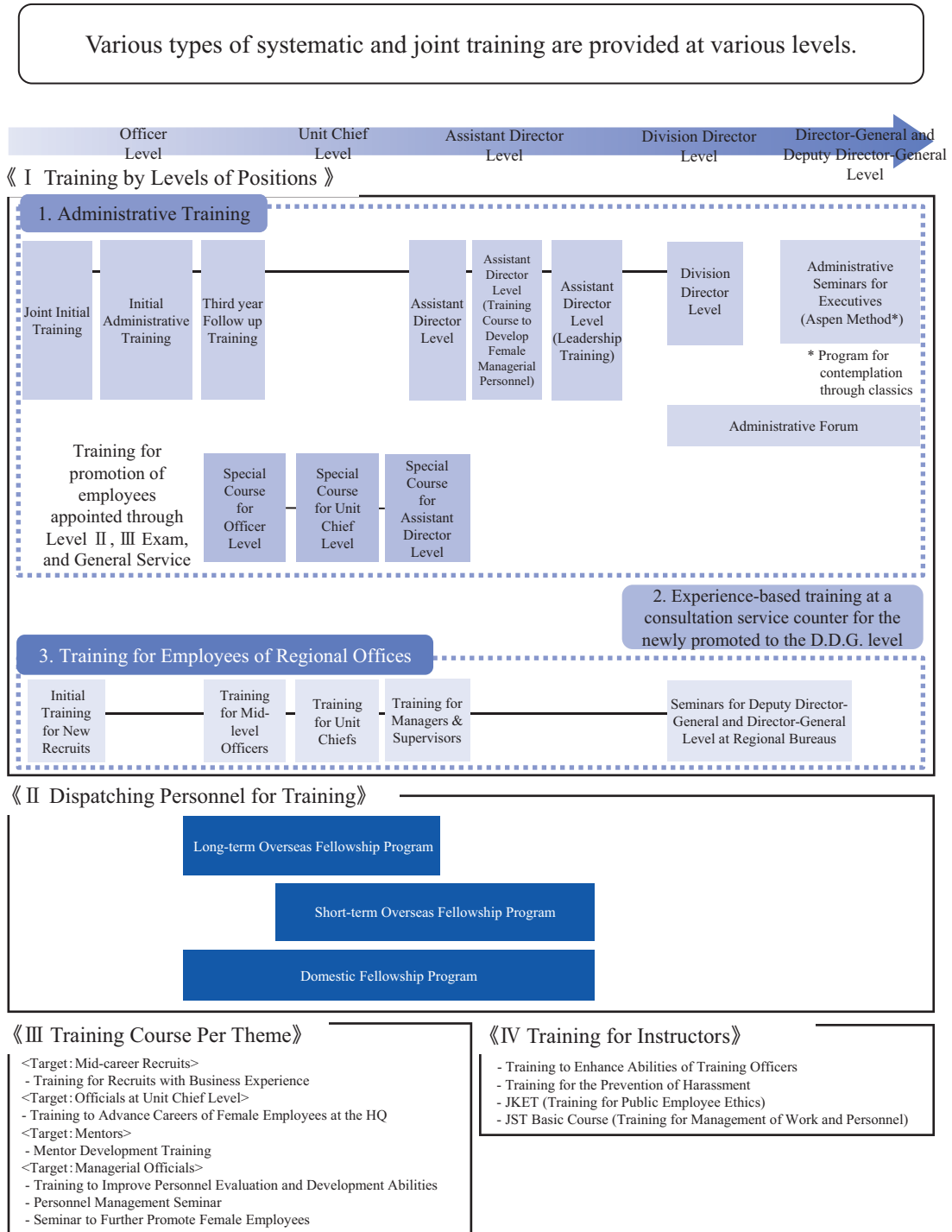


Chapter 2. Human Resources Development

The NPA plans and provides training courses as below. (Figure 7)

Figure 7 Principal Training Courses Provided by the NPA



Section 1. Outline of Training Systems Conducted by the NPA

The NPA provided 204 training courses for employees of each ministry in which a total of 8,182 regular service employees (a total of 9,369 including special service employees) participated in FY2016.

In response to requests from each ministry, the NPA dispatches its personnel as instructors for training courses conducted by each ministry. The NPA dispatched its personnel to a total of 46 training courses at 33 organizations in FY2017.

Section 2. Training by Level of Position

The NPA carries out administrative training, experience-based training, such as Experience-based training at a Consultation Service Counter, and Training for Employees of Regional Offices, in order to develop qualifications and abilities necessary for each managerial position. The NPA makes efforts to improve the system and courses for the training required at each position level from the stage immediately after initial appointment to director-general level.

1. Administrative Training

Administrative Training for employees who are expected to play a core role in the administrative operations of each ministry. The basic purpose of this Administrative Training is to improve employees' sense of mission as servants of the whole community based on a strong ethical awareness; to raise the level of qualification/ability required to represent viewpoints of the people as a whole, such as a broad perspective and flexible ideas; and to build mutual trust enabling policies to be carried out through cooperation among national public employees.

Administrative training includes Joint Initial Training provided at the time of initial appointment, Initial Administrative Training, Third Year Follow-up Training, training courses for personnel at the unit chief level, assistant director level or division director level at the HQ and Administrative Forum for division director and above levels. These courses focus on three core curriculum, namely, (i) to contemplate the mission and responsibilities of servants of the whole community, (ii) to examine ideal public policies through multiple verifications, and (iii) to learn about fair public service management. In addition, the participants engage in discussions and opinion exchanges through residential training in order to enhance mutual understanding and trust as they enlighten each other.

In order to broaden participants' horizons and promote mutual understanding through exchanges with people from various fields, participants from private enterprises and foreign governments are invited to training courses for personnel at the assistant director level or division director level.

The NPA carries out administrative training of a total of 41 training courses in FY2017.

(1) Joint Initial Training

The NPA conducts three-day Joint Initial Training for newly appointed employees who are assumed to engage in operations such as policy planning in each ministry.

(2) Initial Administrative Training

The NPA offered five courses of five-week Initial Administrative Training for employees who participated in the Joint Initial Training explained in (1), and are assumed to engage in operations such as policy planning at the HQ.

(3) Third Year Follow-up Training

The NPA conducts four-day Third Year Follow-up Training for employees who, in principle, participated in the Initial Administrative Training explained in (2), are in their 3rd year of administration service, and are assumed to engage in operations such as policy planning at the HQ.

(4) Administrative Training (for the Assistant Director Level)

The NPA offered six courses of a four-day training targeting personnel at the assistant director level at the HQ in charge of operations such as policy planning who were promoted to this level over the past year in general.

(5) Administrative Training (for the Assistant Director Level) - International Course

The NPA implemented one international course (four-day training) which aims to help participants enhance their communication and persuasive skills in English through presentation and discussions in English in order to develop human resources who can respond to the globalization of public administration in each field.

(6) Administrative Training (for the Assistant Director Level) – Female Manager Training Course

The NPA implemented one female manager training course to exchange ideas with female leaders in the public and private sectors and to consider management of subordinates and their own working style targeting female employees who are expected to be responsible for administrative management as managerial officials at the HQ in the near future and to become role models for the future female managerial officials who follow them.

This training was designed as a commuting-style program to facilitate the participation of employees and carried out for a total of four days.

(7) Administrative Training (for the Assistant Director Level) – Dispatch Training Course to China and Dispatch Training Course to Korea

With help from the Chinese government, the NPA organized a dispatch training course to China targeting employees at the assistant director level at the HQ. Delegates visited various agencies of the central government to exchange ideas on a variety of policy agendas and the Japan-China relationship. They also visited the local government in Shandong province to gain an understanding of the actual situation of the economy, society and administration in China.

The NPA has also conducted the dispatch training courses to the Republic of Korea since FY2006, targeting personnel at the assistant director level at the HQ. In the course, trainees visited the National Human Resources

Development Institute, which is a training institute for national public employees in Korea, exchanged opinions between Japanese administrative officials and their counterparts in Korea, and studied the administrative situation in Korea.

(8) Administrative Training (for the Assistant Director Level) – Leadership Training

From Aug. 2017 to Jan. 2018, the NPA conducted one leadership training course for a total of 13 days, targeting officials at the assistant director level at the HQ, who are expected to play a central role as executive officials at the HQ.

(9) Administrative Training (for the Division Director Level)

The NPA conducted three courses targeting officials at the division director level at the HQ in FY2017, including one dispatch training course to China.

(10) Administrative Training (Special Course for the Officer Level)

The NPA conducts this course for personnel who were initially appointed through the Level II or III Examinations, or Examination for General Service and will shortly be promoted to unit chief positions, and whose work performance is outstanding so that they can be considered as candidates for selection for high level positions. The NPA implemented three of these courses in FY2017.

(11) Administrative Training (Special Course for the Unit Chief Level)

The NPA conducts this course for personnel at the unit chief level at the HQ who were initially appointed through the Level II or III Examinations and whom each ministry are planning to systematically foster as future executive officials. The NPA implemented three of these courses in FY2017.

(12) Administrative Training (Special Course for the Assistant Director Level)

The NPA conducts this course for personnel at the assistant director level at the HQ who were initially appointed through the Level II or III Examinations and whom each ministry is planning to systematically foster as future executive officials. The NPA implemented two of these courses in FY2017.

(13) Administrative Forum (for the Division Director Level and Executives at the HQ)

The NPA holds two-hour forums in the NPA conference room for the purpose of providing training opportunities for personnel at the division director level and above at the HQ with the aim of providing lectures by distinguished intellectuals in various fields and opportunities to exchange opinions with them. The NPA implemented seven of these forums in total in FY2017.

(14) Administrative Seminar for Executives (Aspen Method)

The NPA conducted one course called Administrative Seminar for Executives (Aspen Method) for personnel at the deputy director-general level and lead division director level at the HQ for three days in FY2016. The Aspen Method is a method of training conducted by the Aspen Institute in the US. It is thinking-based training using various classics, aiming at training high-level leadership through conversations among participants.

2. Experience-based Training at a Consultation Service Counter for the Newly Promoted to the D. D. G. Level

This training was carried out jointly with the Consumer Affairs Agency for officials at the deputy director-general level at the HQ who were promoted over the past year. The training aims to change the attitude of the national public employees in charge of consumer-oriented administration, and to provide them with opportunities to consider the future state of administration and public employees.

In FY2017, 97 persons from 30 organizations participated.

3. Training for Employees of Regional Offices

The NPA's regional bureaus (local office) implement training courses by levels of positions, which are designed to enhance qualifications/abilities required for each position level and to thoroughly raise awareness as servants of all citizens on the basis of actual circumstances of each ministry's regional offices. Additionally, administrative seminars for executives are also carried out aiming at making trainees consider the ideal state of administrative management and a sense of ethics which is expected to executive administrators.

Section 3. Dispatch Training

The NPA organizes and conducts training programs in which administrative officials at each ministry are dispatched to domestic or overseas graduate schools. The NPA makes efforts to strictly operate through a tough screening process analyzing the research plan of the applicants and their characteristics. The NPA is making efforts to operate this system thoroughly such as by rigorously reviewing the applicants from various aspects including their understanding of being servants of the whole community, the usefulness of their research, and their motivation to reflect the results of their study in public service.

1. Overseas Fellowship Programs

(1) Long-term Overseas Fellowship Program for Administrative Officials

This is a program in which the NPA dispatches administrative officials at each ministry to overseas graduate schools for a period of two years to allow them to engage in research activities. The program is designed to foster administrative officials who have an international perspective and can appropriately respond to the international environment, which has been becoming more and more complex and diverse in the wake of the ongoing globalization of public administration.

The researchers dispatched are administrative officials whose length of service is less than eight years (from FY2018, less than 10 years). They are selected through the NPA screenings from among those recommended by each ministry, and have to go through a selection process of each graduate school.

A total of 140 researchers were dispatched in FY2017 including one being dispatched to a doctoral course.

[Table 2] Number of Personnel Dispatched Under the Long-term Overseas Fellowship Program in FY2017

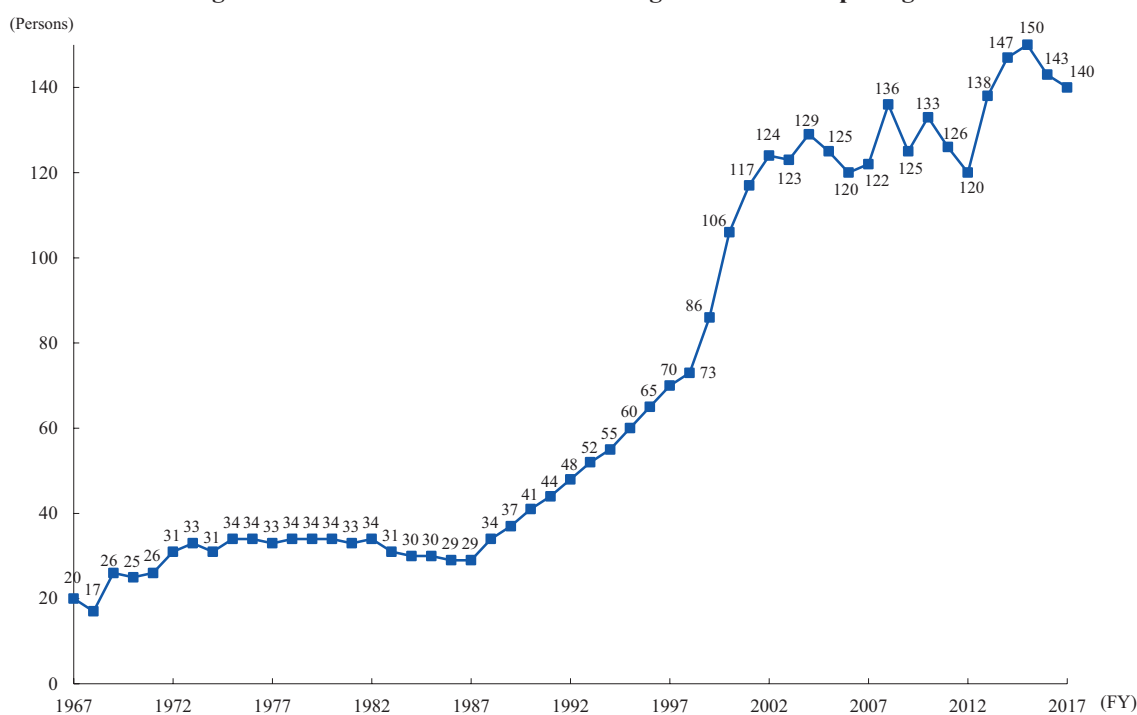
(Unit: persons)

US	UK	France	The Netherlands	Germany	Sweden	Singapore	Canada	China	China(Hong Kong)	Total
90(1)	31	7	3	2	2	2	1	1	1	140

(Notes) The number in a parenthesis indicates the number of the researcher who was dispatched to a doctoral course.

A total of 3,635 researchers have been dispatched since FY1966, when the program started, until FY2017. The number of newly dispatched researchers has increased steadily since FY1987 and has been at least 120 per year since FY2002.

Figure 8 Number of Researchers on Long-term Fellowship Program



The breakdown of the total number of researchers by country (region) is: US: 2,645, UK: 604, France: 168, Germany: 79, Canada: 49, Australia: 31, China: 23, Singapore: 12, the Netherlands: 9, Korea: 5, and others: 10. The NPA makes efforts to diversify the countries to dispatch officials in collaboration with the embassies of various countries, National University of Singapore and Paris Institute of Political Studies.

(2) Short-term Overseas Fellowship Program for Administrative Officials

The NPA dispatches administrative officials in each ministry to foreign governmental organizations for a

period of six months or one year to foster personnel who can handle ever-increasing international duties appropriately and promptly by allowing them to obtain expertise and skills in foreign countries.

Personnel dispatched are administrative officials at the rank of 3rd grade or above on Admin (I) (or the equivalent rank when other salary schedules are applied) and whose length of service is roughly six years or more. They are selected by the NPA, which screens candidates recommended by each ministry. Selected personnel are dispatched to overseas government organizations and international organizations to engage in research and study for their own subject.

In FY2017, 21 researchers were dispatched. The breakdown by country is in Table 3.

A total of 1,496 researchers were dispatched from FY1974, when the program started, to FY2017. The breakdown by country (region) is: US: 711, UK: 305, Australia: 98, France: 66, Germany: 60, Canada: 55, and others: 201.

[Table 3] Number of Personnel Dispatched Under the Short-term Overseas Fellowship Program in FY2017

(Unit: persons)

UK	US	Australia	Belgium	Canada	Austria	France	Korea	Spain	Switzerland	Total
5	5	2	2	2	1	1	1	1	1	21

2. Domestic Fellowship Programs

The NPA dispatches administrative officials from each ministry to domestic graduate schools to allow them to engage in research activities. In order to deal with increasingly complicated and sophisticated administrative demands, this program aims at fostering personnel with highly specialized knowledge, and advanced skills.

In FY2017, the NPA dispatched officials to the following courses.

(1) Domestic Fellowship Program for Administrative Officials (Doctoral Course)

The NPA dispatches administrative officials to doctoral courses at domestic graduate schools for a period of up to three years to allow them to engage in research activities.

The personnel dispatched are administrative officials at the ranks of 2nd grade to 9th grade on Admin (I) (or the equivalent rank when other salary scales are applied) and whose length of service is roughly 2 years or more and less than 25 years, and are selected from among those recommended by each ministry through the NPA screenings and entrance examinations of graduate schools.

In FY2017, the NPA dispatched one researcher each to the graduate school of the University of Tsukuba and the National Graduate Institute for Policy Studies.

(2) Domestic Fellowship Program for Administrative Officials (Master's Course)

The NPA dispatches administrative officials in each ministry to master's courses at domestic graduate schools for a period of up to two years to allow them to engage in research activities.

The personnel dispatched are administrative officials at the ranks of 1st grade to 6th grade on Admin (I) (or the equivalent rank when other salary scales are applied) and whose length of service is roughly 2 years or more

and less than 18 years. They are selected from among those recommended by each ministry through the NPA screenings and entrance examinations of graduate schools.

In FY2017, 11 researchers were dispatched.

3. Overseas Study Costs Repayment System

The Act on Reimbursement of National Public Employees' Expenses for Studying Abroad was enacted on Jun. 19, 2006 in order to ensure effectiveness of the overseas study system of national public employees and to contribute to ensuring citizens' trust of the system. If an employee leaves his/her job during the period of overseas study or within five years in principle after the end of the study, he/she must repay the government all or part of the costs incurred in studying abroad.

In FY2016, 39 employees (including 20 employees in special service) were obliged to repay the costs.

Section 4. Training Courses for Special Themes

1. Training Courses for Special Theme

(1) Training to Improve Personnel Evaluation and Development Abilities

The implementation of fair personnel evaluation is an important task for managers. Thus, the NPA has been implementing training to Improve Personnel Evaluation and Development Abilities, which is designed so that managers who are supposed to serve as evaluators at each ministry, can acquire practical knowledge and techniques for evaluation and interviews.

The training consists of two courses: "Lecture and debate," which provides lectures including case studies, and "Role-playing Course," which gives trainees an opportunity to experience simulated interviews. The NPA's officials work as instructors so that managers from each ministry can raise their evaluation ability adequately and utilize it for developing their subordinates. The NPA had 20 of these trainings and 976 employees participated in them in total in FY2017.

(2) Personnel Management Seminar

The NPA has carried out the Personnel Management Seminar since FY2010 targeting managerial personnel. The purpose of this seminar is to promote/support efforts of the Cabinet Office and each ministry to develop human resources through offering participants the opportunities to confirm key points that managerial personnel should keep in mind when making improvement to enable their subordinates to fulfill their abilities; as well as the opportunities to develop mutually by sharing experiences and exchanging opinions. The NPA conducted 9 seminars and 356 employees participated in them in total in FY2017.

(3) Seminar to Further Promote Female Employees

As part of measures to further promote female employees, the NPA has conducted the seminar to further promote female employees since FY2014, which takes place at the HQ and regional bureaus of the NPA targeting

managerial officials. The objective of this seminar is to raise awareness of managerial officials who are responsible for human resource management/development at each workplace with a view of reviewing the factors which prevent the promotion of female employees in each ministry and creating an environment to promote female employees. The NPA conducted 9 seminars and 257 employees participated in them in total in FY2017.

(4) Training for Recruits with Business Experience

The NPA has conducted a training course for recruits from private sector with business experience since FY2002. This training course aims at giving them knowledge about service discipline that public employees need “as servants of the whole community,” and thorough understanding of ethics that must be maintained by public employees.

The training had been carried out attracting employees with business experience appointed in different styles in the same program. With the aim of making the training more effective, the NPA implemented this training four times in FY2017 targeting the employees recruited through similar appointment styles. The participants totaled 198 employees from 28 ministries. This amendment has made it possible to design the curriculum in accordance with needs or features and to enable participants to exchange ideas and develop a network among the employees in a similar situation.

(5) Training for Female Employees

With the aim of urging the enhancement of female employees’ promotion in public service, the NPA has conducted training to advance careers of female employees.

These training courses provide trainees with opportunities to enhance their ability by enlightening one another, develop management abilities, and form a personal network.

The NPA conducted 14 courses and 496 employees participated in them in total in FY2017.

(6) Mentor Development Training

Since FY2006, as part of the support to implement the “mentor system (a system in which elder employees provide advice or other support to their junior colleagues upon request from the latter with a certain involvement of the personnel authorities)” in the Cabinet Office and each ministry, the NPA has conducted the Mentor Development Training for the employees who are expected to become a mentor in order to allow them to acquire the basic knowledge about mentors or mentoring at workplace and communication skills.

The NPA conducted 13 courses and 746 employees participated in them in total in FY2017.

2. The Instructor Training Programs

Table 4 shows the objectives of the instructor training programs, which were implemented by the NPA in FY2017.

[Table 4] The Objectives of the Instructor Training Programs

Name of Training Programs	Objectives
Training to Enhance Abilities of Training Officers	Mainly targeting newly-appointed officers in charge of training planning and training instructors in each ministry, the program aims to help them acquire the basic knowledge that is required to perform their duties and to enhance their planning ability.
Training for the Prevention of Harassment	This training aims to raise employees' awareness about harassment prevention; to ensure understanding of managers and supervisors about their duties and roles; and to develop their practical abilities. (This training has been launched since FY2017 by drastically changing the former Training for the Prevention of Sexual Harassment and adding the programs concerning pregnancy, childbirth, childcare, nursing care and power harassment).
JKET (Training for Public Employee Ethics)	The program aims to cultivate a sense of ethics by considering public employee ethics.
JST Basic Course (Training for Management of Work and Personnel)	The program aims to help trainees to understand the principles concerning work management and instruction of subordinates in an organizational and systematic manner and to provide them with practical abilities.

Chapter 3. Remuneration of Employees

Section 1. Report and Recommendation on Remuneration

1. Mechanism for Remuneration Recommendation

(1) Significance and Role of the Remuneration Recommendation

Article 28 of the National Public Service Act stipulates that the remunerations of national public employees may be changed at any time by the Diet in accordance with general conditions in society, that the NPA must report to the Diet and the Cabinet simultaneously on the propriety of the current salary schedules not less than once each year, and that the NPA must make an appropriate recommendation to the Diet and the Cabinet.

In light of the distinctive features of the status of national public employees and the public nature of their duties, their basic labor rights guaranteed under the Constitution are restricted. The NPA remuneration recommendation plays a role to secure appropriate remunerations of national public employees corresponding to the general conditions of society in compensation for the restriction of basic labor rights. The remuneration recommendation has conventionally dealt with the review on the systems for salary and other various allowances, in addition to the revision of the remuneration level.

Article 3 of the National Public Service Act stipulates that the protection of the welfare of officials is one of NPA's basic roles. Securing appropriate treatment of national public employees through the NPA recommendation elevates the morale of diligent national public employees. At the same time, it is useful in securing human resources in the public service and stabilizing the labor-management relationship, which serves as a platform to maintain efficient administrative management.

(2) Making Recommendations Based on the Principle of Balancing Working Conditions with Those in the Private Sector

The reasons why the NPA makes a recommendation based on the above principle is as follows. National public employees are workers to whom the proper amount of remuneration needs to be paid as compensation for their work. Unlike the private sector, there is no limitation in the form of the market acting as a deterrent with