2025 Summary of Recommendations and Reports of the National Personnel Authority

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人事院
National Personnel Authority

To prevail in the fierce competition over human resources, we will advance reforms to the next phase

Public service in the “future” that the NPA will realize

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

- Disseminate and raise awareness of the “National Public Employees’ Code of Conduct”
- Branding of the public service with cross-ministerial team

Public service where employees can work based on their abilities

- Toward **the establishment of new HR systems** including a remuneration system that places greater emphasis on official duties and responsibilities, consider comprehensively remuneration, working hours, and appointment

【Report framework in FY2026, and specifics in FY2027】

- To secure competitiveness in the recruitment market, **revise the company size used when comparing public and private sector remunerations**
- **Expand headquarters duty adjustment allowance** in line with its increasing operational specialty and difficulty
- To ensure treatment corresponding to official duties and responsibilities, **eliminate tenure requirements for each grade**

【To be implemented in advance, starting in FY2025】

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

- Toward **minimizing cases of overtime work, such as those over 100 hours per month,** provide each ministries with continuous accompanied support and strengthened investigation and guidance

【To be implemented from FY2025】

- To lead self-fulfillment and contribution to society, **review the dual employment system regarding self-employment**

【To be implemented from FY2026】

- **Introduce unpaid leave** for supporting employees to work under varying situations

【Measures to be taken will be reported in FY2026】

- Produce **“competency dictionary” for national public employees** and utilize them for securing and developing human resources

【To be produced in FY2025】

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

- **Introduce computer-based testing** (online examinations) **in Examinations for Experienced Personnel**

【Pilot trial in FY2026 and full implementation from FY2027】

- Develop an environment to enable **early hiring process through internships**

【To be implemented from FY2026】

- Simplify ways of assessing demonstrated abilities and procedures of vacancy announcement for **flexible alumni recruitment**

【To be implemented from FY2026】

- Develop recruitment routes specialized for **securing human resources of technical category**

【Concrete image to be presented in FY2026】

~To create world-renowned society and pass it to the future~

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Revision of comparison method between public and private sector remunerations

In light of complexification and diversification of administrative challenges and fierce competition over human resources, compare with larger scale companies to place greater emphasis on public service job duties and responsibilities

- Increase the company size used for comparison from “companies with 50 or more employees” to “companies with 100 or more employees”
- Increase the target size of company headquarters, which are located in the Tokyo 23 special wards and deemed as corresponding to ministerial headquarters employees, from “500 or more employees” to “1,000 or more employees”

➡ **Comparison was made in 2025 using the revised method. Revise monthly remuneration as follows in order to eliminate differential that has arisen.**

Monthly Remuneration

Differential between the public and private sectors: 15,014 yen (3.62%)
[Comparison of the public and private sectors based on the survey conducted on private sector monthly remuneration for April 2025] 【Effective from April 2025】

Salary

- **Significant increase in initial salaries to improve competitiveness in the recruitment market**
  【University graduates in comprehensive service】 242,000 yen (+5.2%[+12,000 yen])
  【University graduates in general service】 232,000 yen (+5.5%[+12,000 yen])
  【High school graduates in general service】 200,300 yen (+6.5%[+12,300 yen])
- **With an emphasis on younger employees, increase the salaries of other employees as well at a rate significantly higher than last year**
  ※ The average revision rate of the Salary Schedule for Administrative Service (I) is 3.3%.
  ※ Differential between the public and private sectors corresponds to a wage scale increase. Adding a model-estimated regular wage increase, the monthly remuneration will improve by approximately 5.1%.

Headquarters Duty Adjustment Allowance

- Executive and management staff will newly be eligible, and paid 51,800 yen.
- The amount of allowance for Deputy Directors is raised by 10,000 yen and that for Unit Chiefs or lower is raised by 2,000 yen.

Remote Area Work Allowance, etc.

- Reduction adjustment is abolished between remote area work allowance and other allowances payable for employees working in duty stations in extremely inconvenient areas (remote area work duty stations).
- Employees who are recruited in remote area work duty stations and have been relocated upon recruitment are now eligible.

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Bonus

[Comparison of public and private sectors based on the survey of private sector bonus for the most recent one-year period (August 2024 to July 2025)]

Revision of number of months 【Effective from April 2025】

4.60 months → 4.65 months per annum

Increases are allocated to both end-of-term allowance and diligence allowance by 0.025 months each.

Revisions (to be) implemented in advance of the move toward the remuneration system placing greater emphasis on job duties and responsibilities

In addition to the revisions of 1) comparison method between public and private sector remunerations, 2) Headquarters Duty Adjustment Allowance, and 3) Remote Area Work Allowance (these three issues are described above), 4) eliminate the system requiring employees to remain in a grade for a certain period before being promoted to upper grade (elimination of tenure period table).

【1) Effective from 2025 comparison between public and private sector remunerations, 2) and 3) Effective from April 2025, 4) Effective from April 2026】

Other major revisions of remuneration system

Commuter Allowance

1) For employees commuting by car, distance categories from 65 kilometers to 100 kilometers are newly created in 5-kilometer increments (paid 66,400 yen max.)

2) For other existing distance categories up to 60 kilometers or longer, the allowance amount is increased by between 200 yen and 7,100 yen based on the payment in the private sector

3) For employees using the paid parking lot, allowance is newly paid up to 5,000 yen per month

【2) Effective from April 2025, 1) and 3) Effective from April 2026】

Measures to adequately secure employees' monthly remuneration level

In light of harsher competition over human resources and a situation where minimum wage keeps increasing, an allowance should be awarded to cover the difference in the case employees' monthly remuneration becomes smaller than the amount corresponding to their regional minimum wage.【Effective from April 2026】