

Outline of the 2015 NPA Report on Public Employee Personnel Management

According to the review of retirement management and the restraint of recruitment, the percentage of employees in their 40s or 50s is considerably higher than that of those in their 20s or 30s, and there is concern that this might have a great influence on the personnel management of the national public service. For ensuring an efficient and vibrant public organization for a long time to come, the NPA as a third-party and professional agency for personnel administration will further promote comprehensive measures for the overall personnel management of public employees from initial appointment to retirement based on medium- and long-term viewpoints.

1. Human resources securement and development

(1) Securing diverse and promising human resources

In cooperation with the Cabinet Office, each ministry, etc. the attractiveness of public service will be actively conveyed to a wide range of people to enable them to have a specific image of public employees' jobs and to take the recruitment examination. At the same time, activities to attract people in the local area will also be promoted and strengthened.

(2) Expansion of the initial appointment and promotion of women

- Activities to attract female students will be strengthened so as to encourage a greater number of excellent women to take the recruitment examination.
- The promotion of female employees who have ambition and ability will be urged through training for female employees and managerial personnel.

(3) Improvement and expansion of training

The role of off the job training is important when the situation of public service management is becoming severe.

Concrete measures will be considered for improving and expanding training for the development of public employees as servants of the whole community, including holding study group meetings comprising external experts.

(4) Promotion of human resources management based on their ability and performance

The Cabinet Office, each ministry, etc. will be supported and guided to utilize the results of personnel evaluation for promotion, remuneration and so on appropriately. The chance to participate in training will be offered for contributing to human resource development through personnel evaluation. The system of consultation on complaints will be expanded in cooperation with the Cabinet Office, each ministry, etc.

2. Realization of flexible and diverse working styles and improvement of a working environment

(1) Expansion of the flextime system

The flextime system should be expanded to all employees in principle, with proper considerations to maintain appropriate public service. (Recommendation of a revision to the Working Hour Act.)

(2) Promotion of teleworking

Measures which make it easy to use the teleworking system by the hour will be taken, and the management of the working hours, discipline, etc. of the employees who do so will be considered.

(3) Review of habitually working long hours

- Working time should be strictly managed, for example the overtime work orders issued in advance and overtime work should be reduced by promoting the rationalization and efficiency of operation including mindset change among managerial personnel.
- The maintenance of health for employees who do much overtime work should be considered; it is necessary to level workloads among staff and allocate personnel appropriately.

(4) Promotion of the work-life balance support measures

- Male employees will be enabled to utilize the work-life balance support measures through the influence of senior officials.
- The expansion of the work-life support measures for child care will be considered, while observing how the flextime system is being used.
- The nursing care leave, etc. will be considered, taking into consideration the trend to review the nursing care leave measures in the private sector.

(5) Promotion of mental healthcare

The stress check system will be introduced, cooperating with the Cabinet Office, each ministry, etc. for enhancing primary prevention of mental disorders.

(6) Harassment countermeasures

The system of consultation on sexual harassment will be enhanced to make it easier for employees to have consultations, and promote awareness of power harassment, including distribution of materials.

3. Utilization of ability and experience of elder employees (Connection between

employment and pension)

It is necessary to take appropriate measures based on “the NPA’s Opinions” submitted in 2011.

Reappointment in the public sector, for short-time work continues to account for the majority, so there is a need to fully utilize the abilities and experience of reappointed employees in the public sector, by making full-time work become the majority as in the private sector.

For that purpose, the Cabinet Office, each ministry, etc. need to make further efforts, for example, strategic personnel management, considering the number, composition, etc. of staff.

The NPA will continue to correspond appropriately in order to take appropriate measures, including those pertaining to relevant systems.