

## Outline of the 2017 NPA Report on Public Employee Personnel Management

In order for public service to keep responding to the administrative needs, it is fundamental to secure competent human resources and realize an attractive workplace where all employees can show their talents adequately, through work style reform, etc. The NPA will continue to promote comprehensive measures to maintain organizational vitality in the public service, based on medium- and long-term viewpoints, gaining public understanding and taking into account the results of the employees' consciousness survey.

### 1. Human Resources Securement and Development

#### (1) Securing Diverse and Competent Human Resources

It is important to convey the attractiveness of public service in detail to a wide range of people including university officials, observing the trend of various measures taken in the private sector closely. The NPA, in cooperation with ministries, will implement activities to secure human resources in a carefully planned manner to suit each of the target groups, including women, students from provincial universities and the private sector employees, etc.

#### (2) Promotion of Human Resources Management Based on Ability and Performance

The personnel evaluation system has been gaining much acceptance in the public sector. Hereafter, it is necessary to evaluate employees appropriately by taking into account the changes made by the rectification of working long hours and the promotion of diverse and flexible working styles. The NPA will continue to promote the appropriate utilization of the personnel evaluation results for appointment, dismissal and remuneration of employees, and to proceed with the appropriate resolution of complaints.

#### (3) Human Resources Development

It is important for bureaus in charge of personnel affairs and supervisors to discuss the direction of capacity building with employees. The NPA will enrich and reinforce its training programs which help foster management capability, assist career development, and encourage expanded promotion of female employees, as

well as training programs for recruits with business experience.

## 2. Work Style Reform and Improvement of the Working Environment

### (1) Measures for Rectification of Working Long Hours

It is necessary to make efforts to strengthen management in the workplace such as thorough confirmation of prospected overtime work in advance. Such measures as reducing the total workload and rationalizing the work process for the whole organizations initiated by the heads of ministries, etc. are needed as well. The NPA supports ministries' efforts by collecting and providing them with reference cases in the public and private sectors, etc.

### (2) Considering Systems, etc. to Rectify Working Long Hours

Taking into account the ministries' efforts and the discussions of the labor legislation for private sector employees about the regulatory limit of overtime work, etc., the NPA will consider effective measures by hearing opinions from ministries and employee organizations, etc. Furthermore, the NPA will consider taking necessary measures to improve the well-being of the employees with a large amount of overtime work.

### (3) Promotion of Work-life Balance Support Measures, etc.

The NPA will promote work-life balance support measures by revising the guidelines concerning the utilization of the related systems, promote the utilization of the Flextime System, take measures for harassment prevention and promote mental healthcare.

### (4) Improvement of the Working Environment for Part-time Employees

The NPA revised the guideline on the remuneration of part-time employees in July, 2017, and will continue to guide each ministry to provide working conditions in line with the guideline to their part-time employees. Taking into account the discussions of "Equal Pay for Equal Work" in the private sector, the NPA will conduct a study on congratulation or condolence leaves, etc. for part-time employees.

3. Utilization of Abilities and Experience of Elderly Employees

In order to maintain high quality administrative services, it is essential to make active use of the abilities and experience of elderly employees as a reliable workforce. To this end, it is appropriate to raise the mandatory retirement age since this ensures the consistency and continuity of human resources management from recruitment to retirement, and makes it possible to conduct personnel allocation and provide treatment in accordance with the morale and abilities of each employee. In this regard, the government as a whole needs to proceed with the examination on the measures to maintain organizational vitality. The NPA will work actively on reviews on various personnel management systems including clarification of issues, concerning the rise of the mandatory retirement age, etc., considering the circumstantial changes after the submission of the opinion on the revision of the National Public Service Act, etc., to gradually raise the mandatory retirement age to 65 in 2011.