

The NPA Annual Report FY2025

Summary

June 2026

National Personnel Authority

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

- “Create the nation’s future, one and only challenge”
 (Brand message)
 as a pillar, we advance the branding of the public service
- Formulating and embedding **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

- Explore the establishment of a new remuneration system that places emphasis on official duties and responsibilities
- Implement the following reviews in advance:
 - Revision of comparison method between public and private sector remunerations
 Company size: “50 or more employees”→ “100 or more employees”, etc.
 - Expansion of headquarters duty adjustment allowance
 - Elimination of tenure requirements for each grade

Public service that is a good place to work and helps employees to develop at the same time

- Minimize cases of overtime work, such as those over 100 hours per month, provide each ministry with continuous accompanied support, and strengthen investigation and guidance
- Review the dual employment system regarding self-employment
- Produce “competency dictionary” for national public employees

Public service that is open and where everyone can take on challenges

- Phased introduction of computer-based testing (online examinations)
- Simplify methods of assessing demonstrated abilities and procedures of vacancy announcement to appoint specialist personnel, including alumni
- Develop recruitment routes specialized for securing human resources of technical category

Securing adequate remuneration for national public employees (2025 NPA Recommendations)

- Significant increase in initial salaries to improve competitiveness in the recruitment market
- With an emphasis on younger employees, increase the salaries of other employees as well at a rate significantly higher than that of 2024
- Increase in bonuses, expansion of headquarters duty adjustment allowance (reposted) etc.

Volume 1. Part 2. Current situation and future direction of relocation in public service ～Aiming for sustainable public service that meets the needs of the times～

■ Situation surrounding relocation(*)

(Note) In the Government of Japan, ministries may transfer employees to different locations, which requires relocation of residence, as part of job rotation.

Relocation directly affects employees' personal lives and long-term plans

Changes in lifestyle and values

The spread of location-independent work

Tendency to avoid relocation in either the public or private sector

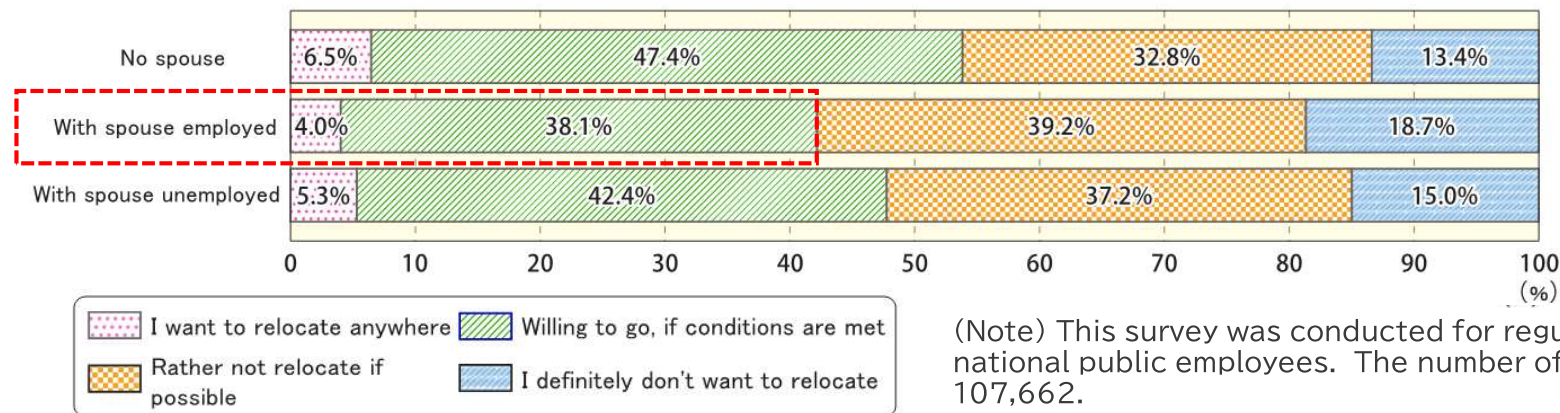
Recognizing that **relocation is an important issue for attracting and retaining talents, the NPA has:**

- **Examined current relocation practices** through an employee survey and interviews with ministries, private companies, and foreign governments.
- Proposed **future approaches to relocation** and **potential policy directions** from the standpoint of enhancing the sustainability of public service

■ Employees' perceptions of relocation

- The most common reason among employees who would "rather not relocate if possible" is the "financial burden associated with relocation"
- Nearly half of employees are negative toward relocation even when they are not taking care of their children or other family members
- More than 40% of employees are positive toward relocation even when their spouse is working

(Figure) Perception toward relocation by work status of their spouse



(Note) This survey was conducted for regular service, full-time national public employees. The number of valid responses was 107,662.

■ Assessment of the necessity of relocation

Amid changing social circumstances, **there may be a need for each ministry to reassess the necessity of relocation**, taking into account various factors such as the costs involved, the availability of employees willing to relocate, and possible alternatives to relocation.

Furthermore...

■ Possible policy directions

Policy directions for relocation that reflect employees' preferences

(1) Providing explanation and gaining employees' understanding

- Provide employees with ongoing and specific explanations of the purpose and necessity of relocation, including its role in career development.
- Take employees' circumstances and preferences into account to the greatest extent possible

(2) Information disclosure and communication during recruitment process

- Provide applicants with specific details regarding relocation to prevent mismatched expectations after recruitment
- Communicate current challenges and planned improvements to enhance the attractiveness of public service as a whole

(3) Considering personnel assignments based on preferred work location

- Ask applicants about their preferred initial work location and provide that information to ministries

Policy directions for reducing the burden of relocation and supporting smooth transitions

(1) Ensuring sufficient time to prepare for the move

- Provide comprehensive support for relocation-related procedures, including earlier notification, providing sufficient time for administrative procedures such as address change, and assistance in selecting moving companies

(2) Measures to support housing and living arrangement

- Promote efforts to improve housing availability in regions facing housing shortages and enhance support for relocated employees.

(3) Creation of new financial incentives

- Consider establishing a new financial incentive system through the **restructuring and consolidation of existing relocation-related allowances**

Taking full account of views of ministries and employees, the NPA will work with relevant organizations to advance the various measures related to relocation.