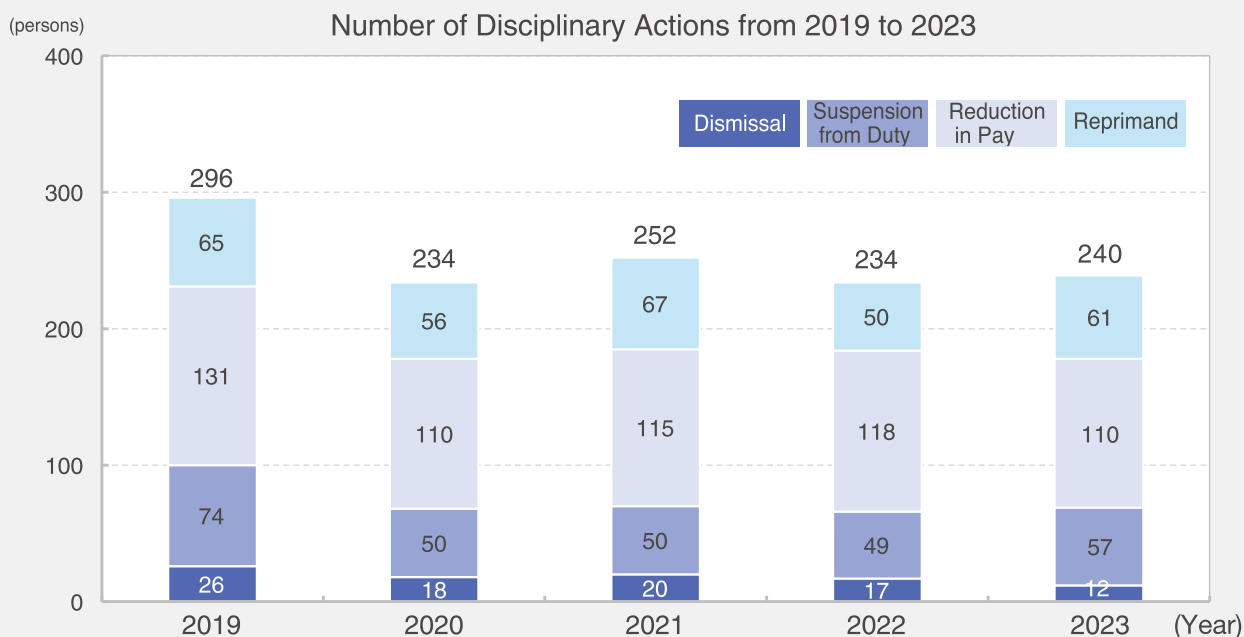
### Obligation of Service Discipline

- ✓ 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.

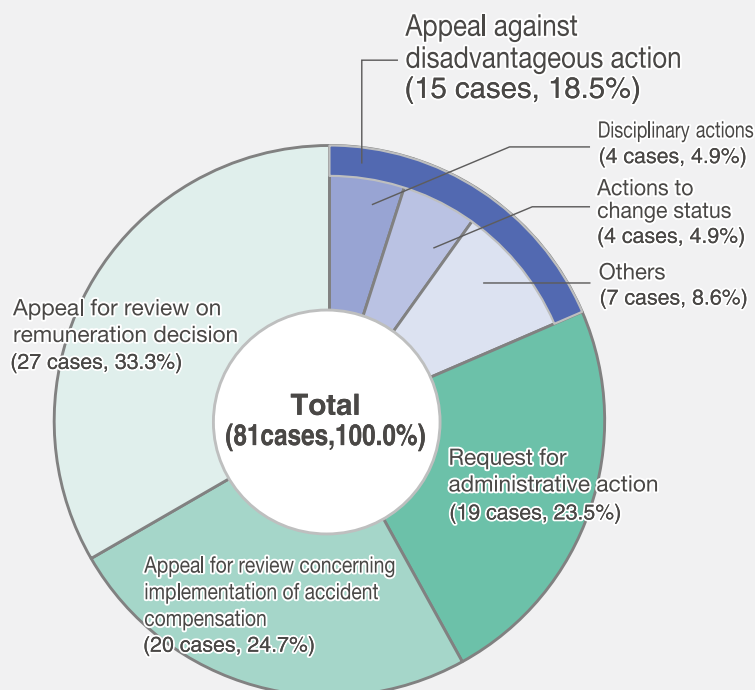
### Appeal for Review concerning Implementation of Accident Compensation, etc.

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 FY2022



## Examples of Judgements

### Approved appeals

Content of appeal	Summary of judgement
Appeal for review on implementation of accident compensation (Acknowledgement of accidents on duty)	In evaluating the petitioner's work conditions prior to the onset of the illness, it can be seen that the petitioner worked long hours, engaged in work involving significant mental strain, such as negotiation with external parties for a considerable period of time, and also engaged in work involving a heavy workload such as disaster response. It can be observed that the petitioner's pre-existing health problem got worsened much significantly beyond the natural course of the symptom, and it developed the disease by his engaging in the particularly excessive workload compared to his normal work duties. Since a reasonable causal relationship between the disease and the official duties is recognized, the implementing agency should acknowledge this as a disease in line of duty.

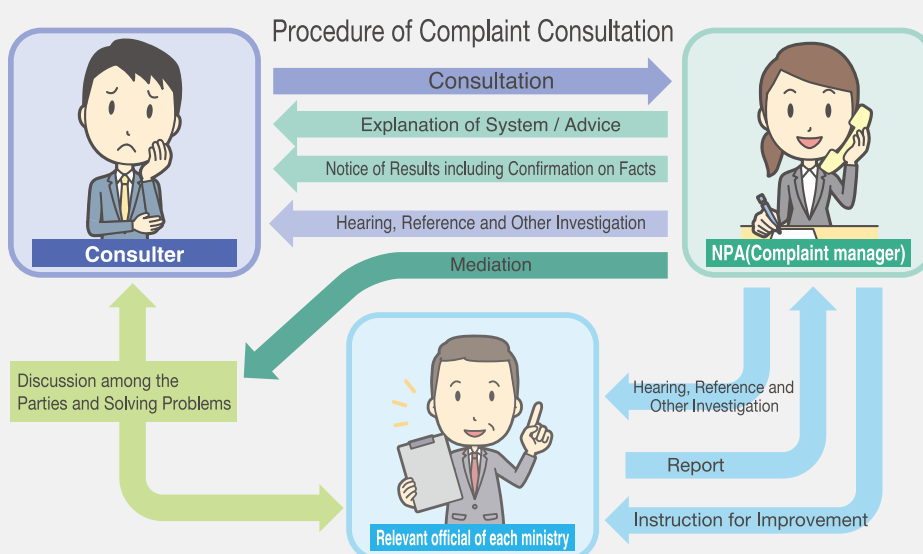
### Rejected appeals

Content of appeal	Summary of judgement
Appeal against disadvantageous action (Grade decrease)	As the claimant's workload was found to be limited and involved less difficulty than those of the regular comparative staff, and the claimant failed to perform duties as directed and communicate adequately, the claimant's poor work performance was recognized. In addition, the claimant did not improve after remedial measures and written warnings. The grade decrease for the claimant is deemed appropriate because the claimant had difficulty in performing the duties of an employee whose grade is Grade 2 of Salary Schedule for Administrative Service (I).

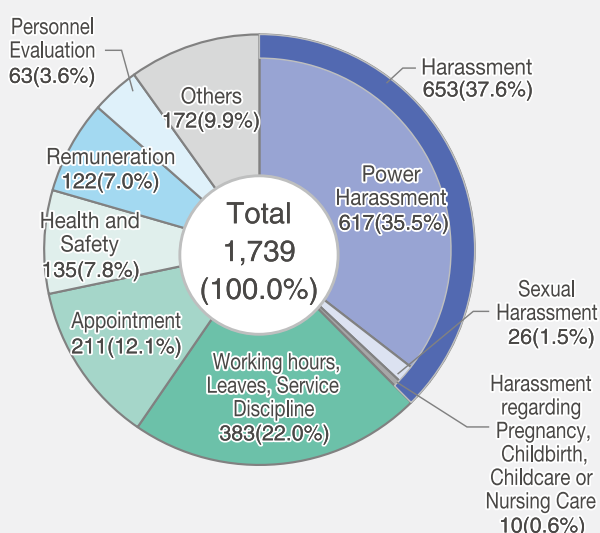
## Consultation of Working Conditions and Environment, etc.

Employees can consult with the NPA 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 explanation on the relevant systems as well as advice in accordance with the content; and by requesting the Cabinet Office and each ministry to investigate the facts, etc., with the consent of those asking consultation.

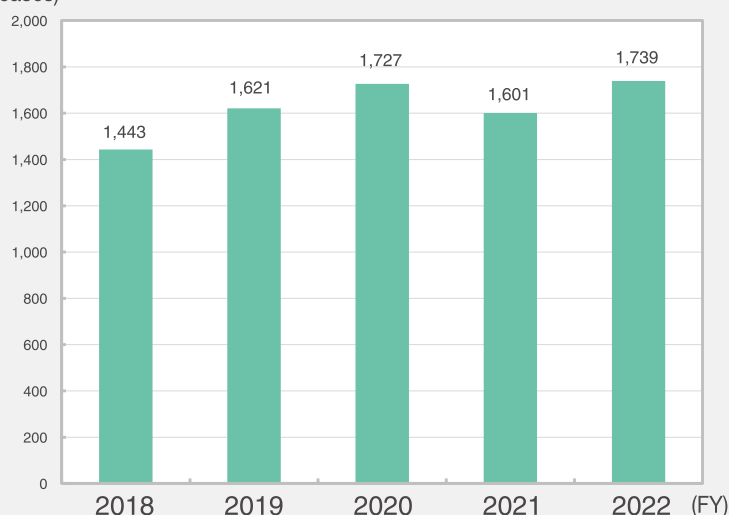


Number of Consultations by Content (FY2022)



(cases)

Number of Consultations



The NPA accepts consultations at the headquarters and regional bureaus (local office).

Contents of consultations were mainly about personal relationship in the workplace, such as power harassment and other forms of harassment.

## Example of Consultation

### Outline of Consultation

An executive official of the consuler'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 consuler's ministry and asked the ministry to investigate the facts and take other necessary measures. Subsequently, the ministry reported to the NPA as follows:

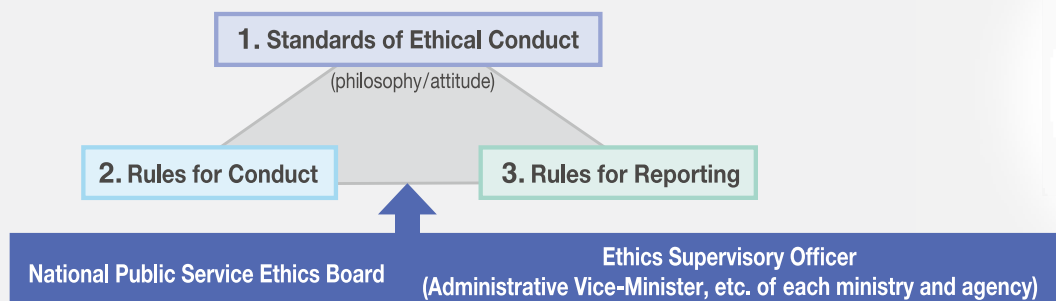
- The ministry cautioned the offender that his behavior (loud reprimands while banging on the desk and verbal abuse) constitute power harassment and provided him an instruction, resulting in improvement of his attitude.
- Supervisors of the offender continued to oversee his behavior, conducted counselling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

### System for Maintenance of Ethics



### 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 aware 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 dining and drinking (Employees may dine together with interested parties as long as they pay for themselves.)
- ✓ Playing games/golf or taking a trip together

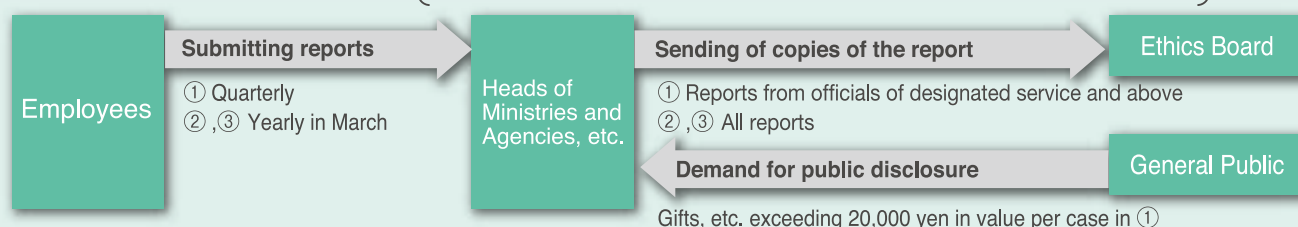
Even from those who are not "interested parties," employees shall not receive entertainment or a treat exceeding the limit of socially accepted convention.

### 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.

- |                                     |   |
|-------------------------------------|---|
| ① Reports on receipt of gifts, etc. | A report shall be submitted by the employees at the rank of Assistant Director at HQ and above with respect to the receipt of gifts, etc. exceeding 5,000 yen in value. |
| ② Reports on share dealings, etc.   | A report shall be submitted by the officials at the rank of Deputy Director-General at HQ and above.  |
| ③ Reports on income, etc.           | A report shall be submitted by the officials at the rank of Deputy Director-General at HQ and above throughout the previous year.                                       |





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 (FY2023)  
(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



Number of dispositions, etc., taken for violations of the Ethics Act or the Ethics Code



## 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

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.



▲ NPA President's Award ceremony (February 2024)

## Award Recipients in FY2023

**Mr. NOGUCHI Hideki, Special Assistant to the Director, International Affairs and Engineering Development Office, Administration and Planning Division, Maritime Traffic Department, Japan Coast Guard**



▲ Mr. NOGUCHI, center, is serving as a chair at the international conference.

**TECH FORMING Team, Policy Open Laboratory, Financial Services Agency**



▲ The Team sponsors programming workshop for employees.

**Naniwa Juvenile Training School, Ministry of Justice**



▲ School building and scene of the class, now (above) and in the past (below).

**Crew Members, Kaiyo-Maru, Fishery Research Vessel, Fisheries Agency**



▲ Crew members are conducting fishery research in bad weather condition.

**TEC-FORCE, Kyushu Regional Development Bureau, Ministry of Land, Infrastructure, Transport and Tourism**



▲ TEC-FORCE members are using drones to survey disaster-affected area.

**Meteorological College, Meteorological Agency**



▲ Meteorological College students are conducting volcano observation training.



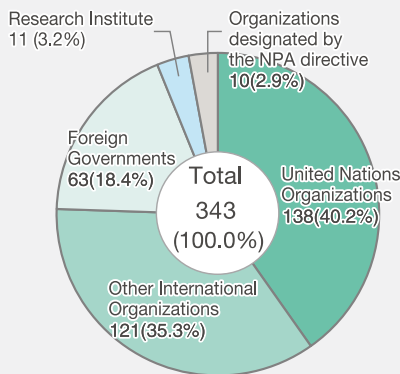
## Promotion of International Cooperation and International Exchange

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.

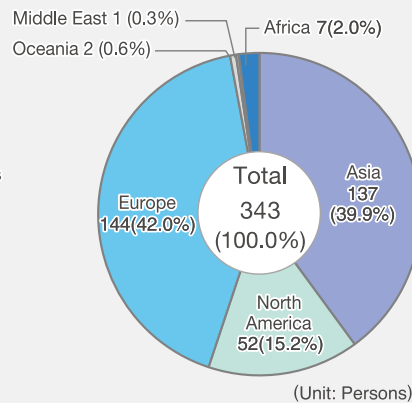
### Dispatching Officials to International Organizations, etc.

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 FY2022)



International Dispatch by Region  
(as of the end of FY2022)



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



▲ ACCSM+3 International Symposium



▲ China-Japan-Korea Personnel Policy Network 15th Joint Symposium



▲ Trainees for the 27th Mike Mansfield Fellowship Program

### 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 September 2023, the NPA hosted the international symposium on “The Future of Civil Service”, in which we shared the efforts of each country in human resource management and discussed issues, 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.

### Japan-China-Korea Personnel Policy Network

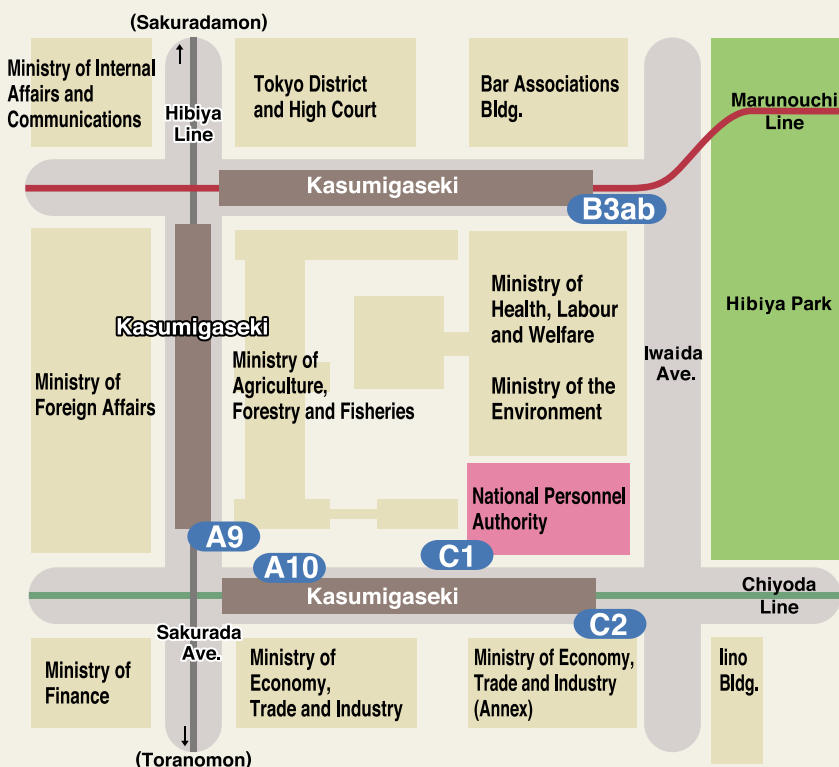
With the aim of promoting close cooperation and mutual exchange in the field of personnel administration as part of the trilateral cooperation program, the personnel administration agencies in Japan, China and Korea, namely the NPA, the National Civil Service Administration of China and the Ministry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

## National Personnel Authority

General Affairs Division, General Secretariat	1-2-3 Kasumigaseki, Chiyoda-ku, Tokyo 100-8913, JAPAN Tel 81-3-3581-5311 (Main phone number) URL <a href="http://www.jinji.go.jp/en/index.html">http://www.jinji.go.jp/en/index.html</a>
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Tohoku Regional Bureau	3-2-23 Honcho, Aoba-ku, Sendai-shi, Miyagi 980-0014, JAPAN 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 Bureau	2-5-1 Sannomaru, Naka-ku, Nagoya-shi, Aichi 460-0001, JAPAN Tel 81-52-961-6838
Kinki Regional Bureau	1-1-60 Fukushima, Fukushima-ku, Osaka-shi, Osaka 553-8513, JAPAN Tel 81-6-4796-2171
Chugoku Regional Bureau	6-30 Kamihacchobori, Naka-ku, Hiroshima-shi, Hiroshima 730-0012, JAPAN Tel 81-82-228-1181
Shikoku Regional Bureau	3-33 Sunport, Takamatsu-shi, Kagawa 760-0019, JAPAN Tel 81-87-880-7440
Kyushu Regional Bureau	2-11-1 Hakataekihigashi, Hakata-ku, Fukuoka-shi, Fukuoka 812-0013, JAPAN Tel 81-92-431-7731
Okinawa Local Office	1-15-15 Higawa, Naha-shi, Okinawa 900-0022, JAPAN 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)



**National Personnel Authority**  
**Government of Japan**