

employees (retirement allowance and the mutual aid pension payment (contributed by employers)) was 781,000 yen (3.08%) larger than that of private company employees (25,377,000 yen in the public sector and 24,596,000 yen in the private sector). In addition, based on this result, the NPA expressed the view that it would appropriate to revise the level of retirement allowance of national public employees with the aim of keeping balance between the public and private sectors.

**(b) Enactment of the Act for the Partial Revision of the National Public Service Retirement Allowance Act, etc.**

Taking into account the result of the NPA's views concerning the survey to compare retirement allowances between the public and private sectors, the government decided at the cabinet meeting on Nov. 17, 2017 to lower the payment level of retirement allowance of national public employees beginning Jan. 1, 2018 through revising the adjustment rate, which was established to keep balance between the public and private sectors. On the same day, the government submitted the "the Bill for the Partial Revision of the National Public Service Retirement Allowance Act, etc." to the 195th session of the Diet. The bill was approved/enacted on Dec. 8 and promulgated on Dec. 15, 2017 (Act No. 79 of 2017).

***Chapter 2. Reform of Working Styles and Improvement of Working Environments***

- In the report presented to the Diet and the Cabinet on Aug. 8, 2017, the NPA referred to the necessity of strengthening management at workplace, for instance through enforcing prior confirmation of planned overtime work; and of reducing as well as streamlining duties under the leadership of the top of the Cabinet Office and the ministries in order to redress working long hours in the public service. The report also stated that the NPA would consider effective measures for the systems to redress working long hours through reflecting the discussion on the labor legislation for private sector employees about the regulatory limit of overtime work and through listening to the opinions of the Cabinet Office, each ministry and employee organizations. Then, the NPA urged the Cabinet Office and each ministry to implement the measure more actively taking the opportunities such as administrative vice-minister-level liaison conference concerning "Yu Katsu (Reform of Lifestyle in Summer), which took place on Oct. 27, 2017.
- The report, which was submitted to the Diet and the Cabinet on Aug. 8, 2017, stated that the NPA would carry out a study on congratulation/condolence leaves for part-time employees taking into account the discussion to realize equal pay for equal work in the private sector.
- Concerning the work-life balance support systems, the NPA developed the "Guidelines Concerning the Use of the Supportive Systems for Balancing Work and Childcare/Nursing Care" clearly indicating the basic ideas common in systems and the roles that should be played by the bureaus/departments and the managers in charge of personnel management; and notified the Cabinet Office and each ministry.

## **1. Correction of Working Long Hours**

The entire government has long made a concerted effort to reduce overtime work of employees as one of the most important issues in the public service. Recently, correction of working long hours has become more important than ever in order to realize employees' health maintenance, work-life balance and an attractive workplace in the public service. Promotion of more effective measures is strongly called for rather than simply taking conventional measures.

Based on these circumstances, the NPA made a proposal on the correction of working long hours in the report submitted to the Diet and the Cabinet on Aug. 8, 2017.

Concretely, the NPA referred to the necessity of enforcing prior confirmation of planned overtime work by onsite managerial personnel to strengthen management at workplace; and of reducing as well as streamlining duties of the entire organization under the leadership of the top of the Cabinet Office and the ministries in order to redress the practice of working long hours. Moreover, the NPA decided to support measures to redress working long hours in the Cabinet Office and each ministry, for example by collecting and providing reference cases of the public and private sectors.

Furthermore, concerning the systems to redress working long hours, the NPA decided to consider effective measures through taking into account the discussion on the labor legislation for private sector employees about the regulatory limit of overtime work and through listening to the opinions of the Cabinet Office, each ministry and employee organizations.

In addition, for the purpose of maintaining employees' health, it is especially important to care for the employees who are forced to work overtime. The NPA expressed the importance of examining necessary measures to pay additional attention to employees having a lot of overtime work in light of the trends of the labor legislation for private sector employees; and of understanding the actual working conditions of employees, including managerial personnel, to whom overtime work allowance is not paid, using appropriate methods along with taking measures with the aim of maintaining employees' health.

Then, the NPA urged the Cabinet Office and each ministry to implement the measure more actively taking the opportunities such as administrative vice-minister-level liaison conference concerning "Yu Katsu (Reform of Lifestyle in Summer), which took place on Oct. 27, 2017.

Regarding leaves for part-time employees, necessary measures have been reflecting the features of part-time employees who are appointed with the term of office according to the needs of duties and in consideration of balance with the private sector. The report submitted to the National Diet and the Cabinet on Aug. 8, 2017 stated that the NPA would carry out a study on congratulation/condolence leaves taking into account the discussion to realize equal pay for equal work in the private sector.

## **2. Improvement of Support for Work and Family Life**

With regard to the work-life balance support system, including childcare leave and nursing care leave, the "Guidelines Concerning the Use of Supportive Systems for Balancing Work and Childcare/Nursing Care for

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