

## **Outline of the 2013 NPA Report on National Civil Service Reform, etc.**

### **I. Basic Recognition of National Civil Service Reform**

#### **1. Major Considerations During the Process of Reform**

- Taking into consideration that national public employees are servants of the entire community, and based on the characteristics of human resource management, the NPA stresses that thorough discussions should be conducted in terms of securing fairness in personnel administration, and ensuring compensatory measures equal to the private sector under the restrictions of basic labor rights.
- It is crucial to design practical systems through utilizing the knowledge of the specialists in ministries who are in charge of current systems, and those in the personnel authorities of each ministry.
- As the civil service system is the foundation for administration, civil service reform should be carried out under the agreement with all people concerned.

#### **2. On-going Civil Service Reform Issues**

##### **(1) Integrated Personnel Management of Senior Officials**

Taking into account the balance between the role of the Cabinet Personnel Bureau and the responsibility of each minister in the area of organizational and personnel management and so forth, it is necessary to design an appropriate system. It is required that a neutral and third-party organization participates in establishing criteria of selection, etc.

##### **(2) Establishment of the Cabinet Personnel Bureau and Transferring the NPA's Functions to the Bureau**

- As the fixed numbers of staff in each grade of the salary schedule is one of the most

important factors for working conditions, it is necessary for a neutral and third-party organization to maintain the functions to control those fixed numbers under the current restrictions of basic labor rights.

- It is required that a neutral and third-party organization continues to be in charge of setting standards for appointment, conducting recruitment examinations, and implementing training courses for which the NPA has responsibility. These functions are crucial for ensuring fairness in personnel administration.

### **(3) Autonomous System for Labor-management Relationship**

The NPA has proposed important issues regarding the autonomous labor-management relationship system. However, these discussions have not progressed as hoped, and so citizens have yet to acquire sufficient understanding.

## **II. Efforts to Tackle Various Issues of Personnel Administration**

### **1. Promoting Personnel Management Based on Ability and Performance**

#### **(1) Reviewing Personnel Practice Regarding the Development and Selection of Senior-level Officials, etc.**

Each ministry is encouraged to promote individuals to managerial positions based on personnel practice with ability and aptitude. For example, judging employees by their ability and aptitude as senior-level officials, and not giving them across-the-board promotions based on their seniority.

#### **(2) Appropriate Implementation and Utilization of Personnel Evaluation**

To ensure the vitality of the civil organization, it is necessary to promote the importance of each employee's actual work performance as reflected in his/her personnel evaluation, and that each ministry utilizes the personnel evaluation results properly. The NPA supports efforts in the government to improve the implementation and utilization of personnel evaluation, etc.

## **2. Reviewing the Recruitment Examinations, etc,**

### **(1) Introducing the Utilization of External English Examinations in the Recruitment Examination**

The utilization of external English examinations will be introduced in the Examination for Comprehensive Service starting from FY2017. The NPA is preparing the entire outline of the new system, which will be announced in this fall.

### **(2) Dealing with the Postponement of Recruitment Terms**

Considering the postponement of recruitment terms in the private sector, the NPA will examine and publicly announce the schedule of the FY2015 recruitment examinations, etc, along with the FY2014 schedules.

## **3. Expansion of Initial Appointment and Promotion of Female National Public Employees and Supporting Work-life Balance**

### **(1) Expansion of Initial Appointment and Promotion of Female National Public Employees**

The NPA supports the smooth promotion of the new system, such as expanding training courses for developing the management ability of female employees, etc.

### **(2) Supporting Work-life Balance**

- Today the NPA submitted its opinion to the Diet and the Cabinet regarding the introduction of a new leave system, which will enable employees to accompany their spouses who are transferred to foreign offices and go to study abroad, etc. The NPA is making efforts to ensure feasible measures regarding “flextime system” and “short-time working system” for employees caring for children and seniors as soon as possible.
- Employee attitude surveys will be implemented to find the reason behind why male employees are unwilling to take childcare leave, etc. The NPA will then carry out the required measures.

- In order to reduce overtime work, it is of the utmost importance for each ministry to promote measures such as the strict management of working hours. Dealing with tasks required by the Diet, etc. shall be reduced through the understanding and cooperation by the relevant actors. It is also necessary to obtain a sufficient budget for overtime allowance.