

# 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

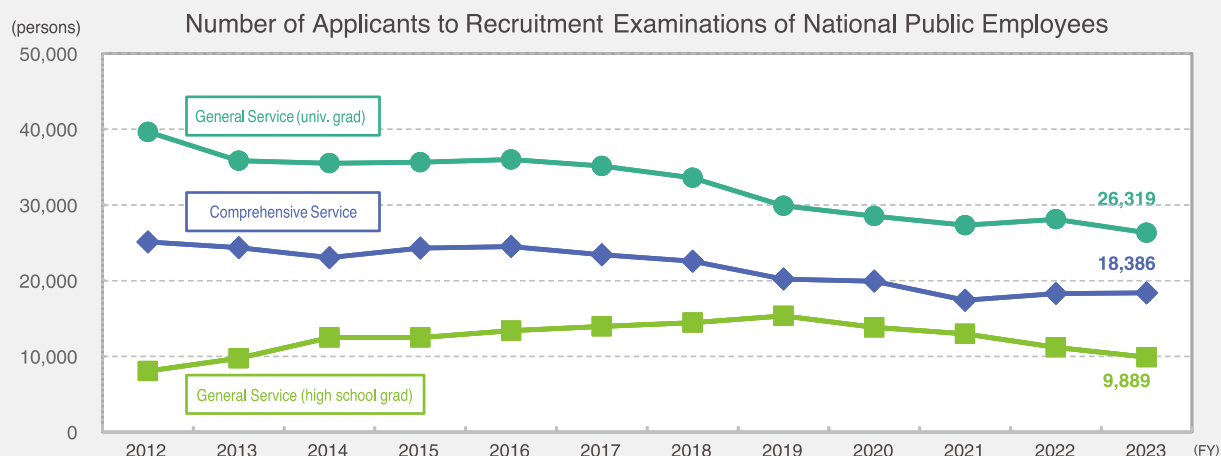
- ▶ examination for university graduate level
- ▶ examination for high school graduates
- ▶ mid-career recruitment examination (for entry level)

### 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

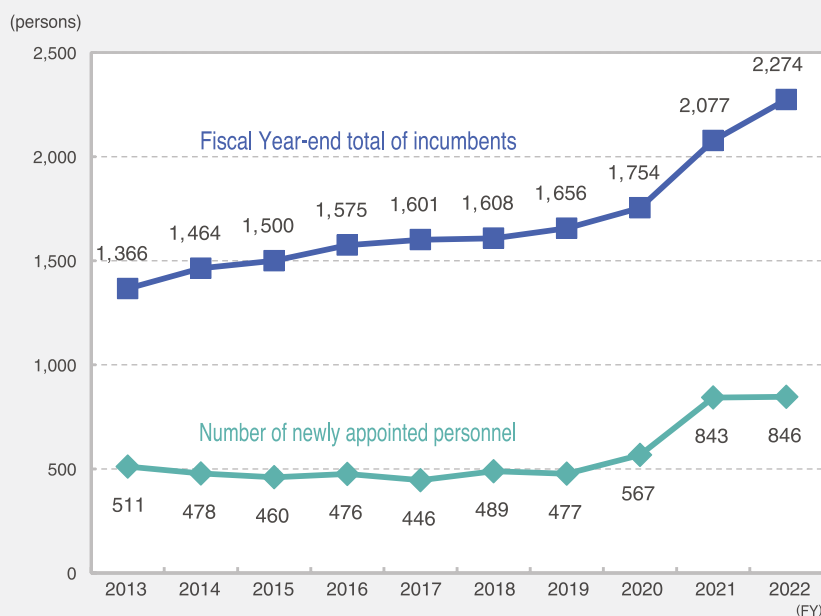
Personnel with expert knowledge and experiences which are useful for the public service are recruited from the private sector with a fixed term of office not exceeding five years.

### [Examples of appointments under this system]

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

### Recent Reviews

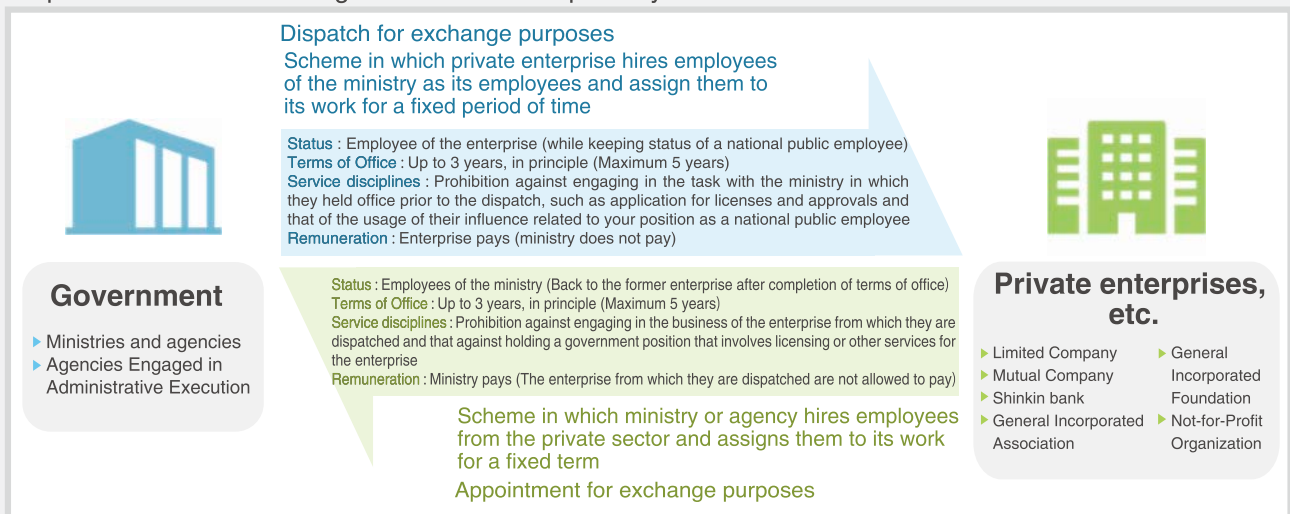
- ▶ In November 2021, the NPA standardized the procedures for hiring General Fixed-term Employees at the level of assistant division directors and below in a ministry or agency's headquarters.
- ▶ In July 2022, regarding the hiring of highly-skilled digital experts as Specified Fixed-term Employees and 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

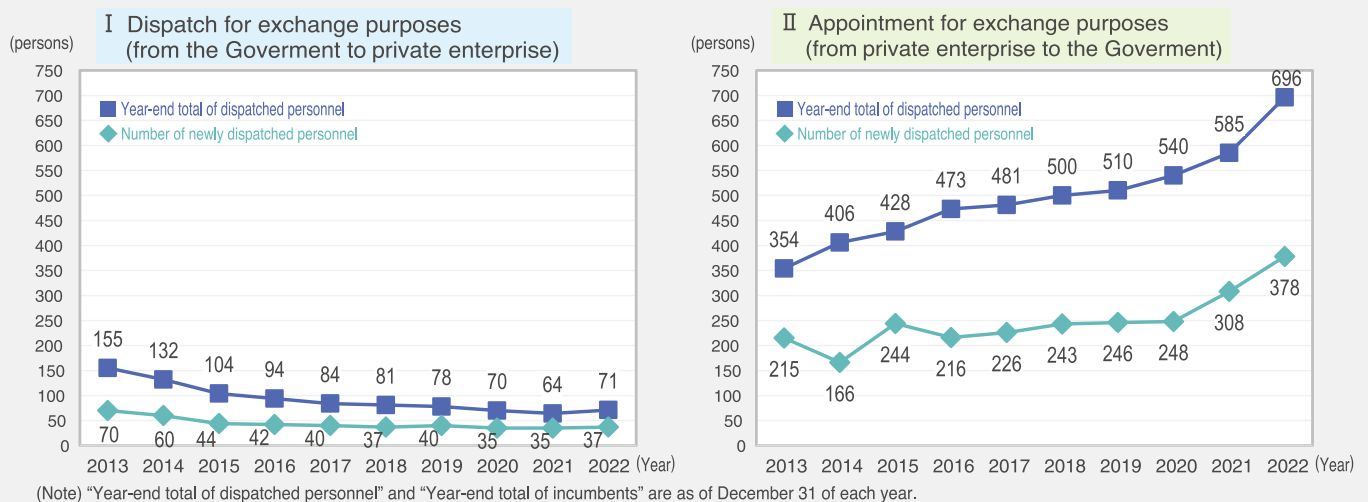
Public-private personnel exchange is a scheme of exchanging personnel between government ministries and private enterprise for human resources development and vitalization of organizational operation and is implemented while ensuring fairness and transparency.



## 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.

