

Outline of the 2008 NPA Report on Reform of the Public Servant System and Public Employee Personnel Management

It is necessary for the NPA to positively wrestle with Reform of the Public Servant System as a neutral, third-party, specialized organization for ensuring neutrality and fairness in the personnel management of public employees and compensating for certain restrictions on their labor rights.

I . Fundamental Understanding concerning Reform of the Public Servant System

On promoting Reform of the Public Servant System, it is important to realize the following four points:

1. Restoring public confidence toward public service and public employees requires immediate attention.
 - The NPA is trying to restore public confidence at an early time by conducting a thorough review of the entire human resource management system.
2. An effective human resource management system should be reconstructed for adapting to the changing times.
 - The NPA will thoroughly review the current human resource management system, from recruitment to the retirement, on the condition that there are certain roles assignment among the political, public and private sectors.
3. Reform of the Public Servant System should be promoted under the principle that civil servants should perform their duties with highly professional skills.
 - It is essential to completely reform systems and operations. The NPA will immediately implement operational improvements and reform of the thought process.
 - The NPA will refer to the new systems for senior officials and the viewpoints on considering labor rights of national public employees.
4. Reform of the thought process should be promoted thoroughly for public employees to do their best in performing their duties with a sense of mission.

II . Report on Public Employee Personnel Management

1. Securing and Developing Human Resources

(1) Drastic Review of the Recruitment Examinations

— Unchangeable Importance of Securing Human Resources with Excellent Abilities and a Sense of Mission —

- The NPA is holding an expert examination committee for a drastic review of the recruitment examinations with regard to coping with the enactment of the Basic Act for

National Civil-Service Reform and the change of human resource supply sources, and is considering the purpose of each recruitment examination, the examination criterion, methods, and so on.

- The NPA will further utilize the recruitment system for personnel with experience, keeping the purpose of the mid-career recruitment examination in the future in mind.

(2) Securing and Developing Future Candidates for Senior Posts

- The NPA is holding a study meeting about the role of human resource development for civil servants including future candidates for senior posts, and is considering securing and developing administrators with high sense of mission.
- It is necessary to resolutely switch to new personnel operations suitable for each employee's abilities and achievements even prior to the start of a new system based on the Basic Act for National Civil-Service Reform. It is necessary to rigidly judge the qualifications for fitness on promotion to assistant director levels, and to rigidly select a suitable employee for promotion to the director level. In addition, it is important to further promote competent employees recruited through Level II and Level III recruitment examinations.

(3) Promotion of Personnel Exchange

The NPA will conduct necessary reviews concerning exchange standards and so on based on the Public-Private Personnel Exchange Law

(4) Others

The NPA will expand the recruitment and promotion of female national public employees, revise the rules of appointment and dismissal based on the revision of the National Public Service Act on 2007, and revise the concerned rules and guidelines about actions (such as dismissal, demotion, etc.) for reasons of inadequate fulfillment of duties and mental or physical disability accompanied by the introduction of a new performance appraisal system.

2. Promotion of Personnel Management based on Competency and Performance

— Utilization of a New Performance Appraisal System —

The NPA presents the basic framework of how the appraisal results are utilized even for dismissal, demotion, grade decrease, step decrease and human resource development in addition to promotion, grade increase, step increase and bonus, and will revise the system based on trial results until enforcement.

3. Improvement of the Working Environment for Balance between Work and Life

- It is necessary for government to make great efforts to reduce the time that individual employees spend on duty for the purpose of curtailing overtime work at headquarters. Concerning overtime work on ordered activities, 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.

- The NPA will support balance between work and life meeting each employee's needs, for example, the popularization of the child care leave system, the presentation of model cases, and so on.
- The NPA will consider providing employees with information about mental health problems for preventing and identifying them in their early stages, and constructing a system where any employee can feel free to seek help as necessary, and so on.

4. Management of Retirement

— Employment Issues for Elderly Employees —

The NPA will mainly consider the gradual extension of the retirement age. At the same time, the NPA will consider the combination of a gradual extension and reappointment or fixed retirement age for managing post system, promotion of personnel exchange between the private sector, developing working areas for elderly employees, measures for avoiding an increase in the total remuneration, and so on.