

Overall picture of drastic measures and further reforms to secure human resources

To create an attractive public service that brings diverse talent together and enables each individual to perform their duties with high ambitions



Secure diverse and talented human resources

Support employee growth and improve organizational performance

Improve working environment to realize employees' well-being

Update the Remuneration System: Responding to current important challenges in HRM and shifting to a system that meets the needs of the times

【Examples】

- Initial salaries will be increased significantly. The salary system for management positions will be revamped to focus on official duties and responsibilities.
- The upper limit of commuter allowance will be raised to 150,000 yen per month. Requirements to receive allowance covering Shinkansen fares will be relaxed.
- The area allowance system will be revised to a “prefecture” based system (currently “city” based).
- Family allowance for spouses will be abolished. The amount of family allowance for children will be increased.

Secure diverse and talented human resources

- Introduce the “Liberal Arts Division” for the General Service Examination. [around 2025]
- Hold the “Liberal Arts Division” for the Comprehensive Service Examination twice a year. [around 2026]
- Introduce CBT (online exams) step-by-step. [around 2027]

Support employee growth and improve organizational performance

- Create a guidebook summarizing career development support initiatives.
- Expand the opportunities to study at graduate schools in Japan and abroad.
- Design a set of cross-ministerial digital systems for HRM to support career development.

Improve working environment to realize employees’ well-being

- Diversify the patterns of taking childcare hours and expand the eligibility for leave for nursing children up to the third grade of elementary school.
- Request cooperation from all parties concerned to reduce overtime work based on various surveys.
- Promote initiatives such as understanding the situations of intervals between working hours and collecting opinions from each ministry.
- Review the dual employment system.



Initiatives based on the interim report of the Civil Service HRM Advisory Board

- ✓ Consider developing a code of conduct to serve as a basis for employees’ decision-making and to ensure public trust.
- ✓ Consider measures necessary to ensure the principle of remuneration based on official duties and responsibilities and ability- and performance-based approach.
(e.g. Review systems and operations related to tenure period by grade, consider the company size used when comparing public and private sector remunerations, etc.)

This year's remuneration revision (Recommendation)

The highest base increase in nearly 30 years, reflecting the state of private sector remuneration

Monthly Remuneration

[Survey of private sector remuneration for April this year and comparison of the public and private sectors] [Effective from April 1, 2024]

- ✓ Differential between the public and private sectors: 11,183 yen (2.76%)

- Significant increase in initial salaries to improve competitiveness in the recruitment market

[University graduates in comprehensive service] 230,000 yen (+14.6% [+29,300 yen])

[University graduates in general service] 220,000 yen (+12.1% [+23,800 yen])

[High school graduates in general service] 188,000 yen (+12.8% [+21,400 yen])

Early implementation of the Updated Remuneration System

- Raise and revise all salary schedules for all employees, with an emphasis on younger employees.

- ※ Revise with a general emphasis on employees up to their late 30s.

The average revision rate of the Salary Schedule for Administrative Service (I) is 11.1% for Grade 1 [officers], 7.6% for Grade 2 [senior officers, etc.], and 3.0% overall.

- ※ Differential between the public and private sectors corresponds to a wage scale increase.

Adding a model-estimated regular wage increase, the monthly income will improve by approx. 4.4%.

Bonus

[Survey of private sector payments for the most recent one-year period (August 2023 to July 2024) and comparison of the public and private sectors] [Effective from April 1, 2024]

- ✓ 4.50 months → 4.60 months per year. Increase in the number of months for both the end-of-term allowance and the diligent allowance by 0.05 months.

Cold Area Allowance

[Allowance amount revision: Effective from April 1, 2024,
Payment area revision: Effective from April 1, 2025]

- ✓ The monthly amount will be increased by 11.3%, reflecting the amount of similar allowances paid in the private sector. The payment areas will be revised based on new weather data.

Update the Remuneration System (Recommendation)

[Effective from April 1, 2025 (Initial salaries and the level of remuneration for young employees will be raised in April 2024)]

- ✓ **In response to current priority issues in HRM, the NPA will comprehensively revise the remuneration system to cover salaries and various allowances such as area allowances, commuter allowances, and bonuses.**

Salary:

- Initial salaries and the level of remuneration for young employees will be significantly increased.
- The system will be changed to place more emphasis on job responsibilities for unit chiefs and above, and the salary level of division directors/office directors in ministry HQs in particular will be fundamentally revised to reflect their roles.

Area Allowance:

- The system will be revised to be a “prefecture” based system (currently “city” based), with the exception of cities with a population of more than 0.2 million. The classification levels will be reduced to 5 (now 7), and each area’s classification will be determined based on the latest data. (Measures to mitigate drastic changes due to this revision will be taken.)
- Transfer guarantee will be extended to 3 years.

Commuter Allowance:

- The payment amount limit will be raised to 150,000 yen per month, and within this limit, express fares will be fully paid.
- Requirements to receive allowance covering Shinkansen fares will be relaxed.

Family Allowance:

Family allowance for spouses will be abolished and the amount of family allowance for children will be increased.

Bonus:

- Upper limit of the diligence allowance for extremely excellent performers will be raised (to approx. three times the amount for average performers).
- Bonuses for specified fixed-term employees will be expanded.

Other Allowance:

- Hours covered by the allowance for late-night work on weekdays for management staff will be extended.
- Allowances paid to reappointed employees will be expanded (housing allowance, remote area work allowance, cold area allowance, etc.).

■ Amendment to the Childcare Leave Act for National Public Employees (Submission of Opinions)

【Implement without delay following the enforcement of private sector labor legislation.】

- ✓ **Expand measures to provide flexible work styles based on the age of the child, taking into account the content of private sector labor legislation.**
 - Establish a new pattern as an additional option that allows employees to take childcare hours equivalent to 10 days per year, with no upper limit on the number of hours per day.
 - Expand the scope of eligible part-time employees' childcare hours to include pre-elementary school children.