

Outline of the 2016 NPA Report on Public Employee Personnel Management

Faced with the decreasing birthrate and the aging population, reforming working styles is a critical issue in Japan to ensure that everyone can show their talents and be dynamically engaged in society. The public sector, with the imbalance in its personnel structure by age group, also faces challenges including the reform of working styles. The NPA will continue to promote comprehensive measures to address these challenges, in cooperation with relevant parties, based on medium- and long-term viewpoints.

1. Human Resources Securement and Development

(1) Securing Diverse and Competent Human Resources

In order to secure human resources more effectively, it is vital to actively convey the attractiveness of public service to a wide range of people as well as to reform working styles. The NPA will implement activities to secure human resources and to raise public awareness in a carefully planned manner to suit each of the target groups, including women and students from private universities and provincial universities, in cooperation with universities and ministries, etc. The NPA will also continue to make a necessary review of the recruitment examination system.

(2) Human Resources Development

The importance of off-the-job training has been increasing. The NPA will strengthen its training courses which help foster management capability, assist career development, and encourage expanded promotion of female employees, as well as the training courses for recruits with business experience and the training courses to build capacities to respond to globalization. Further use of Overseas Fellowship Programs also will be encouraged. The NPA will make efforts to create an environment for the promotion of personnel exchange between the government and the private sector.

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

Human resources management based on ability and performance through appropriate personnel evaluation is important. More specifically, promotion management needs to be tightened through the proper implementation and

utilization of “Fostering Courses for Executive Candidates”. It is also necessary for human resources management to be more flexible for employees with constraints on their working styles.

2. Reform of Working Styles and Improvement of the Working Environment

(1) Enhancement of the Work-life Balance Support Measures

In accordance with the revised legislation for private sector workers, measures should be taken for the following: to enable employees to split Family Care Leave, to introduce Family Care Hours, and to expand the range of children subject to Childcare Leave and other support measures so that non-legal children who should be treated in the same way as employees’ legal children are covered. (The NPA’s Opinion on the Revision of the Law Concerning the Childcare Leave, etc. of the National Public Employees and Recommendation of the Revision of the Law Concerning Working hours, Leave of Absence, etc. of National Public Employees in Regular Service are submitted to the Diet and the Cabinet.)

(2) Correction of Working Long Hours

It is important for the heads of ministries to be committed to reducing the total workload and rationalization of the work process for the whole organizations. An effective measure is that managerial personnel at the workplace confirm the prospected overtime work of subordinates in advance and give detailed instructions on specific tasks. It is necessary to pay attention to the health of those who cannot avoid long-hour overtime work even after the rationalization of work, by sharing the related information and policies between the departments of human resources management and healthcare management, and by leveling workloads, etc.

(3) Promotion of Mental Healthcare

The Stress Check System has been put into effect since April this year in order to encourage employees to be aware of their psychological stress. The NPA will provide support so that not only managerial personnel but all individual employees have a sense of ownership to create a better working environment.

(4) Harassment Countermeasures

The NPA will continue to promote prevention measures for sexual harassment, making it clear that teasing remarks and actions about sexual orientation and gender identity are regarded as harassment, and also for “Power Harassment”. The NPA will also take preventive measures against other forms of harassment, such as “Maternity Harassment” by supervisors and colleagues, based on the content of the legislation for the private sector workers.

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

Considering the revised legislation for the private sector workers, the NPA will take work-life balance support measures for part-time employees, including easing of the requirements for taking Childcare and Family Care Leave. The NPA will also continue to guide ministries to provide working conditions in conformity with the NPA’s remuneration guideline to their part-time employees.

3. Utilization of Abilities and Experience of Elder Employees (Connection between Employment and Pension)

It is necessary to move toward the actualization of a system to raise the mandatory retirement age, taking into account the various needs concerning work patterns of personnel over 60 years of age. In the meantime, under the current reappointment system, there is a need to make more effective use of the abilities and experience of reappointed employees in the public sector, by making full-time work become the norm as in the private sector. For that purpose, the Cabinet Office and each ministry need to make such efforts as personnel management in a strategic and well-planned way, placement of reappointed personnel according to their abilities and experience, and facilitation to change employees’ mindset. The NPA will help ministries with their efforts by contacting other authorities in charge of the related systems, sharing necessary information, etc.