

Employees Taking Care of Their Children or Other Family Members” (Notice issued by the Director General of the Employee Welfare Bureau on Feb. 18, 2005) was issued indicating the roles that should be played in utilizing the systems by the bureaus/departments and managers in charge of personnel management of the Cabinet Office and each ministry. In and after FY2016, the systems were revised, including improvement of the flextime system and launch of nursing hours. Additionally, beginning Jan. 2017, it has become mandatory for the Cabinet Office and each ministry to prevent harassment related to pregnancy, childbirth, childcare or nursing care. Furthermore, it has become important to develop the career of employees using the work-life balance support system. Following the decision to revise the guidelines under such circumstances, the NPA developed the “Guidelines Concerning the Use of the Supportive Systems for Balancing Work and Childcare/Nursing Care” (Notice issued by the Director General of the Employee Welfare Bureau on Mar. 30, 2018); and notified the Cabinet Office and each ministry.

The new guidelines clearly indicate the basic ideas common in the work-life supportive systems and the roles that should be played by the bureaus/departments and managers in charge of personnel management of the Cabinet Office and each ministry. Additionally, the guidelines contain points to note in operating the systems; aims to promote childcare by males; and indicate application examples of combining various systems.

Chapter 3. Securing and Development of Diverse Human Resources

- With the young population shrinking and a strong desire of private companies to recruit young employees, the number of applicants for the national public employees recruitment examinations has been on a downward trend in the medium and long-term. Stably securing diverse and competent human resources is an important issue in personnel management of public employees. Given these backgrounds, the NPA carried out effective measures to secure human resources appropriate for each target, including female students and technical personnel, in partnership with the Cabinet Office and each ministry.
- Aiming at developing employees of the Cabinet Office and each ministry, the NPA improved Administrative Training programs, such as the subject of public service ethics and fieldwork at the disaster-affected areas. Additionally, the NPA improved programs to enhance management ability and to prevent harassment in addition to taking the measures to support career development.

1. Securing of Human Resources

(1) Implementation of the Effective Measures to Secure Human Resources

Regarding the activities to secure human resources and educational activities in FY2019, the NPA took opportunities of the explanatory meetings of duties, such as study seminars on the public service and the guidance for recruitment examination of national public employees, along with the events to strengthen network with local universities, including round-table conferences with universities, and introduced the attractive nature of national public service, such as sense of serving the public or self-development through work and relationship of trust with superiors, which were identified through the employees’ consciousness survey that the NPA conducted for the first

time in FY2016 in a multilateral and comprehensive manner so that students could easily imagine the profile of national public employees. Moreover, the NPA effectively shared information concerning the measures for work style reform, practice of work-life balance and various types of support for occupational life, which have been carried out by the Cabinet Office and each ministry.

As a result, both the proportions of female applicants and female successful candidates of the Examination for Comprehensive Service and the Examination for General Service (for university graduate level) hit a record high.

(2) Revision of the Schedule for Recruitment Examinations

Private companies moved the open date of recruitment activity two months earlier than the previous year starting with graduates and expected graduates of FY2016. To be in line with this, the NPA reviewed the schedule for recruitment examinations of national public employees and implemented the Examination for Comprehensive Service in Spring FY2017 approximately one month earlier than FY2016.

(3) Improvement of the Recruitment Examination for Experienced Personnel

The Examination for Experienced Personnel has been carried out since FY2012 with the aim of recruiting personnel, who have useful experience accumulated in private companies, and appointing them to the posts on the Unit Chief level or above. This examination is one of the useful measures to deal with unbalanced age structure of public organizations. In FY2017, 7 types of the Recruitment Examination for Experienced Personnel were implemented, including newly established Examination for Experienced Personnel of the Japan Meteorological Agency (for Unit Chief level (technical category)). For these 7 examinations, 2,636 people applied (2,401 in FY2016), and finally, 342 candidates passed (297 in FY2016). For the Recruitment Examination for Experienced Personnel of the National Tax Agency, in particular, 1,328 people applied (964 in FY2016), and finally 250 candidates passed (223 in FY2016) partly because the agency maintained the expected number of recruits of around 200 people.

The NPA will continue to develop effective measures to secure human resources in cooperation with the Cabinet Office and each ministry and will encourage them to steadily recruit human resources from the private sector utilizing the Recruitment Examination for Experienced Personnel.

- Recruitment Examination for Experienced Personnel in FY2017
 - Examination for Experienced Personnel (for Unit Chief level [administrative category]) ※ 12 ministries will use this examination.
 - Examination for Experienced Personnel of the Ministry of Foreign Affairs (for Secretary level)
 - Examination for Experienced Personnel of the National Tax Agency (for National Tax Examiner level)
 - Examination for Experienced Personnel of the Ministry of Agriculture, Forestry and Fisheries (for Unit Chief level [technical category])

– Examination for Experienced Personnel of the Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level [technical category])

※ The examination was carried out in two divisions; the HQ division and the division of Regional Development Bureaus/Hokkaido Regional Development Bureau.

– Examination for Experienced Personnel of the Japan Tourism Agency (for Unit Chief level [administrative category])

– Examination for Experienced Personnel of the Japan Meteorological Agency (for Unit Chief level [technical category]) ※ newly established in FY2017

○ Results of the Recruitment Examination for Experienced Personnel

(Unit: persons)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Number of Applicants	1,206	1,492	2,009	1,446	2,401	2,636
Number of Successful Candidates	8	38	138	117	297	342

2. Development of Human Resources

(1) Measures for the Administrative Training

(a) Improvement of the subjects on public service ethics and management ability enhancement

Concerning the subjects on public service ethics and management ability enhancement with the aim of having trainees think by themselves and act proactively, the NPA has been providing a subject on public service ethics in the training for young employees; concretely, the Initial Administrative Training and the Special Course for Officer level and that for Unit Chief level. In FY2017, the NPA expanded this subject to the Administrative Training for Division Director level in the light of cases violating restrictions on reemployment.

(b) Continuous review on the Initial Administrative Training (Improvement of subjects responding to globalization)

In the light of changing environments surrounding the operation of public service, particularly a growing necessity of responding to globalization, 28 staff of several foreign embassies in Japan in total were invited as instructors to all the courses of the Initial Administrative Training. They delivered introductory lectures about their countries and their expectation for Japan. The trainees were divided into small groups and had group discussions in English. The curriculum with an eye toward globalization was carried on in one of the courses, in which the trainees exchanged ideas with the government officials of ASEAN countries and worked out policy debate in English.

(c) Improvement of fieldwork and curriculum in cooperation with other organizations

The NPA upgraded the assistance program to reconstruct disaster-affected areas, which had been offered in

the Initial Administrative Training until 2016, to the “Program for Reconstructing Disaster-affected Areas and Regional Revitalization” and started to dispatch trainees to the organizations engaging in regional revitalization. In addition, the NPA dispatched some trainees to NPOs to support employment of people with disabilities. Furthermore, the NPA launched a new training course as part of the Special Course for Officer level with the main purpose of conducting fieldwork at NPOs carrying out activities in Minami Soma City, Fukushima Prefecture, which is the area hit by the Great East Japan Earthquake.

In the Leadership Training for Assistant Director level targeting officials who are expected to play a central role in administrative management as executive officials at HQ in the future, the NPA offered the curriculum of fieldwork in partnership with the foreign embassies in Tokyo and local governments. In FY2017, the NPA also carried out the joint program as the first trial in collaboration with “The University of Tokyo Executive Management Program (EMP)” that has been implemented by the University of Tokyo since 2008 mainly targeting those expected to become executive officials with the aim of providing them with “one and only opportunity” to develop comprehensive ability as well-rounded personality.

(2) Measures Taken for Training Courses with Special Theme

(a) Cultivating awareness of managerial personnel concerning human resources development

The NPA reorganized the curriculum of the Personnel Management Seminar into the one in line with the times and offered the seminar more frequently to secure employees’ opportunities of participation.

(b) Implementation of the course to develop instructors for the harassment prevention training

Following the establishment of the NPA Rule concerning prevention of sexual harassment related to pregnancy, childbirth, childcare and nursing care, the NPA reorganized the conventional training to develop instructors for the Training for the Prevention of Sexual Harassment into the one to train instructors for the training to prevent harassment in general including power harassment.

(c) Measures taken for facilitating career development

Aiming at facilitating utilization of the mentor system, which will help realize employees’ smooth adaptation to workplace environment, career development, including ability development and expertise acquisition, and work-life balance, the “Handbook for the Mentor System” (Notice issued on Feb. 2, 2018 by the Director, Recruitment Policy Division of the Human Resources Bureau) was issued to the Cabinet Office and each ministry. The handbook contains good examples of the Cabinet Office and each ministry and describes the issues that require consideration before implementing the mentor system in accordance with the process of implementation.