

“A Crisis for Public Service is a Crisis for Citizens”

March 2025 (English translation revised in August 2025)

Securing Human Resources for the Public Service is Facing a Crisis

(Decrease in the number of applicants to recruitment examinations of national public employees and increase in turnover of young employees)



Significant Impact on Citizens’ Lives

Decline of Japan’s Influence in the International Community

A Paradigm Shift in HRM is Needed to Support the Future of the Country, while Increasing the Productivity of the Public Service.

✓ Public service where employees can work with a sense of mission and motivation

✓ Public service that is a good place to work and where employees can feel their growth

New World of Public Service

✓ Public service where employees can work based on their abilities, regardless of seniority

✓ Public service that is “chosen” by many people

Concrete steps should be taken immediately to make this a reality.

Specific Measures to Achieve a New Era of HRM (1)

Public service where employees can work with a sense of mission and motivation

- ✓ Formulate, disseminate, and raise awareness of the “National Public Employees’ Code of Conduct.”
 - (1) Actions that put “our citizens first”
 - (2) Performance of duties from a “neutral and impartial” standpoint
 - (3) Objective judgment based on “expertise and evidence”

Public service where employees can work based on their abilities, regardless of seniority

- ✓ Increase the company size used when comparing public and private sector remunerations.
- ✓ Establish a remuneration level that is commensurate with the duties of policy planning and coordination, etc., while also considering the external labor market.
- ✓ Improve the effectiveness of evaluations that lead to acceptance and growth, and cultivate management skills.
- ✓ Increase salary level for entry-level managers/Eliminate tenure requirements for each grade.

Specific Measures to Achieve a New Era of HRM (2)

Public service that is a good place to work and where employees can feel their growth

- ✓ Improve operational efficiency and long working hours.
- ✓ Expand the short-time working system and introduce a discretionary work system.
- ✓ Support qualification acquisition and encourage dual/secondary employment.
- ✓ Provide further incentives to employees reassigned to positions in distant offices.

Public service that is “chosen” by many people

- ✓ Introduce online examinations/Utilize internships in the hiring process.
- ✓ Set up a recruitment scheme to meet the needs of those who prefer to stay in their local area.
- ✓ Promote strategic branding of the public service.
- ✓ Make the public service attractive to talent who already work there and those who don't.

Realizing the Recommendations

With limited manpower in the personnel department of each ministry, the National Personnel Authority makes efforts to steadily implement the recommendations as follows:



- ✓ Create a process chart and regularly monitor the progress of initiatives.
- ✓ Conduct surveys to continuously monitor the operational status of each ministry.
- ✓ Simplify system design, including the remuneration system, and expand the discretion of each ministry.
- ✓ Provide human resource support for the personnel management operations of each ministry.

The National Personnel Authority and the Cabinet Bureau of Personnel Affairs will exercise leadership and strengthen their cooperation.

Current Situation and Issues in Public Service Personnel Management

Securing National Public Employees is Facing a Crisis

Main Background

- **Decrease in the number of applicants to recruitment examinations of national public employees**

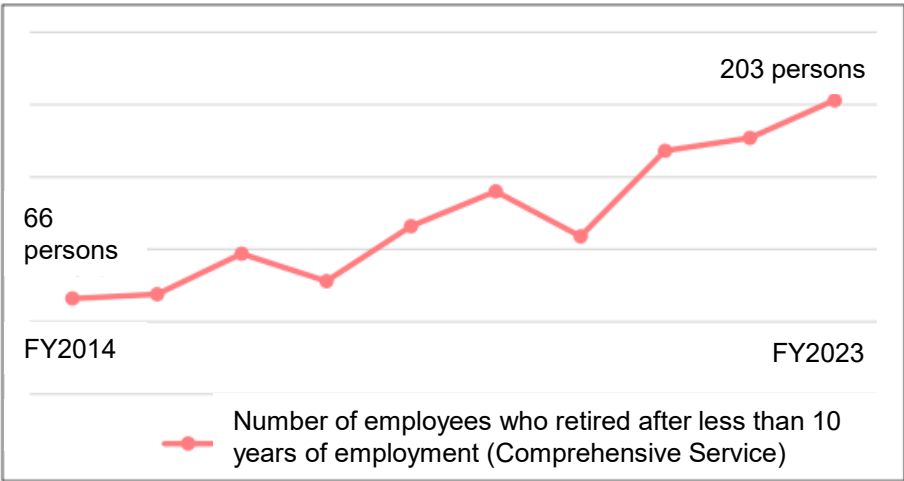
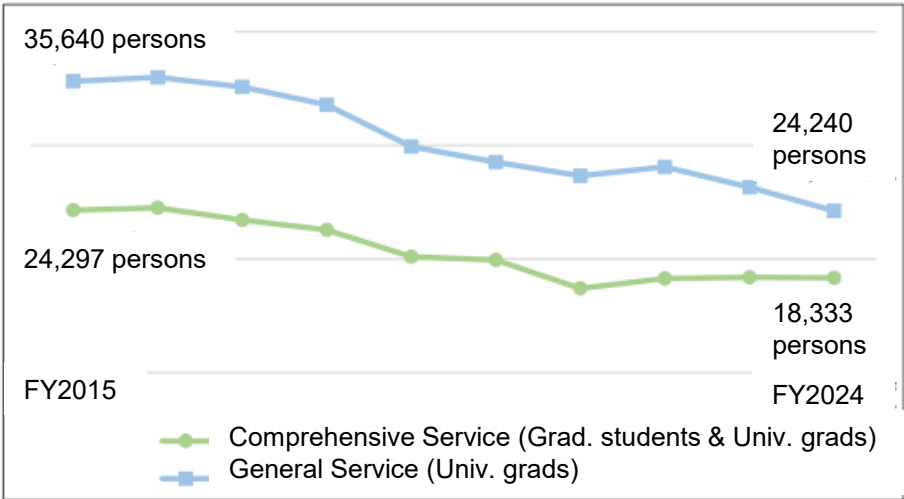
Compared to 10 years ago, the number of applicants for both the Comprehensive and General Service exams has decreased by about 30%.

*The population of 22-year-olds has remained relatively stable in recent years.

In 2015 1,159,000 → In 2023 1,163,000

- **Increase in turnover of young employees**

Most recently, more than 200 people who were hired through the Comprehensive Service exam have left their ministries.



- ✓ **Decline in the working age population**
- ✓ **Decrease in attractiveness in terms of working environment and treatment**
- ✓ **Changes in the career awareness of young people**