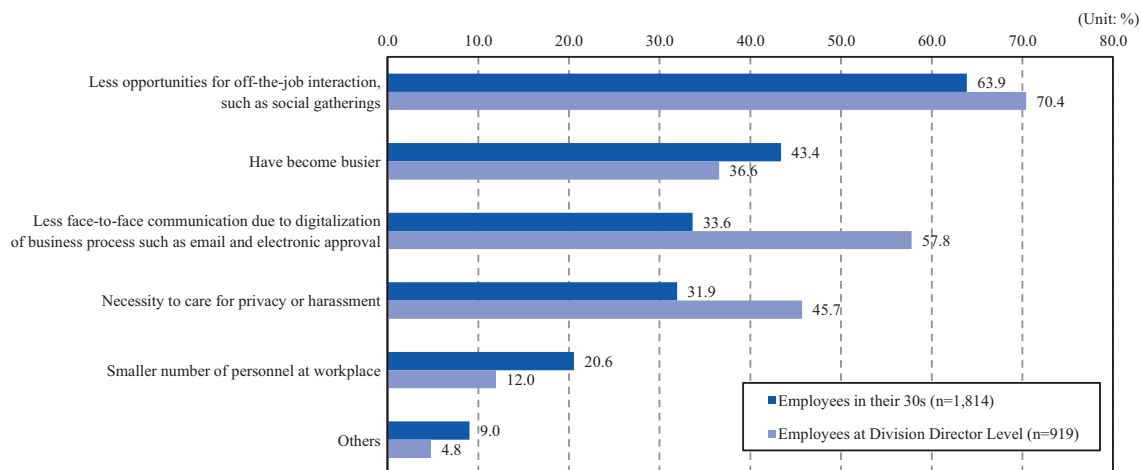


Figure 48 [Survey of the 30s and the Division Director Level] Reasons for Less Active Communication within the Ministry (The question asked to the employees who chose “has become less active” to the question concerning “communication on the job” or “communication off the job” shown in Figure 47) (Multiple answers allowed)



Chapter 3. Considerations of the Issues and the Measures

Section 1. Findings of the Surveys

The survey results discussed in the previous chapter identified following issues surrounding the employees in their 30s.

1. Rectification of Working Long Hours and Promotion of Flexible Working Style

According to the Survey of the 30s, “inability to keep work-life balance due to busy work or working long hours” (48.5%) was the most popular answer to the question about the specific factors that had lowered the motivation for work. Additionally, concerning further improvement that can be expected on their own ministry, the popular answers were the ones related to streamlining of workload and duties, including “personnel allocation depending on workload” (52.9%), and “streamlining of duties and reduction of overtime work” (43.2%). The ratio of the respondents who chose these answers were also high in the Survey of the Division Director Level. These results indicate that rectification of working long hours through streamlining of duties, personnel allocation depending on workload and measures against personnel shortage is a common issue across generations. However, it is deemed to be the major factor that lowers satisfaction especially for the employees in their 30s who play a central role in practical business and experience big life events, such as marriage and childcare in their private lives.

Moreover, many employees in their 30s strongly call for their own ministry to implement personnel practice giving due consideration to family circumstances such as childcare and nursing care; and to promote flexible working style such as telework and flextime system.

2. Elimination of Concerns About Career Development

The Survey of the 30s found that about 80 % of the employees in this age group thought about their aptitude or future career development “frequently” or “sometimes”; and roughly 70 % of them felt uneasy about their future.

In addition, according to the survey results, the employees in their 30s wanted to enhance their expertise and strength for their career development. At the same time, many of them did not have a clear image about their aptitude and details of their career development at present. A large number of employees in their 30s no longer have to concentrate on the duties at hand. They, however, have not gained a clear picture about the future direction they should head for, which might raise concerns for this generation. Therefore, it is important to enable employees to identify their aptitude and establish an image about their career development.

The results of cross tabulation imply that the frequency of opportunities to consult with the personnel authorities has an impact on a sense of security of the employees about their career development. It has become clear that there is often a lack of communication between the personnel authorities and employees concerning career development.

Furthermore, the surveys conducted this time suggest that both the employees in their 30s and those at Division Director level do not emphasize superiors’ involvement in their subordinates’ career development that much because they consider that personnel authorities are supposed to be responsible for personnel allocation. On the other hand, most of the employees in their 30s regard engagement in rewarding work rather than promotion as a motivator. This fact indicates that it is necessary to actively communicate interest and a sense of satisfaction with work to the employees in order to enhance employees’ motivation for duties and their enthusiasm to independently develop their abilities. To this end, managerial personnel, who closely interact with the employees and provide them with instructions on duty on a daily basis, play an important role in enhancing abilities/expertise and motivation for work in accordance with aptitude of each employee. Managerial personnel are also required to nurture their subordinates and be involved in their future career development in partnership with the personnel authorities for the purpose of developing specialized personnel of bureaus or divisions.

3. Improvement of Consciousness about Management

In the Survey of the 30s, one fourth of the respondents chose “evaluation by superiors” (25.3%) as a specific factor to maintain/enhance motivation. Conversely, the popular answers concerning specific factors that had lowered the motivation included “lack of support from superiors” (31.4%) and “negative evaluation by superiors” (27.0%). Accordingly, the survey confirmed that superiors play a major role in relation to motivation of the employees in their 30s.

Nevertheless, about 30 % of the employees in their 30s replied that they had never had a superior they held as an ideal. In addition, nearly 80 % of the employees in their 30s replied that they had been deeply dissatisfied with their superiors on the grounds that superiors’ attitude was high-handed or that they did not try to take responsibility. Furthermore, the survey found that a certain number of the employees in their 30s received strict

instructions from their superiors which they felt as power harassment or dissatisfaction with. Superiors need to provide instructions with an awareness in mind that their subordinates in their 30s might regard instructions in such a way.

Meanwhile, more than 40 % of the employees at Division Director level answered that they had hesitated to provide instructions on occasions where they had to instruct their subordinates due to their concern that the instruction might lower the motivation of their subordinates. This result poses a problem with respect to succession of skills and knowhow.

Moreover, it is also pointed out that the employees in their 30s have fewer opportunities to be involved in decision-making of major policies and are required to engage in more clerical work than before. In consideration of the fact that engagement in rewarding work and a sense of contribution to society are major motivation for duties of the employees in this age group, their sense of satisfaction gets lower unless superiors provide them with enough explanation on significance or purpose of duties.

It should be noted that about half of the employees in their 30s replied in the Survey of the 30s that they had no subordinate. This means that on-the-job training (OJT) is not provided at workplace to these employees to develop their skills, which are required for instructing subordinates when they become managerial personnel in the near future. Moreover, “management ability” was one of concerns about future career development. Additionally, about 40 % of the employees who had subordinates had ever hesitated to provide instructions to their subordinates. Taking these facts into consideration, how to enhance abilities of instructing and developing subordinates in anticipation of the future of these employees, who are expected to become managerial personnel, is also a major issue.

4. Improvement in Communication

According to the surveys conducted this time, perception gap between the employees at Division Director level and those in their 30s could be found in some items, including assessment of impartial work sharing. This suggests the necessity to eliminate the gap through improving communication at workplace.

Concerning communication off the job compared with the one when they joined the ministry, for instance, a larger ratio of the employees at Division Director level consider that it has “become less active” while many of the employees in their 30s replied that it has “not changed.” The survey results imply that basis of value, such as working environment and historical background, may be different; that means of communication have been diversified partly fueled by digitalization; that changes are taking place in working environment such as increased need of giving consideration to harassment prevention or privacy. Measures should be taken with due consideration to these circumstances.

5. Maintenance/Raising of Awareness as Servants of All Citizens and Further Enhancement of Challenging Spirit

Based on the previous survey results, the AR FY2016 confirmed the attractive nature of workplace in the

public service, which included serving the public and society, rewarding work that makes employees grow through challenges, and sound workplace environment in terms of compliance. These results can be also confirmed in the survey carried out this time as rewarding work and contribution to society rank among the top motivation for work.

On the other hand, about one fourth of the employees in their 30s chose “criticism of governments and public employees” (24.4%) as a specific factor that had ever lowered motivation for work.

It is a concern that scandals in the public service, even if they are caused by only a very small number of employees, have tremendous negative impact on other employees’ motivation and damage the attractive nature of workplace in the public service affecting securing of competent personnel in the public service as a result.

Moreover, a large number of the employees in their 30s replied in the surveys conducted this time that they were making new proposals and performing challenges in day-to-day duties. Nevertheless, the surveys also found that nearly 40 % of their superiors at Division Director level felt that the employees in their 30s lacked in autonomy and challenging spirit. This disparity may be caused partly because the employees at Division Director level make an evaluation based on the working environment and historical background when they were in their 30s. However, top-down decisions on work are made more frequently than before according to the hearing. Given this background, the possibility cannot be denied that the employees in their 30s and some other public employees are inclined to sit back and wait for instructions from their superiors in such a working environment instead of having concerns or questions about various issues and making decisions independently.

Based on these circumstances, enabling employees in their 30s to consider themselves as servants of all citizens, to fulfill their autonomy and to further enhance challenging spirit needs to be addressed urgently also for the purpose of maintaining attractiveness of workplace in the public service.

Section 2. Consideration of the Measures

This section takes a look at the issues identified through the surveys conducted this time from the viewpoints of workplace environment, which directly links to the current motivation for work of the employees in their 30s; of career development, which is a major concern for their future; and of employees’ awareness and communication, which serve as the foundation for such issues. The possible measures for each issue are also examined.

1. Measures for the Issues Related to Workplace Environment

~Creation of Workplace Environment Where Employees Can Work Actively~

(1) Promotion of Streamlining of Duties Reflecting Young Employees’ Opinions Actively

First, with respect to workplace environment, the surveys found issues such as rectification of working long hours and business improvement.

Concerning rectification of working long hours, most of the employees in their 30s as well as those at Division Director level demand personnel allocation commensurate with workload. With this respect, it is essential

to reinforce business management by managerial personnel and to reduce or streamline duties at each workplace, as pointed out also by the report of the 2017 NPA Recommendation. If overtime work for long hours constantly continues even after promoting these measures, it is necessary to secure personnel commensurate with workload.

Meanwhile, business improvement requires strong commitment by officials at the top of the Cabinet Office and ministries. However, the Survey of the 30s found that more than 80 % of the respondents had their own opinions about business improvement. In order to promote more efficient duty performance, it is necessary to provide opportunities where the employees in their 30s can make new proposals or perform challenges proactively; and to work on improvements in a unified manner involving superiors. If business actually improves as a result of these efforts, employees will be able to gain a sense of achievement and something meaningful and rewarding in their work, which will bring about positive impact on higher motivation in addition to improvement in their own working environment.

Some ministries have already organized an “Operational Reform Team” under the initiative of young employees and established a bottom-up system to streamline operations for instance through studying operational reform. In the future, it may be possible to utilize the ideas of young employees by referring to these initiatives. On such occasions, the personnel authorities and superiors are expected to provide support, such as through arranging systems or giving consideration to workload, so that young employees can engage in their duties actively and autonomously.

(2) Appropriate Duty Assignment and Personnel Allocation Through Cooperation/Communication among the Personnel Authorities, Managerial Personnel and Employees

Both the employees in their 30s and those at Division Director level share the view on heavy workload. Nevertheless, more than 40 % of the employees in their 30s demand impartial work-sharing while only the lower 10 % of the employees at Division Director level provided such an answer.

Extremely unbalanced or concentrated assignment of duties to specific employees will lower the motivation and bring about significant adverse health effects. The survey results suggest that managerial personnel are required to communicate with subordinate more actively; and make more efforts to understand workload and sharing work on a daily basis, as well as to assign duties. At the same time, the results also indicate that the personnel authorities need to understand press and slack of each division’s business; and to flexibly allocate employees for instance through temporarily assigning supportive personnel.

As far as personnel allocation is concerned, many employees at Division Director level demand that personnel be allocated in accordance with employees’ aptitude. Moreover, about 60 % of the employees in their 30s chose “not suitable to me”, “neither suitable nor not suitable” or “do not know.” Personnel cannot be always allocated in accordance with their aptitude at times because of the necessity of developing and selecting personnel on a long-term and systematic basis and of the then-current administrative demands. Despite that, personal authorities need to understand the aptitude of each employee in an adequate cooperation with managerial personnel and to allocate personnel while giving consideration to balance between personnel development and employees’

aptitude as much as possible. In addition, it is deemed necessary that personnel authorities make efforts to maintain/enhance motivation of employees through providing them with accounts regarding personnel allocation.

○ Case Study of Private Companies

In private companies, building a win-win relationship between the company and the employees helps to enhance overall performance of the company. It is also considered that personnel allocation should be carried out taking into account various information, including employees' intentions about their career, employees' family circumstances, such as childcare and nursing care, along with their characteristics. Given this background, many private companies are working on "visualization" by managing employees' information, including knowledge, experiences and skills, using the database. Some companies have already launched projects to concretely utilize "visualized" information. High performers in each division are analyzed based on such information, and a judgment is made on to what degree they are consistent with each employee. Then, an evaluation is performed on the probability that the relevant employee can be successful when transferred to specific division. The evaluation will be used as a basis for judgment of the personnel transfer plan. At this company, a final decision on the personnel transfer plan is still made by people as it has been done before. Yet, the company could confirm that judgments, which have been made by experiences and intuition of staff in charge of personnel management, can now be carried out using the data, which the company finds very significant.

(3) Promotion of Flexible Working Style in Accordance with Employees' Circumstances

Many employees in their 30s experience big life events in their private lives, such as marriage and childbirth, and how to balance work and life has become an evident issue as their concern for the near future.

Offering working style options in accordance with each employee's circumstances to the extent that it does not adversely affect the public service provides a foundation for the environment where employees can fulfill their abilities. Development of the work-life balance support system has been underway recently. The NPA is also continuously conducting a review to see if there is room for further improvement taking into account socioeconomic circumstances. Meanwhile, concerns cannot be eliminated only by developing a system. Instead, it is essential to create an environment where the system can be easily utilized, and to deal with individual circumstances. Accordingly, the personnel authorities are required to grasp each situation and carefully deal with it; and to create a system to prevent imposing extremely heavy workload over employees surrounding the one who is using the system. Additionally, one of the causes of employees' concerns is that they cannot have a concrete image for work-life balance. Thus, it is deemed effective to increase opportunities where employees can receive advice from those who are actually actively using these systems.

The use of remote access is also effective to realize flexible working style. It was decided that the entire government would promote this. In fact, some ministries have already produced successful results, such as reduction of waiting time for the Diet, through using cellphone or PC to check the materials for responses to

questions in the Diet. It is desirable to promote the use of remote access by referring to these advanced cases in the light of security issues and the development of facilities.

2. Measures for Issues Related to Career Development

~ Enhancement of Public Service Efficiency and Expertise Through Realizing Employees' Diverse Career ~

(1) Employees' Identification of Their Own Aptitude and Establishment of Image for Career Development

It is essential to strengthen the support to enable employees to develop necessary abilities, for instance through securing opportunities for employees to consider their own aptitude and future career development; offering information useful for career development, for example by disclosing within the department abilities and expertise that are required in the organization; and establishing a plan to develop employees through offering training or experiences for each type of ability and expertise which are required in each organization.

Some ministries have already launched opportunities for young employees to listen to the experiences of managerial personnel; introduced a curriculum concerning career development into the training within the ministry; and started to work on improvement of the training to enhance ability to perform duty. It is expected that each ministry will advance efforts by referring to these initiatives.

In FY2018, the NPA also plans to carry out new trainings on a trial basis aiming at eliminating employees' concern about career development and increasing motivation for duties and ability development. For the purpose of supporting employees' career development at the Cabinet Office and each ministry, the NPA will endeavor to consider the curriculum taking into account the results of the Survey of the 30s and to implement more effective trainings.

○ Case Study of Private Companies

Many companies have a job posting system as part of the measure to support career development. A certain company makes it a rule to interview employees who apply for the job posting system. The company provides even unsuccessful candidates with advice on skills required by the position the employee applied for, as well as on better approaches that the candidate should take. In this way, the job posting system itself is also used as one of the tools to support career development.

Other company creates a table called career map. The table has three periods, namely "Foundation Forming Period", "Strength Forming Period" and "Strength Deepening Period" on the vertical axis, and concrete departments on the horizontal axis. Image of employees and required abilities are filled in each relevant cell of the table. To employees who already have clear desired career, this table indicates abilities required for the career they aim for. To employees who do not have specific career they want to aim for, the table shows potential future careers.

A local government implements many training programs based on application by employees, focusing

on the situation that each employee has a different career plan. Additionally, this local government makes a table of the training system to allow employees to understand at a glance the programs to take in order to attain the career they aim for. The table is posted on the intranet. In this way, this local government has realized “visualization.” Furthermore, it has launched training exclusively for the employees aged 26 or 27, younger than the average age for big life events such as marriage, with a view to providing the employees who don’t have a specific career vision with opportunities to think about their career plan. This program enjoys favorable reviews.

(2) Expansion of Opportunities for Consultation on Aptitude and Career Development

According to the Survey of the 30s, opportunities to consult personnel authorities and to communicate hopes to them for future career development were effective to eliminate concerns for future. Nevertheless, the survey found that many employees in their 30s felt that they did not have such opportunities sufficiently.

With regard to personnel allocation, consideration to employees’ aptitude was described in 1 (2). From the perspective of career development, it is also important that the personnel authorities listen to and grasp each employee’s hopes for career development on a mid-term or long-term basis; and have close communication to share with employees expectation and development-related issues while taking the measures stated in (1) simultaneously.

Some ministries have launched a job posting system for managerial posts or the posts to implement a specific policy. Under this system, employees submit the proposal for the policy and will be transferred as needed, based in the possibility of realizing the proposal. It is deemed possible to introduce the measure emphasizing employees’ motivation in personal management as much as possible by referring to these measures.

(3) Reinforcement of Superiors’ Involvement in Subordinates’ Career Development

Both the employees in their 30s and those at Division Director level do not emphasize superiors’ involvement in career development that much. The reasons may include that personnel transfer of national public employees has been carried out under the initiative of the personnel authorities; and that managerial personnel themselves are also responsible for various duties and cannot always spend enough time to instruct subordinates.

But, employees’ intention about career development has been diversified. Given this background, the role of superiors, who closely interact with employees and provide them with instructions on a daily basis, has become more important than ever. From now on, managerial personnel, along with the personnel authorities, need to raise awareness about and be actively involved in subordinates’ career development while securing time through streamlining duties. The personnel authorities of the Cabinet Office and each ministry are also expected to provide instructions and support for that purpose. Additionally, the NPA will continue to make efforts to raise awareness about importance of supporting subordinates’ development and career development taking opportunities such as the Inter-Ministerial Joint Training by Levels of Positions or the Training Courses for Specific Themes.

The “mentor system” is one of the effective opportunities for employees to autonomously think about their

own career development, such as ability development and expertise acquisition. Under this system, senior employees support their junior, for instance through providing advice with the involvement of the personnel authorities to a certain degree. In Feb. 2018, the NPA issued the “Handbook for the Mentor System” (Notice issued by the Director, Recruitment Policy Division of the Human Resources Bureau). The NPA will continue to disseminate it to the Cabinet Office and each ministry as a tool useful for providing extensive support for subordinates’ development, their future career development and their working lives such as work-life balance.

3. Measures for the Issues Related to Employees’ Consciousness and Communication

~ Enhancement of Management and Activation of Communication at Workplace by Superiors ~

(1) Enhancement of Management by Superiors

To summarize the results of the 2018 Survey and considerations that have been made so far, superiors need to take the following measures when managing operations and instructing/developing subordinates.

【Creation of Workplace Environment】

- Flexibly change duty allocation in accordance with situation to prevent unbalanced workload of subordinates
- Actively communicate with subordinates

【Instructions to Subordinates Concerning Performance of Duties】

- Make timely and appropriate judgments
- Clearly inform content and purpose of corrections when giving instructions
- Do not deviate from policies by repeating off-the-cuff remarks
- Do not hesitate to instruct subordinates on occasions when they are needed
- Occasionally inform subordinates who have attained results or are making efforts that they are appropriately evaluated

【Streamlining of Duties】

- Voluntarily make efforts to streamline duties
- Do not emphasize precedents so much as to discourage subordinates from making new challenges
- Provide instructions keeping cost performance in mind

【Support of Subordinates’ Career Development】

- Properly provide advice on subordinates’ career development (presentation of strength/weakness and advice on the direction for future ability development and expertise acquisition)

【Prevention of Power Harassment】

- Do not take high-handed attitude
- Do not make remarks denying subordinates’ ability and personality

None of the above measures is new, and many superiors give consideration to these measures to the extent possible. Circumstances may make it difficult to do so, or there may be some contradictions in understanding

depending on the position. Therefore, even if subordinates are dissatisfied, it does not necessarily mean that there is a problem in management overall.

Nevertheless, superiors should once again make efforts to be aware of these matters all the time, to communicate with subordinates, to share the circumstances when consideration cannot be made, and to obtain subordinates understanding.

Moreover, for the purpose of succeeding skills and knowhow, superiors need to confidently instruct their subordinates without concerns for lowering subordinates' motivation. To this end, it is effective to acquire coaching skills, and thus, the relevant training programs need to be improved.

With regard to power harassment, the NPA has long been working on raising awareness to prevent such conduct. In fact, the survey conducted in the previous year indicated positive figures concerning "degree of power harassment prevention." Taking this into consideration, it is deemed NPA has attained results to some degree. In light of the results of the Survey 2018, the NPA will make efforts to develop a common view on the definition of power harassment and to reinforce preventive measures. Furthermore, in relation to sexual harassment, various cases are still occurring, and the situation on this issue cannot be overlooked yet. With the occurrence of harassment, including the ones related to pregnancy, childbirth, childcare and nursing care, employees' motivation for work may be lowered. This may make it impossible for employees to work efficiently and undermine trust in the public service as a whole. It is essential for managerial personnel, who are superiors, to recognize the importance to prevent harassment again, and to set an example to their subordinates. Subordinates should also make sure not to commit harassment.

Regarding operations management and instruction/development of subordinates carried out by superiors, some ministries have already conducted a survey targeting all the employees concerning management-related actions of managerial personnel (such as "clear specification of priorities for duties", "appropriate review on work burden sharing" and "not imposing too detailed matters or unnecessary work"); and an administrative vice-minister gives each Director-General feedback on the survey results. At other ministries, the personnel authorities have set the "ability requirement for each position (competency)" including management ability, and reflect it to evaluation items for multifaced observation (360-degree assessment). These measures are deemed also useful.

(2) Promotion of Communication at Workplace

Communication at workplace serves as the foundation for all sorts of performance of duties. Although all the relevant employees should make efforts to promote communication, managerial personnel, who are also superiors, are expected to play a leading role at each workplace. The 2018 Survey found a gap between the employees in their 30s and those at Division Director level concerning perception of changes in communication at workplace. Taking into account this result, managerial personnel and executive officials are required to make active efforts to promote communication while dealing with such a perception gap among generations and changes in workplace environment fueled for instance by digitalization.

On such occasions, communication off the job, which indicated an especially large gap, needs to be

facilitated. It is a valuable opportunity to have communication out of the workplace across generations or positions. For example, holding a lunch or social gatherings is deemed to be useful to promote smooth performance of duties.

○ Case Study of Private Companies

As part of the recent measure to reinforce communication with subordinates, some companies launched “1 on 1 Meetings” (opportunity to exchange opinions once a week between superior and subordinate with the main objective of managing duty progress but including talks on private topics) as a system to increase interaction between superiors and subordinates. At a certain company, the personnel authorities do not as a rule provide superiors with subordinates’ private information based on the belief that it would damage a sense of trust. Instead, superiors actively hold “1 on 1 Meetings”, which consequently promotes communication to understand feelings of subordinates along with their performance of duties.

Moreover, some companies have resumed recreation events or trips, which were once terminated, as an opportunity to promote communication with colleagues.

(3) Enhancement of Management Ability of the Employees in Their 30s and Maintenance/Raising of Awareness as Servants of All Citizens

It is impossible to acquire abilities for operations management and instructions/development of subordinates overnight. According to the survey result, about half of the employees in their 30s do not have a subordinate. This suggests that the employees in this age group have only limited opportunities for OJT. Therefore, it is necessary to take measures for personnel allocation that helps to enhance abilities for instruction and development over the medium and long term for instance through working at regional offices of the Cabinet Office or each ministry, temporary transfer to other ministries, and personnel exchange between the public and the private sectors. At the same time, it is critical to raise motivation of the employees in their 30s through training.

Some ministries are implementing original management training targeting the employees at Assistant Director level in addition to those who are just promoted to managerial posts. Other ministries are conducting a study on addition of new management subjects to the curriculum for the employees at Assistant Director level and Unit Chief level. These measures would be also useful.

In relation to awareness as servants of all citizens, the most important thing is that each employee should always have a strong sense of awareness. In addition, it may be possible for the employees in their 30s to confirm the ideal state of national public employees through attending joint training with employees from other ministries or from the private sector and reflecting their own situation. Furthermore, these employees may be able to reconfirm job satisfaction and a sense of contribution to society through providing them with opportunities to look at their own duties and the entire public service from outside the public service by experiencing work at private organizations to pursue public interest, such as NPO. These measures are useful to maintain and enhance awareness as servants of all citizens. Moreover, actively offering the employees in their 30s opportunities to

explain their own experiences or current duties to younger employees or students wishing to join their ministry is deemed helpful for succession of skills and knowhow. Furthermore, such opportunities will enable the employees in their 30s to reconfirm their original purpose and pride when they decided to become national public employees.

Besides, in light of the recent circumstances surrounding the public service, each employee, not exclusively the employees in their 30s, is expected to engage in duties with a strong sense of mission or ethics in order to secure public trust in the public service. The NPA will also continue to secure and develop national public employees who are aware as servants of all citizens.

Conclusion

Targeting the employees in their 30s whose relatively lower satisfaction level was confirmed in the AR FY2016, a new survey was conducted concerning career development and challenges at workplace; workplace environment such as streamlining of duties and personnel allocation; and management by superiors as well as communication at workplace. Based on the survey results, this report explored the concrete reasons for dissatisfaction or concerns and examined issues and measures.

One of the reasons for relatively lower satisfaction level of the employees in their 30s may be that the employees in this age group should instruct less experienced employees in their 20s and be responsible for coordination with managerial personnel in their 40s or above; and at the same time, they are supposed to directly deal with difficult problems as the personnel playing a central role in practical business. It, however, is presumed as an issue related to organizational structure, which exists in private companies as well.

The results of the 2018 Survey showed that many employees in their 30s are suffering from busy work and long working hours while considering if there is room for further streamlining of duties; and that there is a perception gap between the employees in their 30s and those at Division Director level concerning reaction to instructions provided by superiors and changes in communication at workplace. As a result, the survey identified organizational issues, including rectification of long working hours and promotion of flexible working styles; improvement in consciousness about management; and improvement in communication. Additionally, the employees in their 30s were concerned about their future career development and considered that they were making new proposals and performing challenges. On the other hand, the employees at Division Director level wanted those in their 30s to demonstrate more autonomy and challenging spirit, signifying a perception gap between them and the employees in their 30s. Accordingly, the surveys also identified the issues related to development of employees including how to maintain/raise awareness as servants of all citizens and further boost their challenging spirit while eliminating concerns held by the employees in their 30s about their career development.

Measures to resolve these issues should be taken because of reasons that maintenance/enhancement of motivation of the employees in their 30s leads to invigoration of public service as a whole; and that the employees in this age group are expected to work actively in the future as managerial personnel or employees with years of service with rich experiences. In addition, the 2018 Survey was conducted to get an insight into consciousness of