

The NPA Annual Report FY2024

Summary

June 2025
National Personnel Authority

Key Points of the Final Recommendations of the Civil Service HRM Advisory Board

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 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 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.

Public service that is “chosen” by many people

- Introduce online examinations (Computer Based Testing: CBT).
- 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.

 **We will accept the final recommendations and take measures to further upgrade civil service personnel management.**

II Main Initiatives of the National Personnel Authority in FY2024

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

Further review recruitment methods.

- Introduce the Liberal Arts Division for the General Service Examination.
- Introduce CBT step-by-step.

Actively attract diverse human resources from private companies and other sources.

Support employee growth and improve organizational performance

Support self-directed and proactive career development.

- Launch training programs to support acquisition of career consultant certification.

Digitalize human resource management.

- Sort out the overall future design for the systemization of HRM operations.

Improve working environment to realize employees' well-being

Promote work styles in line with the times.

- Promote ensuring intervals between working hours.
- Review the dual employment system.

Build a foundation for employees' well-being.

- Reduce overtime work.
- Achieve zero harassment.

Ensure proper remuneration for public employees

Update the remuneration system —Shift to a system that meets the needs of the times—

- Initial salaries were increased significantly. The salary system for management positions was revamped to focus on official duties and responsibilities.
- The area allowance system was revised to a prefecture-based system. The upper limit of commuter allowance was raised to 150,000 yen per month.

Highest base increase in nearly 30 years —Reflect wage increase trends in the private sector—

- The salary schedules were revised upward for all employees, with an emphasis on younger employees, including increases in their initial salaries.
- Bonus increase (4.50 → 4.60 months per year)

Part 2. Strategy to Enhance and Communicate the Attractiveness of Public Service Workplaces that can be “Chosen” ~Branding the Public Service as a Place to Work~

Amid intense competition for talent, it is necessary to continue securing excellent and motivated human resources.

While appeal is being increased by reviewing recruitment exams, reforming work styles, and updating the remuneration system, the attractiveness of public service, such as feeling fulfilled in their work and opportunities for growth, is not being fully conveyed.

In addition to increasing appeal, it is necessary to strengthen communication.

➡ We propose **“Public Service Branding.”**

Framework for Public Service Branding

1. Sort out the appeal of public service workplaces

Core values that can differentiate the public service from competitors

- The unique value of contributing to the safety, security, and improved quality of life of citizens from the position of a “Nation”

Values offered by competitors

Values that competitors can also offer, and require even more innovative communication

- Values related to employee growth, work styles, and financial benefits

Values expected by talent inside and outside the public service

Values that public service workplaces can offer

2. Enhance the appeal by instilling values in public service workplaces

Integrated and coherent implementation

3. Efforts to communicate the appeal outside the public service

1. Sort out the appeal of public service workplaces — Three values —

① Value related to contribution to society

- High standpoint as a “Nation”
- Broad perspective for coordinating complex interests
- Significant influence in leading society
- Strong sense of mission and professionalism in the workplace

② Value related to employee growth

- Advanced problem-solving and coordination skills
- Challenging work entailing significant responsibility

③ Value related to working environment and financial benefits

- Promotion of flexible work styles, work-life balance, and improvement of treatment

2. Enhance the appeal by instilling values in public service workplaces

Toward embedding the three values

- Instill values through MVV, etc.
- Provide a sense of growth by clarifying skills, etc.
- Actively communicate improved working conditions and desired future images.

3. Efforts to communicate the appeal outside the public service

Outreach on the public service values to society as a whole

- Convey the public service values through public relations, events, etc.

Strategic implementation of measures to secure human resources for the public service

- Review and reorganize communication targets, contents, timing, and methods.

- ✓ **Launch a cross-ministerial team for the public service branding.**
- ✓ **Foster awareness that everyone is responsible for communicating the public service branding.**