

## **Outline of the 2009 NPA Report on Public Employee Personnel Management**

### **I . Fundamental Understanding concerning Reform of the Public Servant System**

#### **(1) NPA's fundamental understanding and its posture**

Public employees have to pursue their jobs with high levels of expertise. Reform of the public servant system must be done together with reform of its operations and above all, it is essential that the mind-set of public employees is reformed thoroughly and deeply. NPA is determined to perform its mission and responsibility toward realizing such reform.

#### **(2) Relationship between politics and bureaucrats and the role of the public employees**

In order for public service to be executed with fairness and high expertise, it is necessary that the roles of politics and bureaucrats are made clear and that politically neutral professional public employee system is maintained. In considering the executive public employee system, it is necessary to consider thoroughly the relationship between politics and public employees under the parliamentary cabinet system.

#### **(3) Fundamental Labor Rights**

The matter of fundamental labor rights has large impacts on the basic framework of the public employee system and system for execution of public administration. In order to review the present system, it is necessary that the government makes decisions after giving careful consideration from a wide range of view points including relationships with the constitution, the employer's competency as the authority concerned, lack of control by market mechanisms and other particularities of the public service.

### **II . Main issues to be addressed and how they are to be handled**

#### **1. Securing and Developing Human Resources**

##### **(1) Fundamental Review of the Recruitment Examinations**

- In order to invite promising personnel, a review of the recruitment examination system together with other activities is necessary.
- Based on the report by the "Expert examination committee for a fundamental review of the recruitment examinations" headed by Shigeru Takahashi, a Professor of Hitotsubashi University, the incumbent process shall be reorganized into an examination for managerial service, an examination for regular service, an examination for specialist service and an examination for mid-career service. Examination for postgraduate diploma holders shall be established in the examination for managerial service.

- Toward the implementation of the new examination in 2012, details shall be determined as soon as possible. The view points of its consideration are as follows: Neutrality and fairness in the examination; An attractive examination which can entice promising applicants; Good opportunities to review the present “career system”; Corresponding to new sources of personnel; and Putting emphasis on examining logical thinking abilities, application ability and interpersonal abilities.

**(2) Developing public employees who can meet the needs of the times**

- Based on the report by “A study meeting on public service training and human resources development” headed by Takashi Nishio, a professor of International Christian University, training schemes are organized according to the levels of the posts and the program contents shall be revitalized.
- In light of the roles particular to public employees, and a sense of having a mission as a servant for all citizens, a wide range of views and visions shall be nurtured with long-term view points. For this, training programs in which trainees examine actual administrative cases including failures shall be enforced.

**(3) Turn to Personnel Management based on Competency and Performance**

The NPA will support proper and fair implementation of the new personnel appraisal system and its proper utilization in appointment and remuneration, and more over will support its proper utilization in developing human resources by developing and implementing new training programs which will assist employees in developing their abilities.

**(4) Promotion of Personnel Exchange**

Reviews concerning personnel exchange between the public and private sectors should be undertaken in light of fairness in public administration. Broad study is needed on how to properly move personnel between the government and other sectors, including the matter of status of employees.

**(5) Abolishment of the categories of administrative and technical officials**

It is appropriate that the categories of administrative and technical officials in order to raise the sense of being one body of government employees, and help the proper deployment of proper employees. The Cabinet Office and Ministries concerned will be requested to study this matter as necessary.

**2. Improvement of the Working Environment**

**(1) Rationalization of the personnel management system for part-time employees**

Proper remuneration for part-time employees is steadily advancing with the help of

the NPA's Guideline. The NPA shall consider reviewing the appointment and working style for part-time employees who are employed on a daily basis. The scope of employees who are entitled to take leave from work due to mourning shall be enlarged.

**(2) Reduction of overtime work**

It is important that the organization as a whole including executives tackles this problem. All ministries should buckle down and reduce the time for which employees work over regular work hours in a planned manner. It is especially important to reduce overtime work caused by relationships with the Diet.

**(3) Supporting balance between work and life**

The NPA shall support to improve balance between work and life by proposing its opinion on the revision of the Law concerning Child Care Leave and establishing a short term nursing care leave.

**(4) Maintaining the health of employees**

A counseling system by health workers shall be prepared in order to protect mental health. Information on "power harassment" shall be provided. Studies on a system of sick leave and its operation shall be started.