

Part 2.

Development of Employees in Their 30s Who Will Play a Central Role in the Next-Generation Administration and Invigoration of the Entire Public Sector: Exploring Issues and Measures Through the Consciousness Survey

Introduction

Part 2 of the Annual Report FY2015 looked at the change in the incumbency of national public employees (personnel structure by age group) and its impact on personnel management. According to the report, the number of employees in their 40s and 50s is roughly two times larger than that of those in their 20s and 30s. The number of managerial personnel and employees with years of service with rich experiences in the public service are expected to be extremely small in 20 years from now. With such an awareness, the Annual Report considered the causes, impacts and challenges concerning this issue.

Part 2 of the Annual Report FY2016 disclosed the result of employees' consciousness survey, which was conducted to help realize an attractive workplace in the public service. This survey was carried out targeting the employees at HQ subject to the Salary Schedule for Administrative Service (I) (Admin (I)). The survey adopted the method used in the "Employee Satisfaction Survey" that has been extensively conducted at private companies, local governments and foreign governments. This is the first cross-ministerial survey implemented multilaterally and comprehensively concerning awareness of national public employees. Based on the survey results, the Annual Report confirmed the attractive nature of workplace in the public service, which includes serving the public and society, rewarding work and sound workplace environment in terms of compliance. The report also identified that allocation of employees, direction of personnel development, lowering vitality of workplace and burden from work may become the challenges in future operation of the public service.

In the Annual Report, an analysis was also conducted concerning the trend of employees' satisfaction by attribute based on the survey results, and it was found out that the average of the responses of the employees in their 30s was the lowest in all the responses.

Employees in their 30s are exactly the generation playing a central role in practical business at unit chief level or assistant director level between less experienced employees in their 20s with length of service for just several years and managerial personnel in their 40s and above. Accordingly, most of the issues facing this generation can be considered as the ones facing the entire workplace in the public service. Looking toward the future, employees in their 30s are expected to offer high-quality public service as experienced managerial personnel or working-level employees with years of service in 10 to 20 years ahead.

Realization of a workplace where employees in their 30s can work actively in their daily duties with high motivation will help to invigorate the current workplace in the public service. Properly developing employees in their 30s is essential to maintain and improve efficiency of the public service toward the future.

Given this background, the NPA intends to consider issues related to employees in their 30s and the entire public service and to propose measures to deal with such issues. To this end, the NPA summarized the environment surrounding the employees in their 30s and then conducted a survey asking the concrete questions of the

employees in their 30s and their superiors at Director level, who were surveyed in the previous fiscal year.

Chapter 1. Environment Surrounding the Employees in Their 30s

Section 1. Current Situation of the Employees in Their 30s

1. Number of Employees and Personnel Structure

Among the incumbent national public employees in the regular service in all the organizations of national government, full-time employees subject to Admin (I) responsible for general administrative affairs, totaled 140,319 in 2017. Among them, those in their 30s accounted for 20.6% of the total with 28,934 employees.

Meanwhile, the number of incumbent employees at HQ, including the Cabinet Office, ministries, committees, agencies, subject to Admin (I) in the same age group was 35,930. Among them, those in their 30s totaled 11,277 with 31.4% of the total.

Table 1 Employees in Their 30s Subject to Admin (I) (All Administrative Organizations, HQ)
(Aggregated by the NPA based on the Fact-finding Survey of Remuneration of National Public Employees in 2017)

Number of Employees Salary Schedule for Administrative Service (I)	Total Number of Employees	
		Employees in Their 30s
All Administrative Organizations	140,319 employees (100.0%)	28,934 employees (20.6%)
HQ	35,930 employees (100.0%)	11,277 employees (31.4%)

With regard to the personnel distribution ratio in 2017 compared with that of a decade ago in 2007, the ratios of the employees in their 40s and 50s are by far larger than those in their 20s and 30s in all the administrative organizations as shown in Figure 1. The ratios of the employees in their 20s and 30s saw a significant decline over the 10 years. At HQ, on the other hand, a certain number of young employees are recruited every year, and the personnel distribution ratios are indicated in Figure 2. (※ 1)

※ 1 Part 2 of the Annual Report FY2015 took up the subject “Change in Incumbency (Personnel Structure by Age Group) and Its Impact on Personnel Management” and conducted an analysis. There is no change in the trend since then. According to this Annual Report, unbalanced personnel structure by age group has emerged due to a reduction in the ceiling of the number of officials, prolonged incumbent period caused by strengthened restriction on reemployment and recent cutback on recruitment. Under the circumstances where a large number of employees are projected to reach the mandatory retirement over the next 20 years or so, the report pointed out that these issues related to personnel structure have caused concern regarding the declining organizational vitality associated with slower promotion of young and mid-level employees; problems related to personnel management, such as development of young and mid-level employees mainly of the regional offices with extremely small number of young employees; and obstacles to duty performance, such as the smooth inheritance of skills and knowhow. In consideration to that, the report proposed the necessity to address issues such as securing and development of diverse and competent human resources, utilization of abilities and experiences of elderly employees, and promotion of work style reform, including improvement in