

Outline of the 2007 NPA Report on Public Employee Personnel Management

It is necessary to respond sincerely to the criticism from citizens against public employees and restore public confidence.

1. Introduction of a New Performance Appraisal System

– Promotion of Personnel Management based on Competency and Performance –

- It is necessary to further study the framework of the performance appraisal system including feedback and complaint handling.
- The NPA presents the basic concept of how the appraisal results are utilized for promotion and dismissal, remuneration, and personnel development. Ensuring objectivity and consistency of appraisal, including the enhancement of appraisal ability, is important.

2. Securing Human Resources Responding to Graduate Schools for Professionals, etc.

– Response to Changes in the Human Resource Supply Structure –

- In order to secure competent personnel, it is necessary to clarify the roles of administrators, publicize the attraction of public service, and explore human resource supply sources, etc.
- The NPA will review the method of recruitment such as recruitment examinations as soon as possible, collecting opinions from concerned people, in addition to strengthening recruitment activities such as the "Kasumigaseki Internship" and lectures given by administrators.

3. Securing and Developing Future Candidates for Senior Posts

– Reviewing the “Career System” –

- It is necessary to build a broad consensus for (1) fair, effective selection based on ability and performance, not through "one-time selection at the time of recruitment" and (2) establishment of a system to train and develop future candidates for senior posts who can respond to administrative challenges flexibly.
- It is necessary to review the qualities and aptitude required for future candidates for senior posts, the effective training opportunities for attracting human resources, and the method of selecting future candidates for senior posts, etc. For the time being, it is important to implement stricter selection in promoting the employees recruited through Level I recruitment examinations and to promote competent employees recruited through Level II and Level III recruitment examinations.

4. Expansion of Personnel Exchange between the Public and the Private Sectors

- It is necessary to expand personnel exchanges between the public and the private sectors to vitalize organizations and review the closed character of the public sector. When specific measures are considered, it is important to clarify significance and purposes and pay

attention to the division of roles and fairness.

- The appropriate combination of departmental personnel development and the fair ability verification are important for the external recruitment system.

5. Management of Retirement

– Employment Issues for Elderly Employees –

Considering that there will be elderly retired people without pension benefits in fiscal 2013 and onward, the NPA will form a study group to comprehensively consider the extension of the retirement age, compulsory reappointment, and so on, considering career issues and other working conditions, based on continued employment until the age of 65, as is introduced in the private sector.

6. Consideration of Basic Labor Right Issues

In considering basic labor right issues, it is necessary to consider the public nature of the duties of public employees and particularity of their status, relationship with financial democracy, relationship with market constraints, impact on the lives of citizens, etc.

7. Review of Working Hours

The NPA aims to recommend revision of the length of working hours applied to officials next year, based on the principle of following the private sector, with extensive preparations such as rearrangement of work schedules.

8. Reduction of Overtime Work

It is imperative that the government make great efforts to reduce overtime work by officials, in a planned manner such as setting a reduction target for the Cabinet Office and each Ministry, based on the actual situations of overstaying after the end of working hours. It is necessary to secure budgets for the Overtime Allowance. The NPA will consider the introduction of a flexible working hour system, etc. for this purpose.

9. Others

- The NPA will review age requirements for taking recruitment examinations, expand the recruitment and promotion of female national public employees, and set up a new training program to send public employees to the U.S. Government for practical experience.

- The NPA formed a study group to consider a suitable working hour system, etc. for telework (working at home).

- The NPA will consider measures to detect mental health problems at workplaces at an earlier stage and expand the “Counseling Room for Returning to Work” program, etc.