

answer among the employees at HQ on the factors to generate overtime work was heteronomous duties such as handling of Diet affairs, international affairs, consultation on laws and regulations and negotiations on budgeting (35.5%).

Among them, the duty that most requires overtime work was handling of Diet affairs (answered by 73.3% of respondents who cited heteronomous duties as the factor to generate overtime work). Mainly employees in their 30s at Assistant Director level are involved in a series of these duties, such as check of the content of questions to the Diet members, preparation of written answers and explanation to executive officials.

At the Hearing with the Cabinet Office and Each Ministry, some ministries unveiled their view that the Diet-related workload has increased recently than before while other ministries said that streamlining of internal procedures reduced their sense of burden or that they have not seen a quantity change yet. (※ 4)

※ 4 It is difficult to quantify the Diet-related workload objectively. With regard to memorandums on questions, for instance, the number of memorandums on questions submitted to the House of Representative and to the House of Councilors grew from 95 in 1997, 20 years ago, to 1,103 in 2007, a decade ago. After that, the number was on a downward trend for a while. It, however, started to increase again in 2014, and 807 memorandums on questions were submitted in 2017. (These figures were aggregated based on the data posted on the websites of the House of Representative and the House of Councilors.)

Chapter 2. Consciousness of Employees in Their 30s

Section 1. Issues Found in the Previous Survey

1. Average Values of Answers by Age Group

In FY2016, the NPA conducted a consciousness survey targeting the employees at HQ, who are subject to Admin (I) (hereinafter referred to as the “Previous Survey”). In the Previous Survey, the respondents were expected to answer on a five-point scale ranging from “definitely agree” to “definitely disagree.” These answers were graded from five points to one point respectively in order. The average values of respondents were computed, and an analysis was performed.

The average value by age group of all the 85 questions in the Previous Survey is the highest among the employees aged 24 or younger and drops sharply in the older age groups. The average hit the bottom in the age group of 30 to 34, and the second lowest average was found in the employees aged 35 to 39. The average values increased in the older age groups till the age bracket of 50-54 [Figure 3]. Looking at the average values by 10-year age category, the lowest average was also found in the employees in their 30s.

With respect to the average by question item, the average values of the employees in their 30s were the lowest in 51 question items out of 85. Among them, the average values of 23 items were 3.19 or lower. In the Previous Survey, the questions with the average values of 3.19 or lower were categorized as the items showing a negative trend [table 5].

Figure 3 Average Values of Answers by Age Group in the Previous Survey

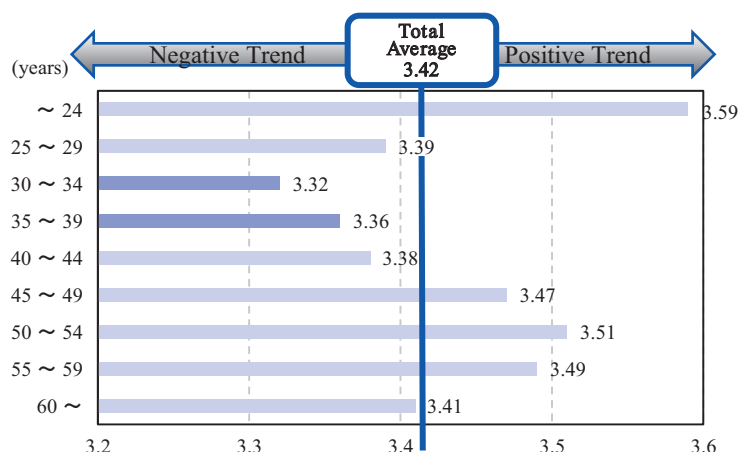


Table 5 Question Items Whose Average Values among the Employees in Their 30s are 3.19 or Lower and the Lowest Among All the Age Groups

| Categories in the Previous Survey | Question Items in the Previous Survey |
|-----------------------------------|---|
| Personnel Management of Employees | Self-decision on career |
| | Personnel allocation effective for career development |
| | Consent to job relocation and personnel transfer |
| | Motivation by personnel system |
| | Degree of satisfaction with welfare benefits |
| | Environment to treat employees with respect |
| | Future prospects of public service |
| | Degree of comfort in office environment |
| | Appropriate top management |
| | Genuine sense of organizational reform |
| Liveliness in the Workplace | Improvement through friendly competition in the workplace |
| | Sharing of skills and knowledge in the workplace |
| | Review on duties and its utilization |
| | Support for challenge in the workplace |
| | Intention to attain goals |
| | Aspiration for challenge in the workplace |
| | Cooperation among organizations |
| | Clarification of organizational roles |
| Streamlining of duties | |
| Management by Superior | Support for subordinates' career development |
| Appropriate Work Burden | Satisfaction with personnel allocation |
| Entire Consciousness | Degree of recommendation of the workplace at ministries |
| | Social valuation of my own work |

2. The Items to Be Surveyed Further

The items with low average values among the employees in their 30s vary widely from “personnel management of employees”, “liveliness at workplace”, “management by superiors”, “appropriate work burden” to

“entire consciousness.” With a view to enhancing motivation and development of employees in their 30s, it is deemed necessary to concretely explore these issues and consider the measures to deal with such issues through implementing additional surveys highlighting the following fields.

(1) Factors Affecting Motivation

The Previous Survey asked participants to answer if they agreed or not concerning each question, but did not gain insight into specific reasons for their answers. Accordingly, it is essential to understand more concretely the factors that maintain, improve or lower motivation of employees in their 30s also for the purpose of operating the entire public service more efficiently.

(2) Intentions Related to Career Development

The Previous Survey found a strongly negative trend among the employees at Unit Chief level and those in their 30s in the items related to career development such as ability development and expertise acquisition.

Unbalanced personnel structure by age was found also in the Cabinet Office and each ministry. In order to stably maintain the public service in the midst of decreasing number of employees in their 30s, it is essential to develop human resources in a planned manner looking ahead 10 or 20 years from now. To this end, how to make an approach to employees' career development is critical for the purpose of enabling each employee to fulfill his or her ability.

Part 2 of the Annual Report FY2016 (hereinafter referred to as the “AR FY2016”) examined the results of the Previous Survey and made an analysis on reasons why negative trends were seen in the answers relating to this item made by the employees at Unit Chief level and those in their 30s. The reasons found in this report include that they may be concerned that their abilities and expertise are not necessarily reflected in personnel transfer partly because they do not have a clear picture about the direction of their future; and that these employees may wish to have more opportunities to seek advice on the future direction for their capacity building and acquisition of expertise. It is necessary to verify these reasons and to explore other factors as well.

(3) State of Challenges at Workplace

In the Previous Survey, relatively negative evaluations were found in the field of “Liveliness at Workplace” overall, particularly in items relating to challenges at workplace. In particular, the average values of the employees in their 30s were the lowest in “support for challenge in the workplace” and “intention to attain goals.”

The AR FY2016 analyzed that the level of liveliness at workplace may be low in terms of competition and challenges due to insufficient communication among employees to interact with each other in performing their duties irrespective of age group. Maintaining and enhancing desire for new challenges held by the employees in their 30s, who are versed in duties, play a central role in practical business and have ideas to improve duties, is extremely important to revitalize the entire public service. Therefore, it is necessary to explore their consciousness and issues more concretely.

(4) Workplace Environment Such as Streamlining of Duties and Personnel Allocation

The Previous Survey also found negative trends in every generation in items related to work burden and workplace environment, such as “streamlining of duties” and “satisfaction with personnel allocation.”

The AR FY2016 analyzed and assumed that workload had increased excessively in proportion to personnel allocation mainly in the workplace where duties had not been streamlined sufficiently. Employees in their 30s are most affected in such a circumstance, and therefore, it is essential to understand the situation more concretely and to consider measures focusing on this generation.

(5) Management by Superiors and Communication at Workplace

Operating management by superiors, instructions and development provided to subordinates by superiors and communication among employees at workplace are commonly related to all of the above issues. They also have a great impact on the state of organizations and the operation of the public service in the future. It is necessary to understand these issues through clarifying consciousness of the employees in their 30s and those at Division Director level.

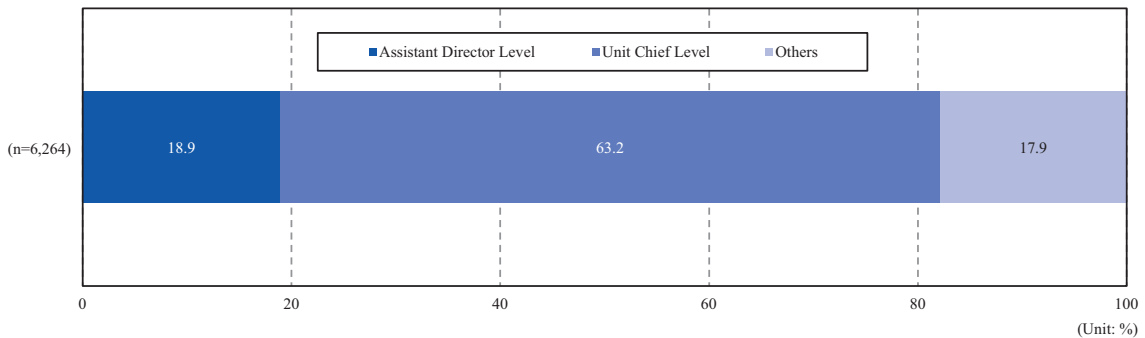
Section 2. Survey of the Employees in Their 30s

1. Survey Methodology

In light of the awareness of the issues discussed in the previous section, the NPA implemented an online anonymous survey from Jan. 22 to Feb. 2, 2018 targeting employees in their 30s at HQ who are subject to Admin (I) (hereinafter referred to as the “Survey of the 30s”). Additionally, the NPA carried out a similar survey targeting the employees at Division Director level with the aim of grasping superiors’ views about their subordinates in their 30s (hereinafter referred to as the “Survey of the Division Director Level”).

The respondents of the “Survey of the 30s” and the “Survey of the Division Director Level” (hereinafter collectively referred to as the “2018 Survey”) are made up of 6,264 employees in their 30s and 1,218 at Division Director level. The breakdowns of their attributes are shown in Figure 4 to Figure 6.

Figure 4 【Survey of the 30s】 Breakdown of Respondents by Position Level



(Note) n= Number of valid respondents (The same shall apply hereinafter.)

Figure 5 [Survey of the 30s] Breakdown of Respondents by Gender

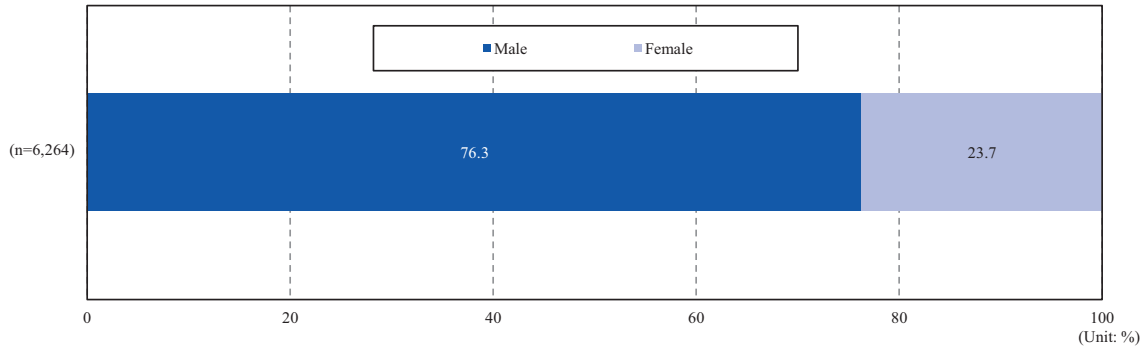
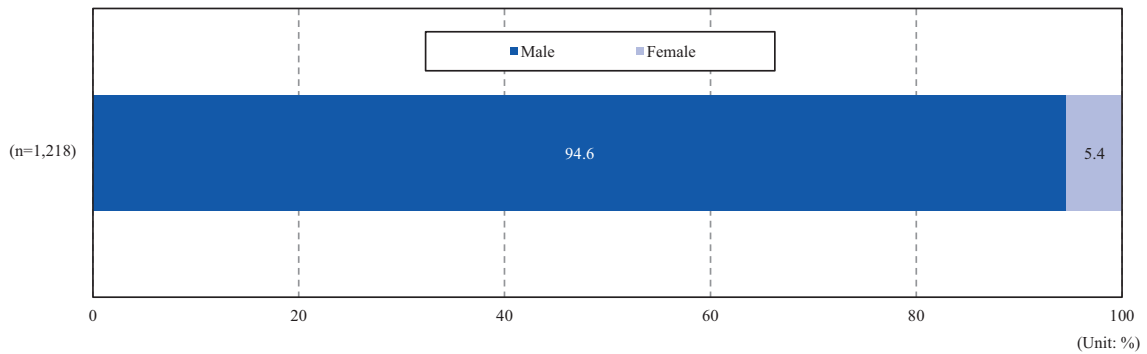


Figure 6 [Survey of the Division Director Level] Breakdown of Respondents by Gender



2. Overview of the Survey Results

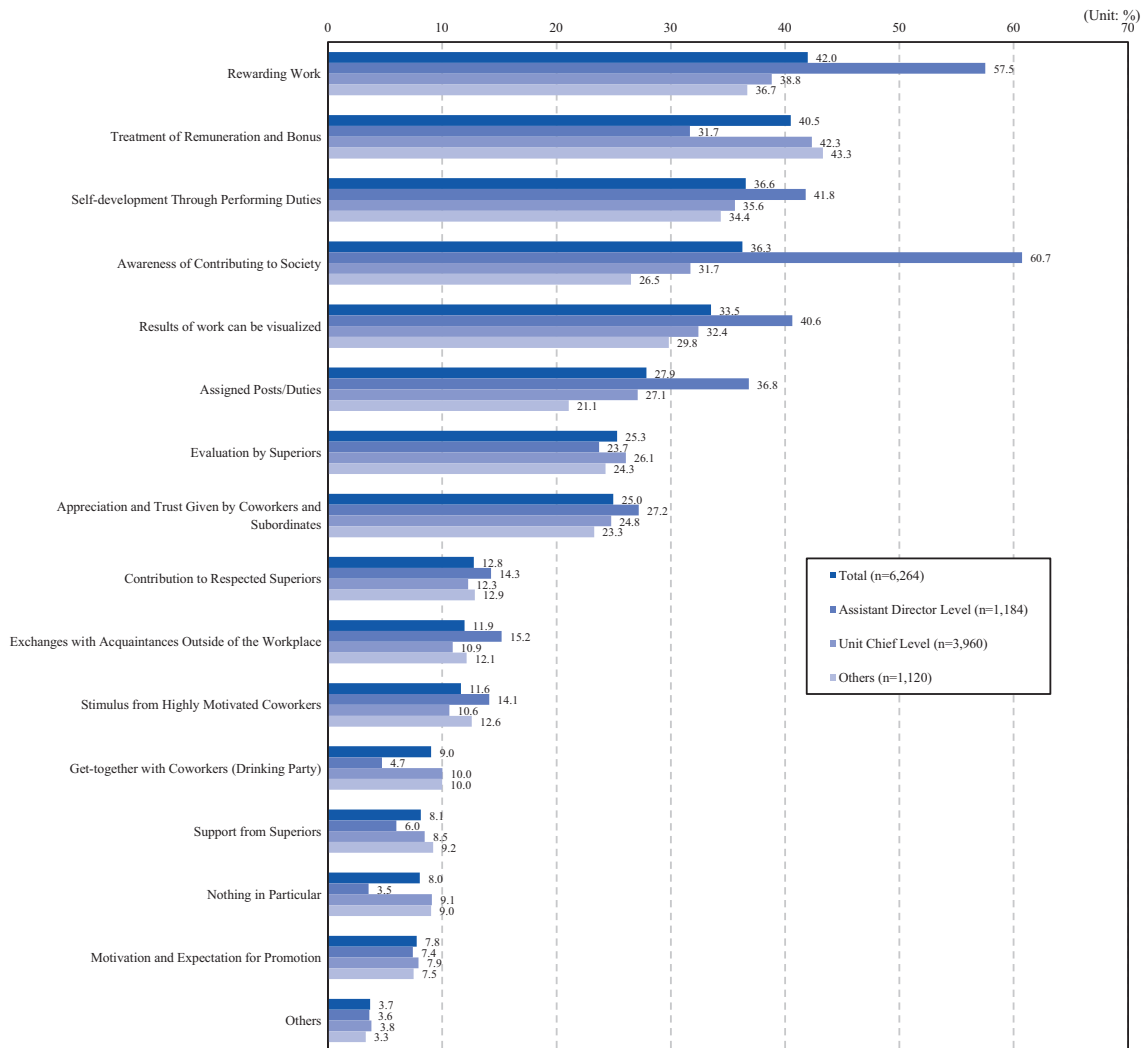
Below is an overview of the results of the 2018 Survey.

(1) Motivation-related results

As the specific factors to maintain and enhance motivation of employees in their 30s, a high proportion of the entire respondents selected “rewarding work” (42.0%), “treatment of remuneration and bonus” (40.5%), “self-development through performing duties” (36.6%) and “awareness of contributing to society” (36.3%) [Figure 7].

Looking at the results by position level, roughly 60% of the employees at Assistant Director level selected “rewarding work” and “awareness of contributing to society”, which signifies that they valued the most the significance of work and awareness of contribution. Meanwhile, a high proportion of the employees at Unit Chief level chose “treatment of remuneration and bonus” as well. The survey respondents were allowed to choose up to five answers to this question. While the average number of items selected by the respondents was 3.9 for Assistant Director level, the employees at Unit Chief level chose 3.2 items and those at other position levels selected 3.1 items on average. This difference suggests that there are fewer factors to maintain and enhance motivation particularly of the employees at Unit Chief level.

Figure 7 【Survey of the 30s】 Specific Factors to Maintain and Enhance Motivation for Work (Up to five items can be selected.)



As specific factors that have lowered motivation of employees in their 30s, a large ratio of the entire respondents chose “inability to keep work-life balance due to busy work or long working hours”, “inability to have a sense of contribution to society and to find something meaningful and rewarding in duties”, “lack of support from superiors”, “treatment of remuneration and bonus” and “negative evaluation by superiors.”

Particularly, the most popular answer was “inability to keep work-life balance due to busy work or long working hours”, which was chosen by about half of the respondents [Figure 8].

A relatively large number of the respondents chose “lack of support from superiors” (31.4%) and “negative evaluation by superiors” (27.0%). Meanwhile, “evaluation by superiors” was selected by a certain number of the respondents as a specific factor to maintain and enhance motivation (25.3%). Taking these results into consideration, instructions and development provided by superiors are deemed to be major factors greatly affecting motivation of the employees in their 30s.

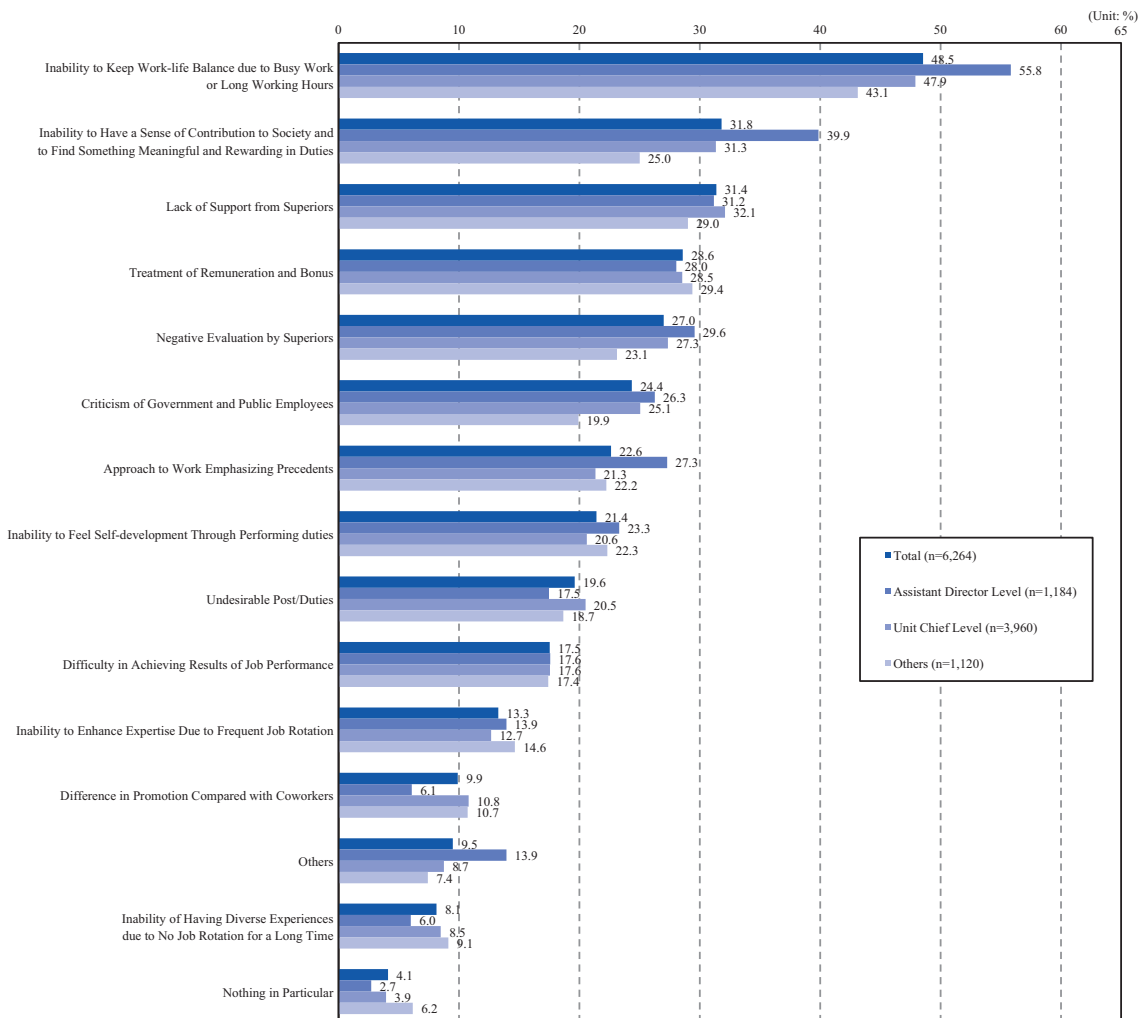
On the other hand, the ratio of the respondents who selected “difference in promotion compared with

coworkers”, was low (9.9%). With regard to the specific factors to maintain and enhance motivation, the ratio of the respondents who chose “motivation and expectation for promotion” was the lowest (7.8%). Given these results, the employees in their 30s do not find motivation in promotion to a higher position in the future.

“Criticism of government and public employees” was also selected by over 25% of the employees at Assistant Director level and Unit Chief level.

Taking a look at the results by position level, a relatively large ratio of the employees at Assistant Director level answered “inability to keep work-life balance due to busy work or long working hours” and “inability to have a sense of contribution to society and to find something meaningful and rewarding in duties”, but the survey did not find a considerable disparity among position levels overall.

Figure 8 [Survey of the 30s] Specific Factors That Have Lowered Motivation for Work (Up to five items can be selected.)



(2) Career Development-related Results

(a) Interest and a sense of security of the employees in their 30s about their aptitude and future career development

Asked about frequency of considering their own aptitude and hopes for future career development, about 80% of the employees in their 30s answered that they considered them “Very often” or “Often” [Figure 9]. With regard to a sense of security about future career development and work-life balance, around 70% of the employees in their 30s replied “uneasy” or “a little uneasy”[Figure 10].

No difference can be found in this trend by position level. Concerning the results by gender, the ratio of female employees who selected “uneasy” is somewhat larger than that of male employees. Still, about 70% of male employees chose “uneasy.”

Figure 9 [Survey of the 30s] Frequency of Considering Own Aptitude and Hopes for Future Career Development

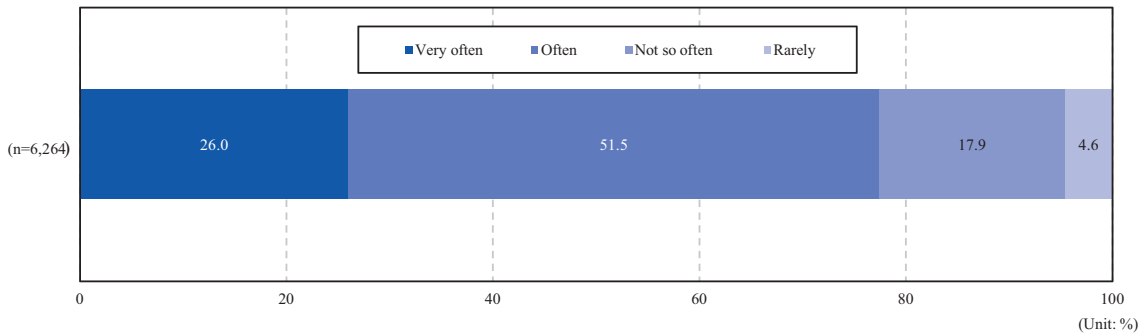
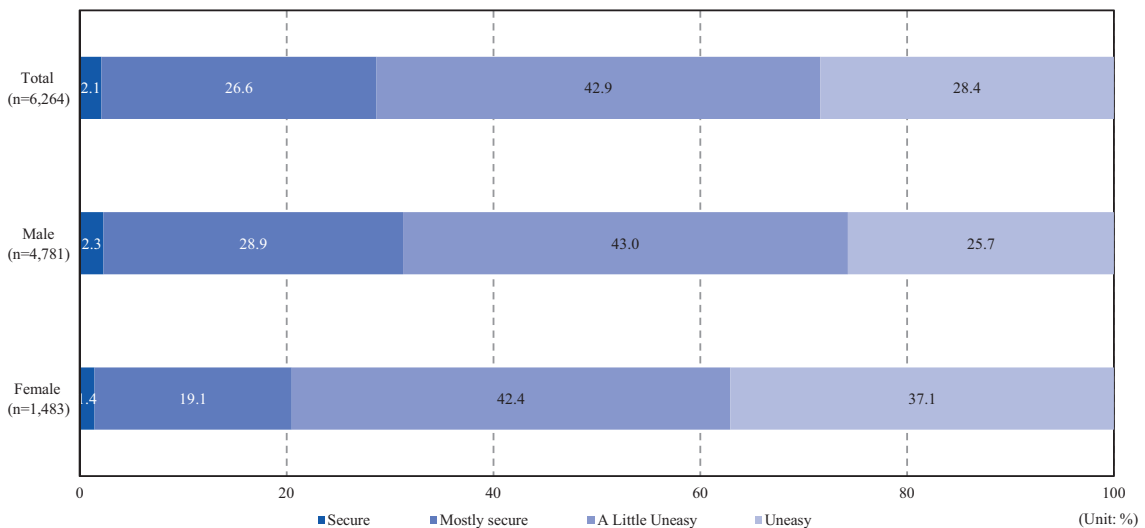


Figure 10 [Survey of the 30s] Sense of Security about Future Career Development Such as Capacity Building and Expertise Acquisition and about Work-life Balance



(b) Reasons for feeling uneasy

The survey asked an additional question to the 70% of the employees in their 30s, who chose “a little uneasy” and “uneasy”, about what makes them feel uneasy. The most popular answer was “direction of capacity

building and expertise acquisition (including state of direction remaining uncertain) (65.7%). In addition, over 50% of the respondents, both men and women, selected “balance between work and childcare” [Figure 11]. Furthermore, concerning contents of work, around 60% of the employees in their 30s chose “not suitable to me” (22.9%), or “neither ‘suitable’ nor ‘not suitable’/do not know” (39.0%) [Figure 12]. Asked whether they have an image about their own aptitude and future career development, about half of the respondents selected “have little image” or “do not have a clear image” [Figure 13].

Figure 11 [Survey of the 30s] Matters That Make Employees Feel Uneasy (The question asked to the employees who answered “a little uneasy” and “uneasy” to the question shown in Figure 10) (Multiple answers allowed)

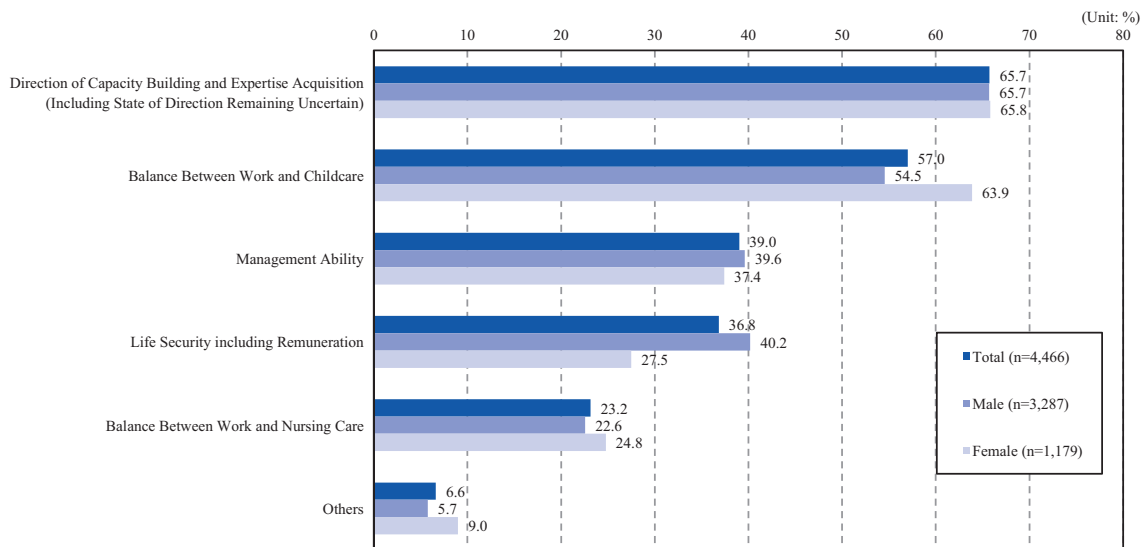


Figure 12 [Survey of the 30s] Is the Content of Work Suitable to Yourself?

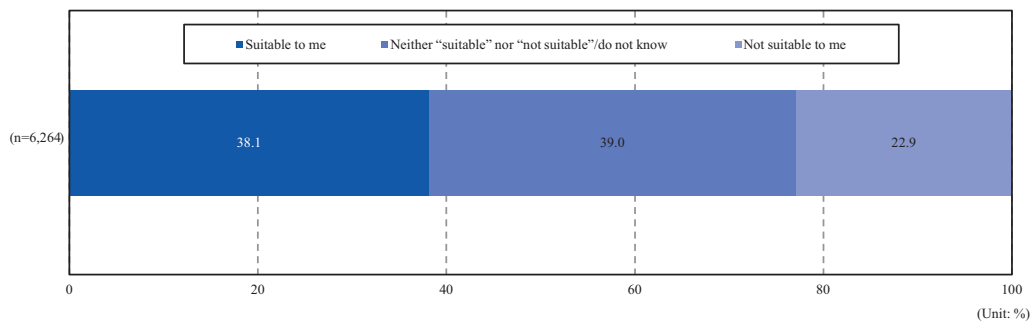
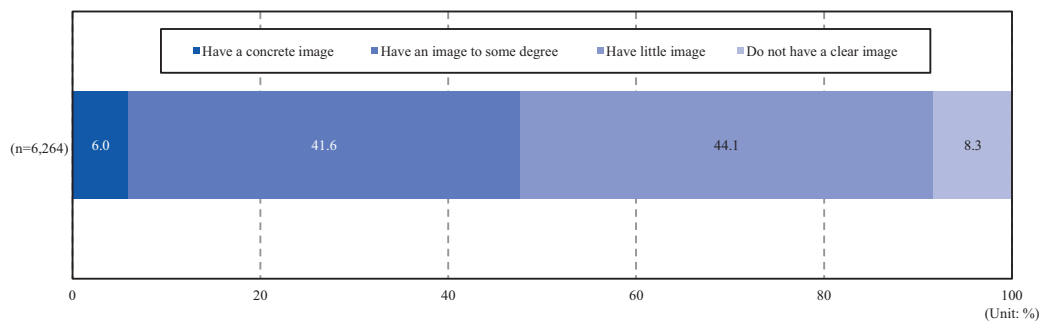
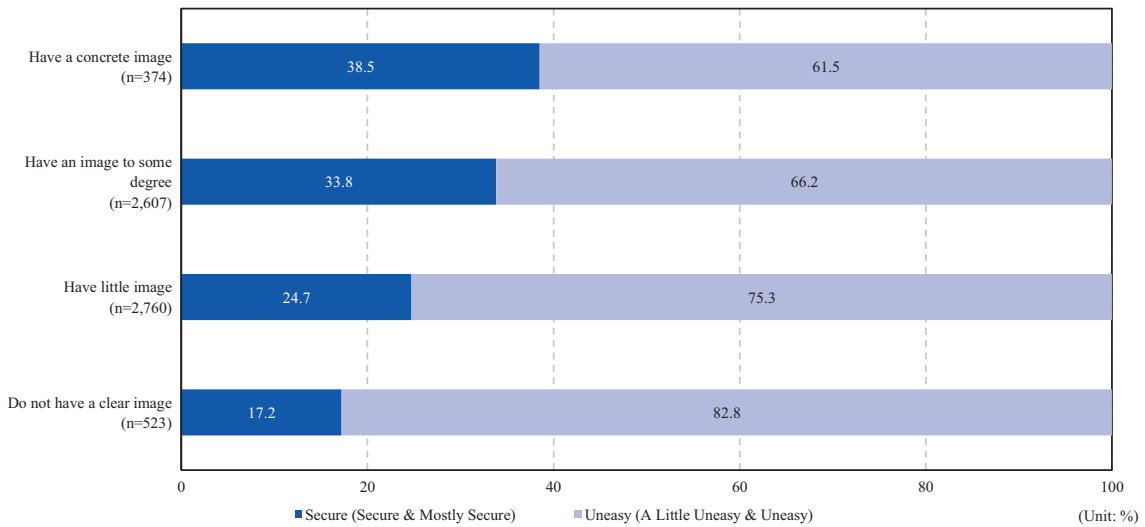


Figure 13 [Survey of the 30s] Whether or not Having an Image about Aptitude and Future Career Development of Oneself



Cross-tabulations were performed on the questions about having or not an image about aptitude and future career development of oneself; and a sense of security about future career development. The results show that a larger ratio of the employees answering that they have an image about their aptitude and future tend to reply that they feel secured about future career development. In contrast, a higher ratio of the employees answering that they have no image are inclined to respond that they feel uneasy about their future career development [Figure 14].

Figure 14 [Survey of the 30s] Whether or Not Having an Image About Aptitude and Future Career Development of Oneself and a Sense of Security about Future Career Development



The results indicate that the employees in their 30s desire to enhance their own expertise and strengths for their career development [Refer to Figure 18]. On the other hand, they have not yet built a concrete image about their aptitude and their future career development, which may make them feel uneasy.

Asked whether or not they have opportunities to inform the personnel authorities of their own aptitude and hopes for future career development, only a small proportion of respondents chose “can inform whenever I want to” (7.5%) and the most popular answer was “have very few opportunities” (45.9%) [Figure 15]. Cross-tabulations were performed on this question and the one concerning a sense of security about future career development. The results show that the employees who have more opportunities to consult with the personnel authorities tend to select “secure” or “mostly secure” to the question about career development. In contrast, those who have fewer opportunities for consultation with the personnel authorities are inclined to choose “a little uneasy” and “uneasy” [Figure 16].

Figure 15 [Survey of the 30s] Frequency of Informing (Consultation with) the Personnel Authorities about Own Aptitude and Hopes for Future Career Development

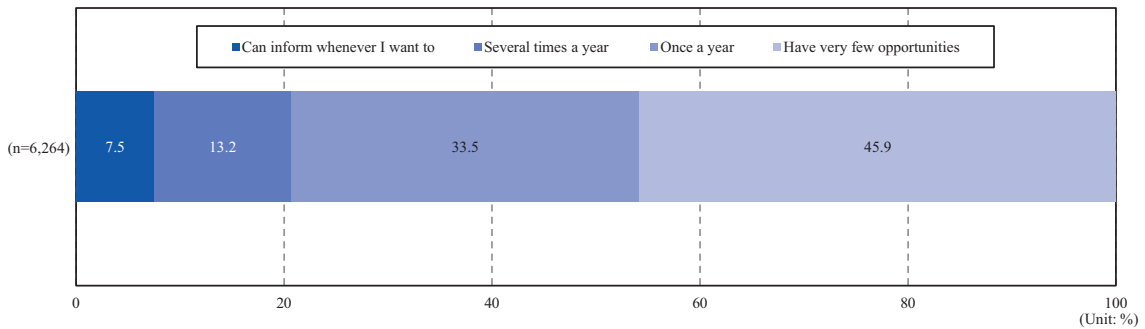
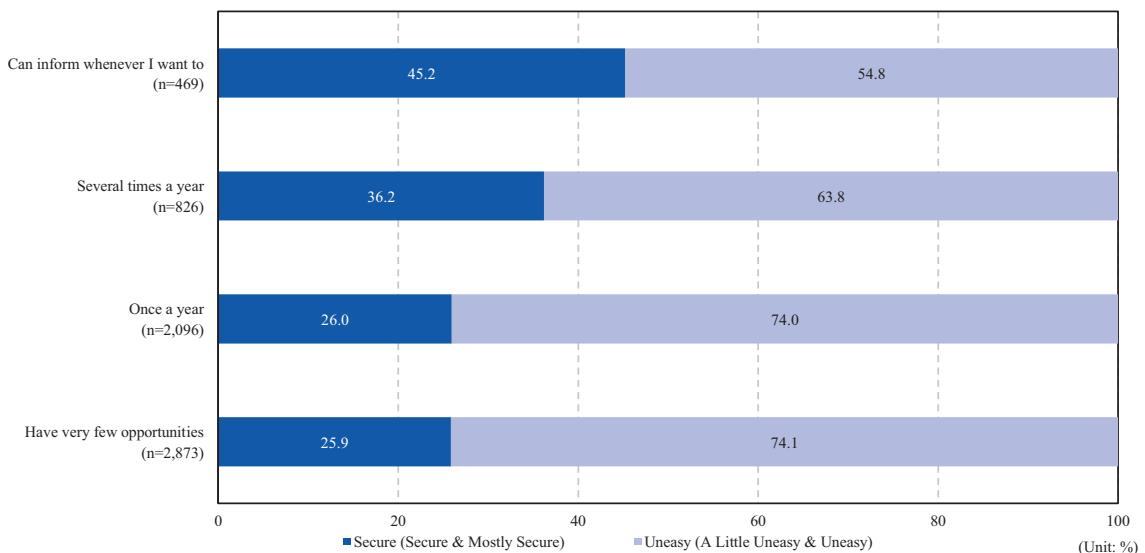


Figure 16 [Survey of the 30s] Frequency of Consultation with the Personnel Authorities and a Sense of Security About Future Career Development



The results suggest that there is often a lack of communication between the personnel authorities and employees concerning career development, while having sufficient consultation opportunities is deemed to have a positive impact on the employees’ sense of security about career development.

(c) Intentions of the employees in their 30s regarding their career development

Concerning matters which the employees in their 30s emphasize most, the popular answers include “engagement in rewarding work” (46.7%) and “engagement in the work where I can utilize my abilities” (39.6%) [Figure 17]. Regarding the direction of future career development, the top answer was “would rather enhance my expertise and strength” (50.2%) [Figure 18]. Meanwhile, in relation to the kind of duty the employees want to be engaged in from now on, the answers were divided into “managerial work as line personnel” (27.2%), “work similar to specialized work” (37.9%) and “cannot say either” (34.9%) [Figure 19]. Looking at the results by position level, a relatively large ratio of the employees at Assistant Director level chose “managerial work as line

personnel”; while at the same time, over quarter of the employees at the same position level selected “work similar to specialized work.”

Asked about consciousness of promotion, only a small ratio of the employees in their 30s chose “working in a position with responsibilities” as the matter which they emphasize most in career development (6.0%) [Figure 17]. Concerning the question about to what level they want to get promoted, the top answer was “not specifically considered” (57.6%) [Figure 20].

Figure 17 [Survey of the 30s] Matter You Emphasized Most in Career Development

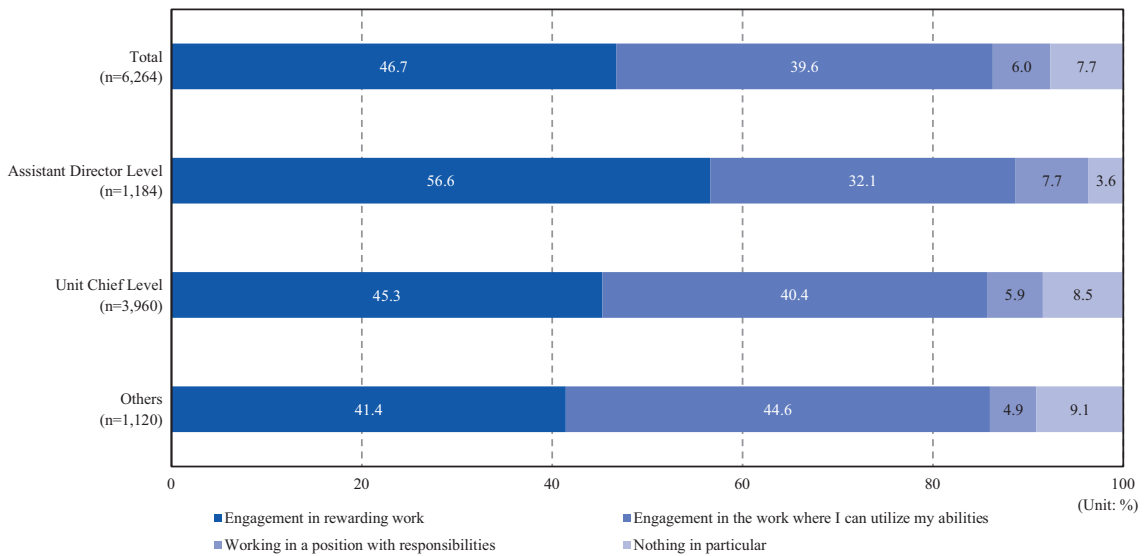


Figure 18 [Survey of the 30s] Ideas about the Direction of Future Career Development

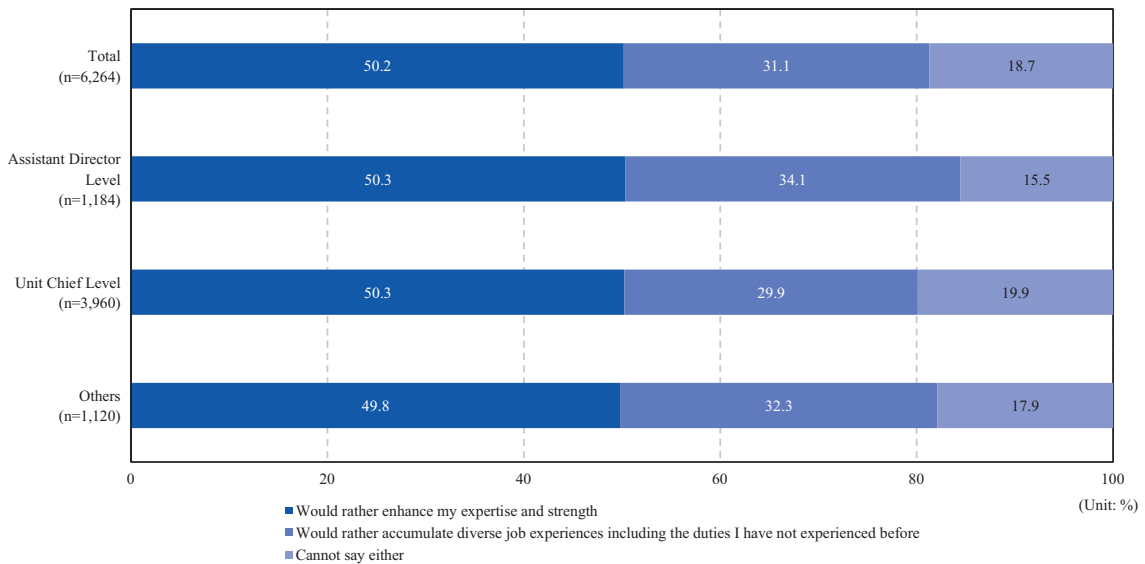


Figure 19 [Survey of the 30s] Ideas about Future Managerial Work

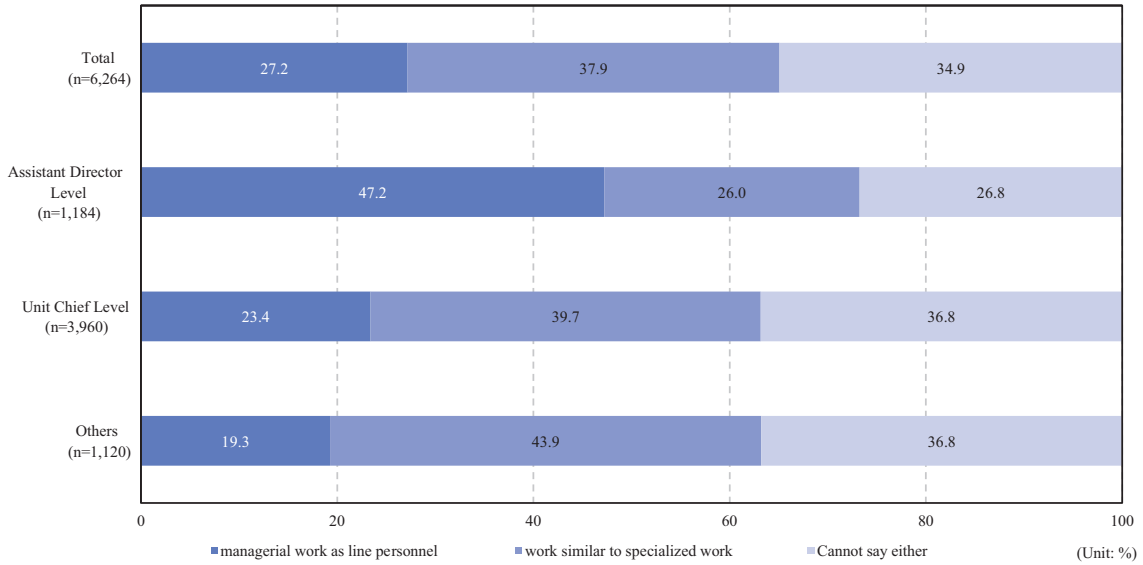
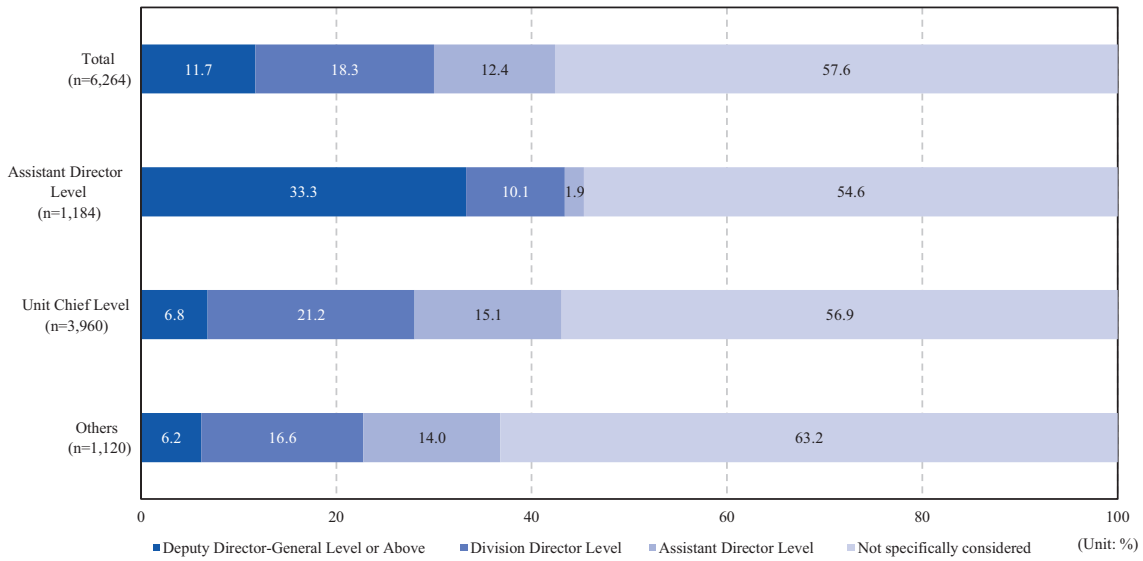


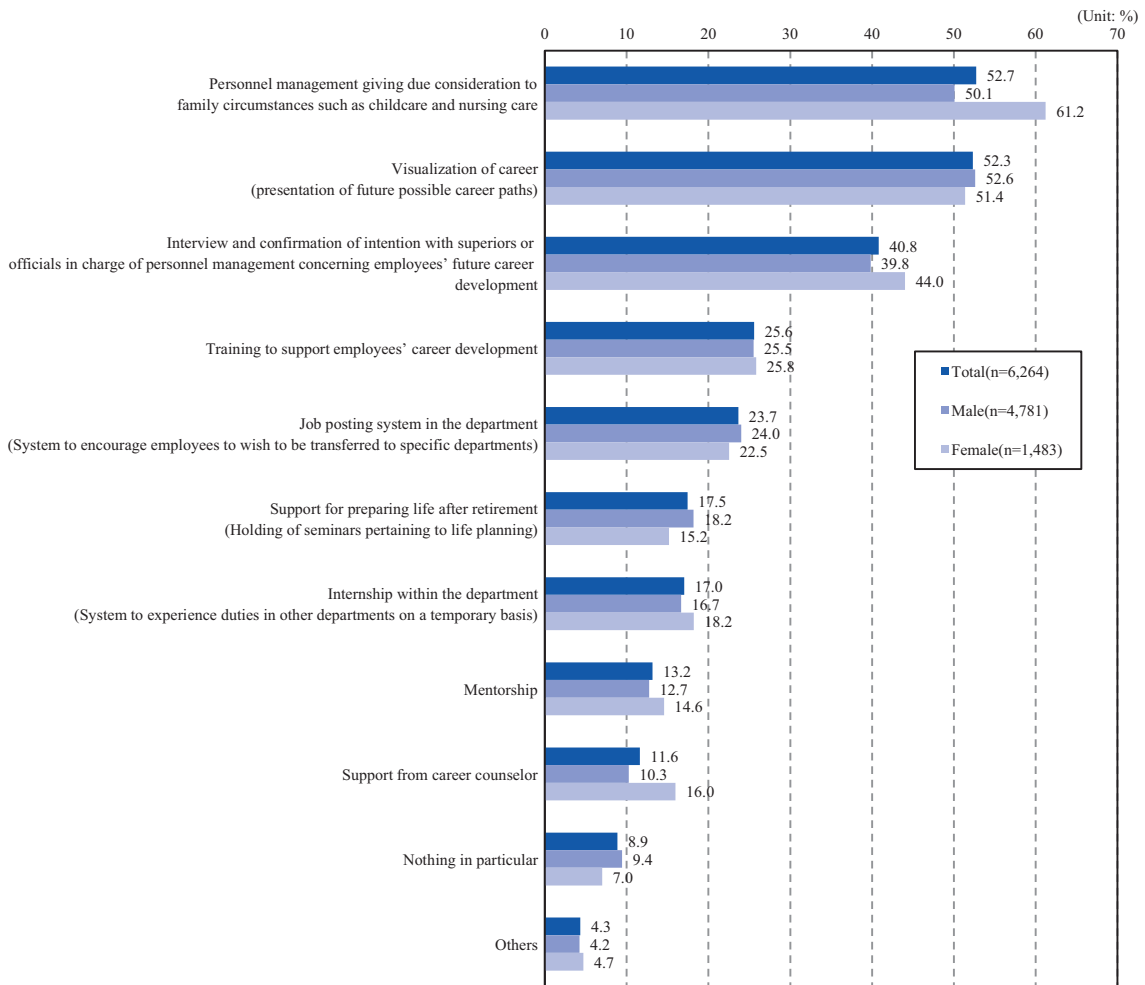
Figure 20 [Survey of the 30s] To What Level Do You Want To Get Promoted?



(d) Support for career development provided by the personnel authorities or superiors

Asked about necessary measures to support career development for the future, a large ratio of the employees in their 30s chose “personnel management giving due consideration to family circumstances such as childcare and nursing care” (52.7%), “visualization of career (presentation of future possible career paths)” (52.3%), “interview and confirmation of intention with superiors or officials in charge of personnel management concerning employees’ future career development” (40.8%) [Figure 21].

Figure 21 [Survey of the 30s] Necessary Measures to Support Career Development for the Future (Multiple answers allowed)



Regarding superiors' involvement in subordinates' career development, a relatively small ratio of the employees in their 30s chose "consideration of career development and fostering of subordinates" as the factor that made them consider their superiors as a model (18.1%) [Refer to Figure 36]; and selected "no consideration of career development and fostering of subordinates" as the matter that made them feel strongly dissatisfied with their superiors (13.3%) [Refer to Figure 39]. Furthermore, the ratio of the employees at Division Director level, who replied "consideration of career development and fostering of subordinates" as an extremely high priority in performing duties with subordinates, was not very large (21.9%) [Refer to Figure 37].

(3) Challenging Spirit-related Results

(a) Making new proposals and performing challenges

Concerning frequency of making new proposals and performing challenges in day-to-day duties, nearly 60% of the employees in their 30s chose "Very often" or "Often" [Figure 22]. This indicates that the employees in this age group think they have fulfilled their autonomy and challenging spirit to a certain degree.

On the other hand, the employees at Division Director level want the employees in their 30s to demonstrate their autonomy and challenging spirit more aggressively [Figure 23], which sheds light on a perception gap between the employees at Division Director level and those in their 30s.

Figure 22 [Survey of the 30s] Frequency of Making New Proposals and Performing Challenges Related to Contents and Approach to Work

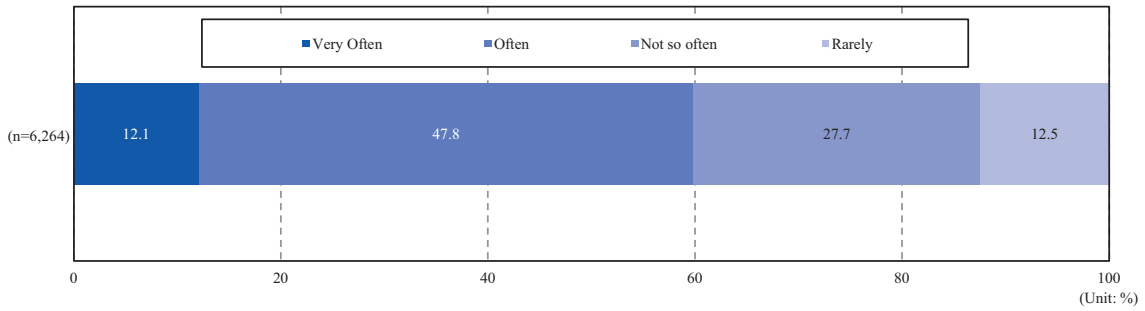
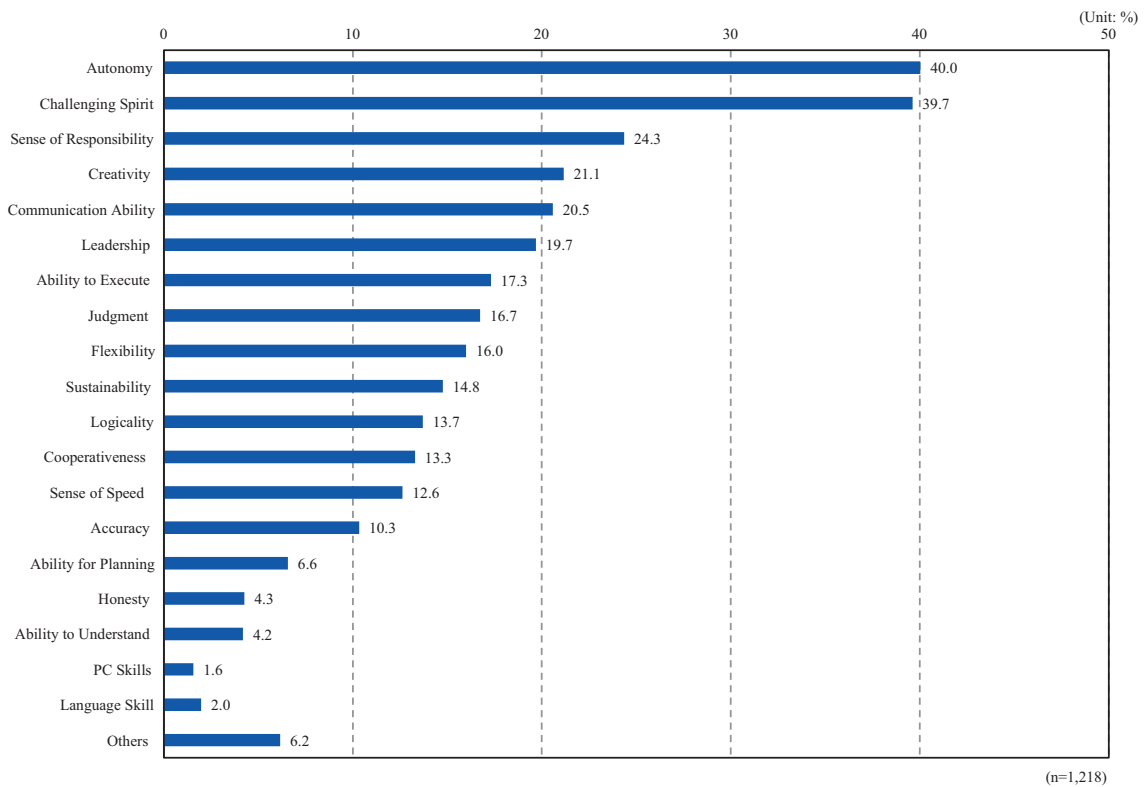


Figure 23 [Survey of the Division Director Level] In Which Trait Current Employees in Their 30s Are Insufficient Compared with You in Your 30s (Up to five items can be selected.)



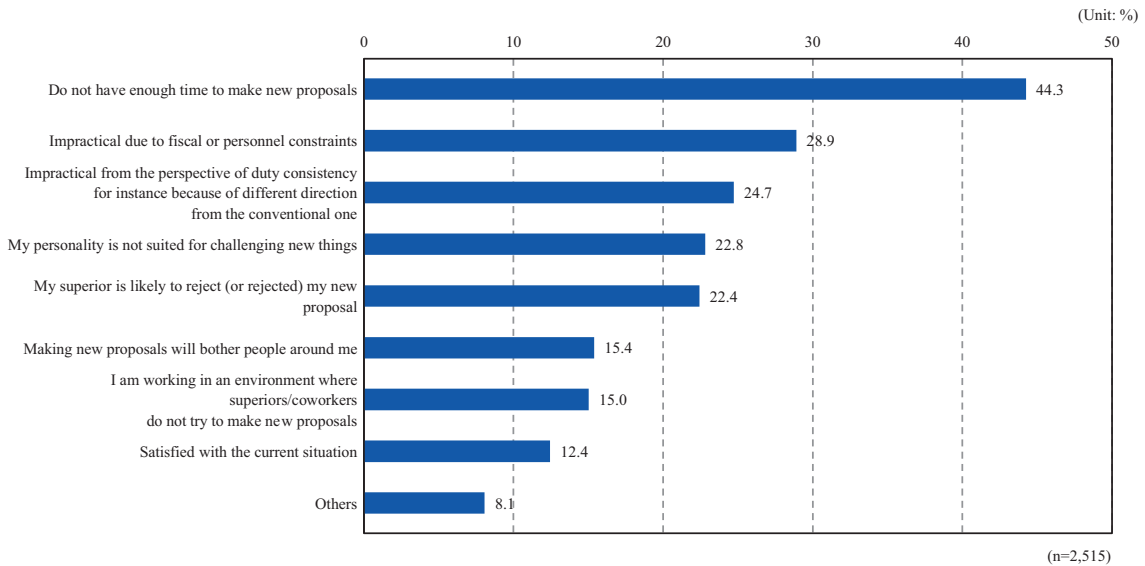
(b) Reasons for not performing challenges

Targeting the employees in their 30s who answered “infrequently” or “rarely” to the question about frequency of making new proposals and performing challenges related to contents and approach to work, the survey asked the reason for choosing such answers. The most common reason was “do not have enough time to make new proposals” followed by “impractical due to fiscal or personnel constraints” and “impractical from the

perspective of duty consistency for instance because of different direction from the conventional one.”

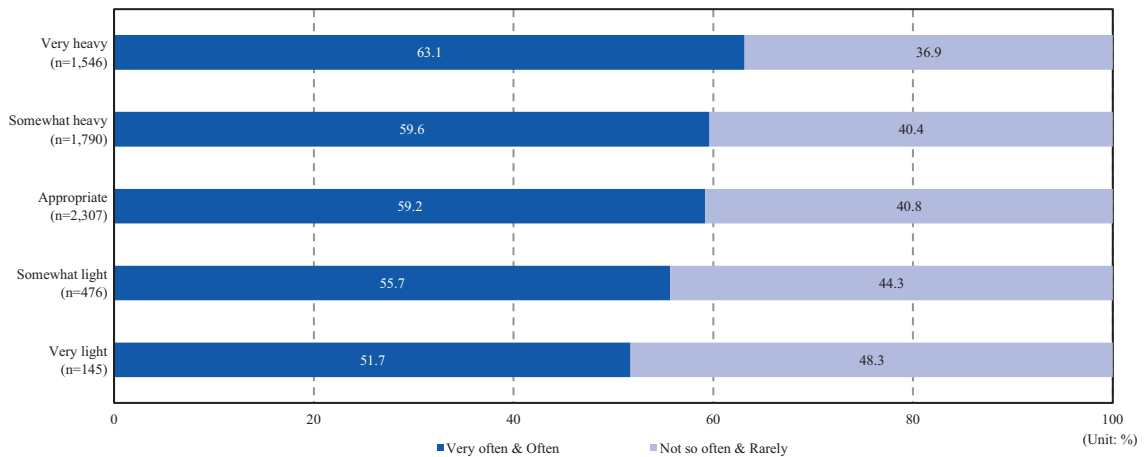
Additionally, over 20% of the respondents chose “My personality is not suited for challenging new things” and “My superior is likely to reject (or rejected) my new proposal.”

Figure 24 [Survey of the 30s] Reasons for not Taking on Challenges Related to Contents and Approach to Work (The question asked to the employees who answered “not often” or “rarely” to the question shown in Figure 22) (Multiple answers allowed)



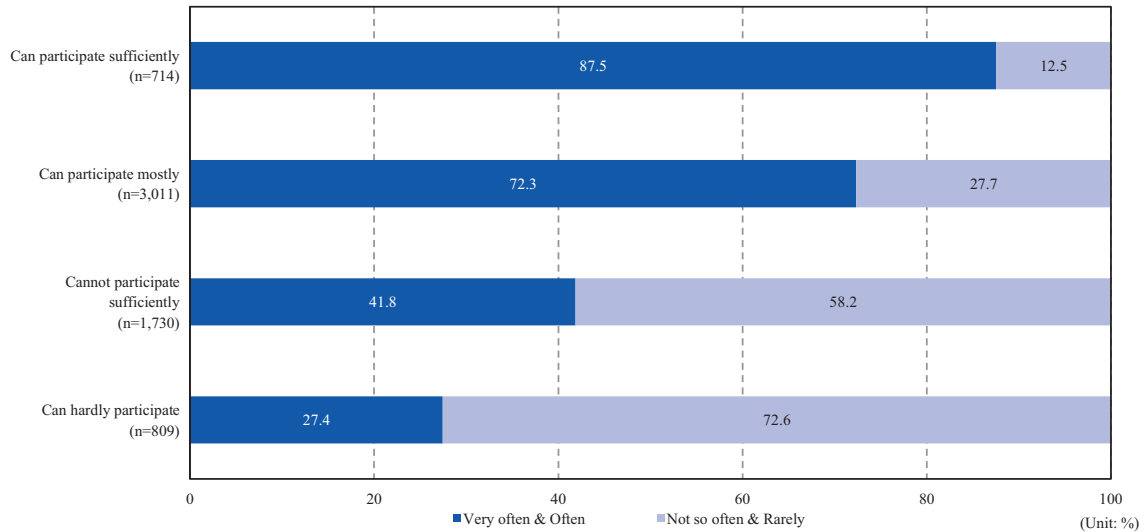
The results indicate that a certain number of the employees in their 30s state that they cannot make new proposals or perform challenges due to heavy workload. Meanwhile, cross-tabulations were performed on actual feeling of workload and frequency of making new proposals or performing challenges. The results show that those with heavier workload tend to make new proposals perform challenges more frequently when the answers of “Very often” and “often” to the question are combined [Figure 25].

Figure 25 [Survey of the 30s] Actual Feeling of Workload and Frequency of Making New Proposals or Performing Challenges



Asked about the degree of involvement in decision-making, roughly 60% of the employees in their 30s replied “can participate sufficiently” or “can participate mostly”. However, cross-tabulations on this question with frequency of making new proposals or performing challenges find that the employees with a higher degree of involvement in decision-making tend to make new proposals or performing challenges more frequently [Figure 26].

Figure 26 [Survey of the 30s] Actual Feeling of Involvement in Decision-Making and Frequency of Making New Proposals or Performing Challenges



(4) Results Related to Working Environments Including Streamlining of Duties and Personnel Allocation

(a) Workload

Concerning workload, more than half of the employees in their 30s chose “very heavy” (24.7%) or “somewhat heavy” (28.6%) [Figure 27].

Regarding the reasons for heavy workload, the most common answer was “personnel shortage” (61.1%) followed by “allocation of extremely heavy duties” (45.1%), “lots of heteronomous duties” (43.8%), “too many unnecessary duties or preparation of materials” (38.8%) [Figure 28].

Figure 27 [Survey of the 30s] Actual Feeling of Workload

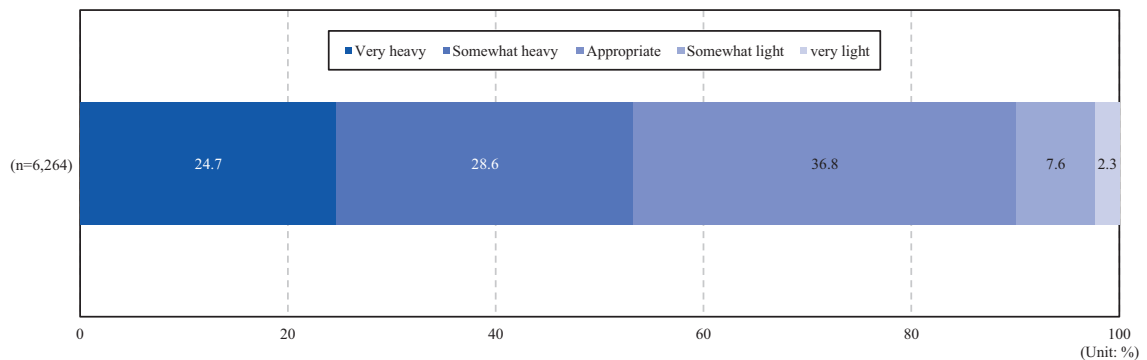
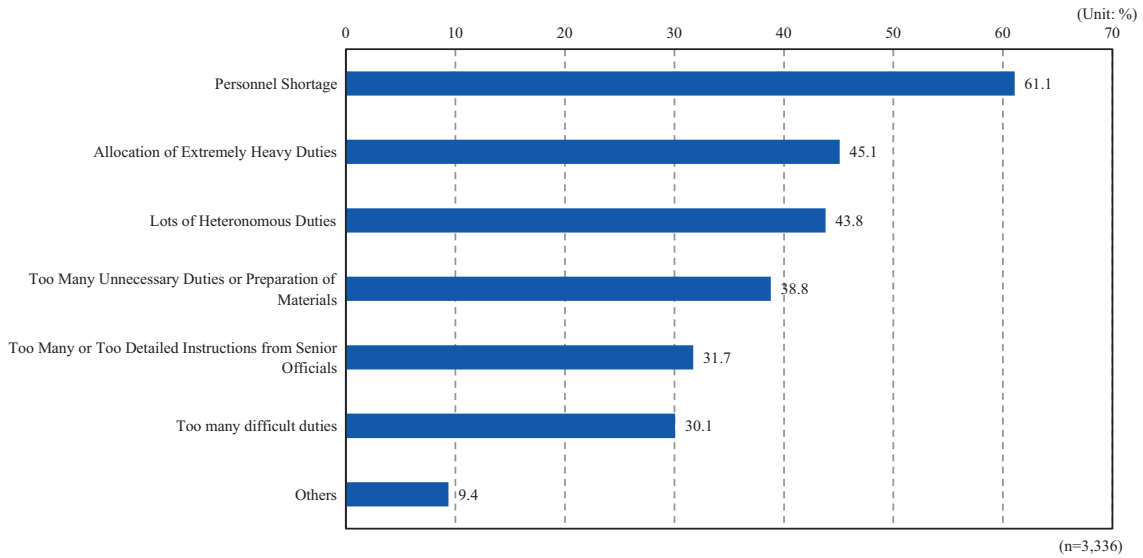


Figure 28 [Survey of the 30s] Reasons for Heavy Workload
 (The question asked to the employees who answered “very heavy” or “somewhat heavy” to the question shown in Figure 27) (Multiple answers allowed)



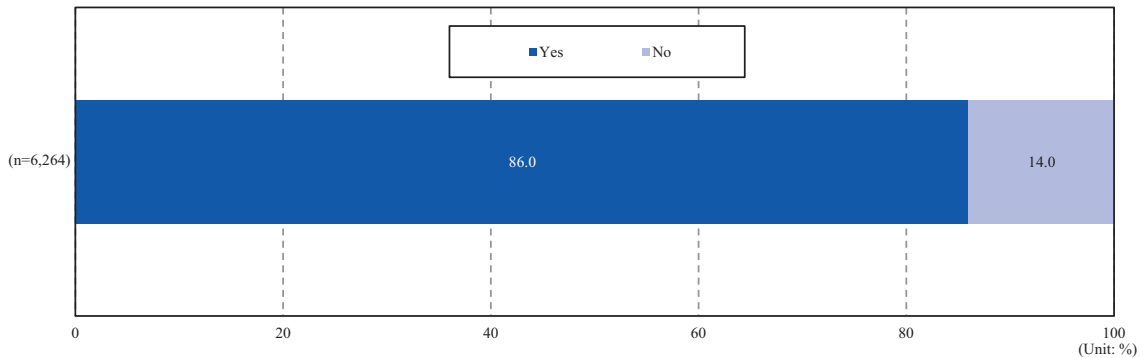
(b) Potential for streamlining of duties

Asked about if there are some duties that can be streamlined, more than 80% of the employees in their 30s replied “yes” [Figure 29].

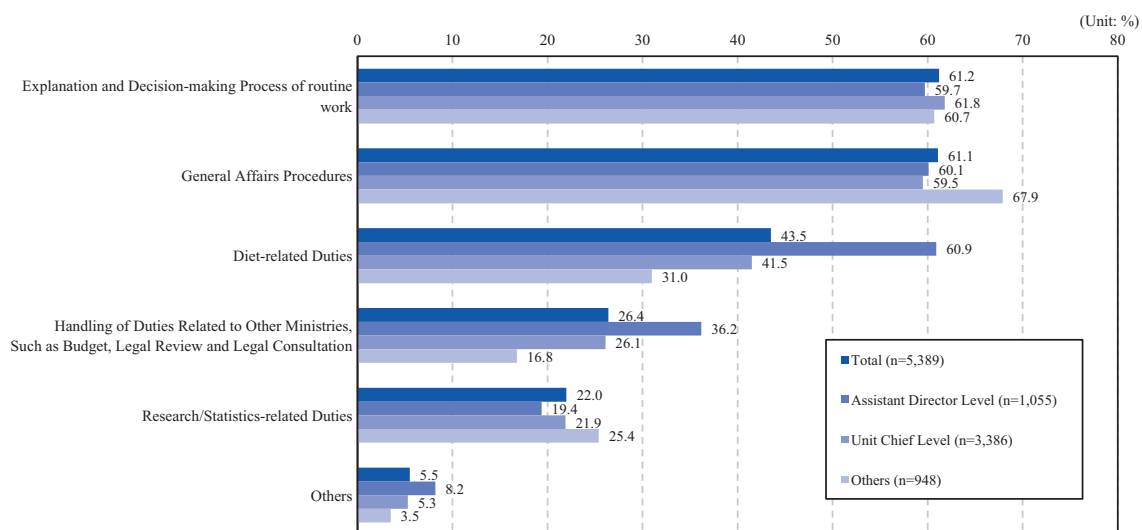
Concerning specific duties that can be streamlined, more than 60% of the respondents selected “explanation and decision-making process of routine work” (61.2%) or “general affairs procedures” (61.1%) followed by “Diet-related duties” (43.5%) [Figure 30].

Looking at the results by position level, over 60% of the employees at Assistant Director level chose “Diet-related Duties” (60.9%). This ratio is larger than those at other position levels.

Figure 29 [Survey of the 30s] Are There Any Duties with Potential for Further Streamlining?



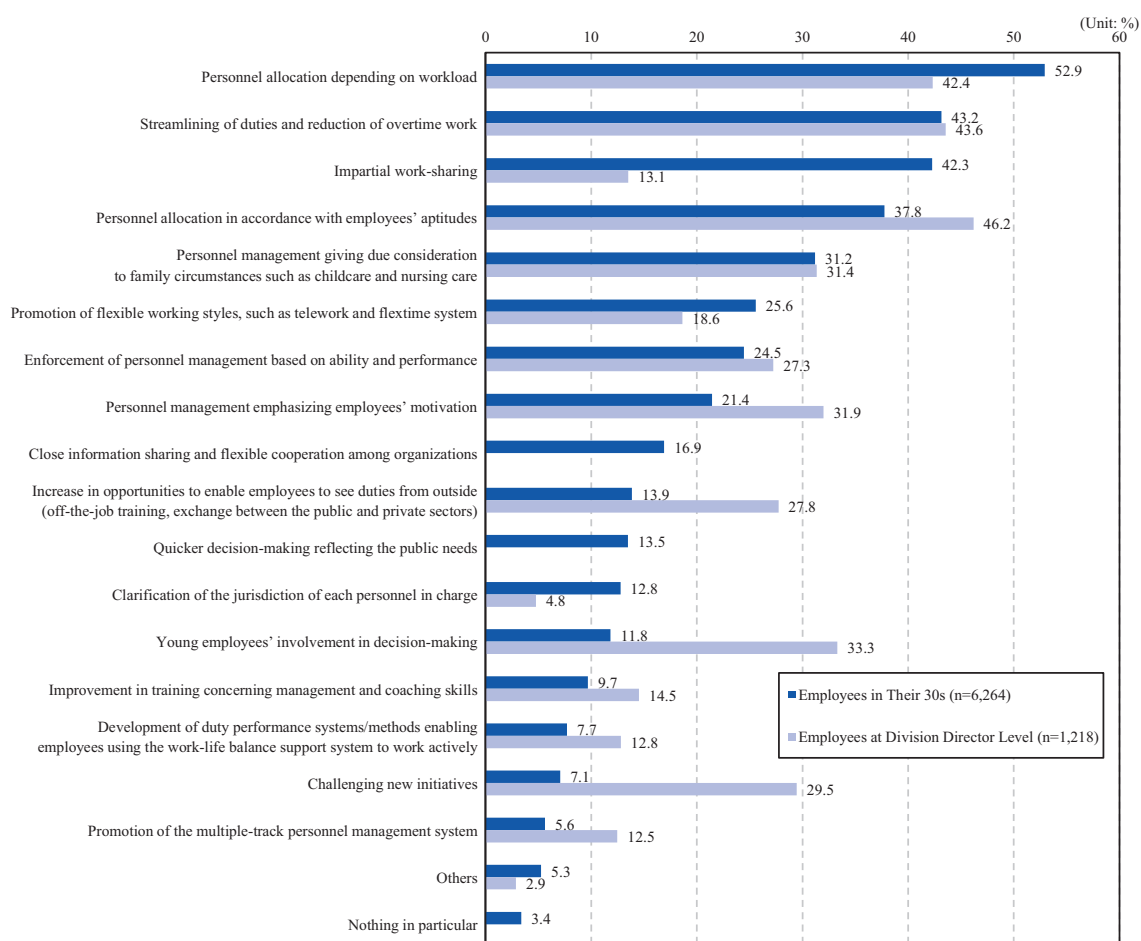
**Figure 30 [Survey of the 30s] What are exactly the duties with such potential?
(The question asked to the employees who answered “yes” to the question shown in Figure 29) (Multiple answers allowed)**



(c) Improvement in personnel management that can be expected on the employees’ own ministry

Regarding the question asked to the employees in their 30s about further improvement that can be expected on their own ministry, the top answers were also related to workload, including “personnel allocation depending on workload” (52.9%), “streamlining of duties and reduction of overtime work” (43.2%) and “impartial work-sharing” (42.3%). Meanwhile, concerning “impartial work-sharing”, a difference could be observed between the ratio of the employees at Division Director level who chose this answer (13.1%) from those in their 30s [Figure 31]. (Note that the question asked in the survey of the employees at Division Director level was “What the organization needs to do to enable the employees in their 30s to fulfill their abilities.”)

Figure 31 [Survey of the 30s and the Division Director Level] Further Improvements You Expect of Your Own Ministry(Up to five items can be selected.)

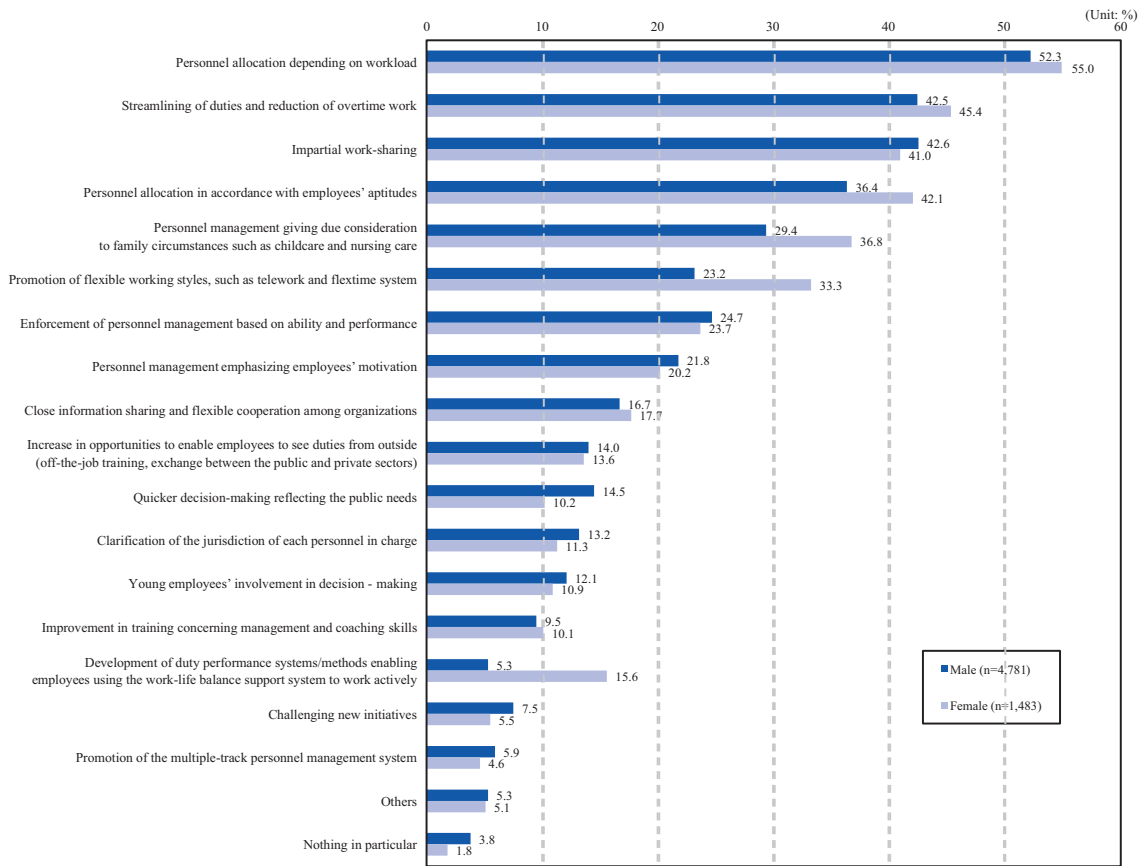


※The questionnaire for the Survey of the Employees at Division Director Level did not include “Quicker decision-making reflecting the public needs”, “Close information sharing and flexible cooperation among organizations” and “Nothing in particular” as the answer choices.

Moreover, a certain number of the employees in their 30s demand work-life support system and measures to realize the balance as shown in their replies, including “personnel management giving due consideration to family circumstances such as childcare and nursing care” (31.2%) and “promotion of flexible working styles, such as telework and flextime system” (25.6%).

Looking at the results by gender, women are more conscious about improvements in work-life balance support than men with “development of duty performance systems/methods enabling employees using the work-life balance support system to work actively” nearly 10 points higher than male employees [Figure 32].

Figure 32 [Survey of the 30s] Further Improvements You Expect of Your Own Ministry (Up to five items can be selected.) (By Gender)



(5) Results Related to Instructions and Development Provided by Superiors

(a) Response to evaluation by superiors

Roughly 70% of the employees in their 30s answered that they felt their work was valued by superiors when combining “well valued” and “mostly valued” [Figure 33]. Regarding the time when they felt that way, the popular answers include “when I heard about my evaluation from my superior at personnel evaluation” (51.2%); and when gratitude or appreciation was conveyed by superiors at more informal situations for instance at a milestone of work or in a day-to-day work scene [Figure 34].

Figure 33 [Survey of the 30s] Do you feel that your work is valued ?

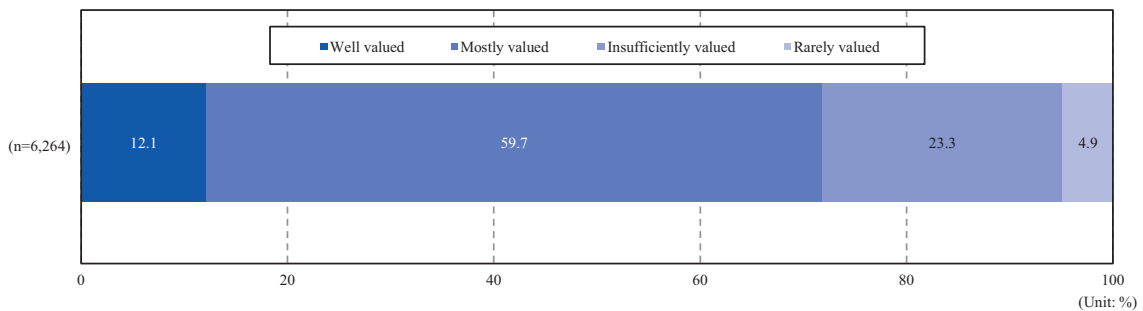
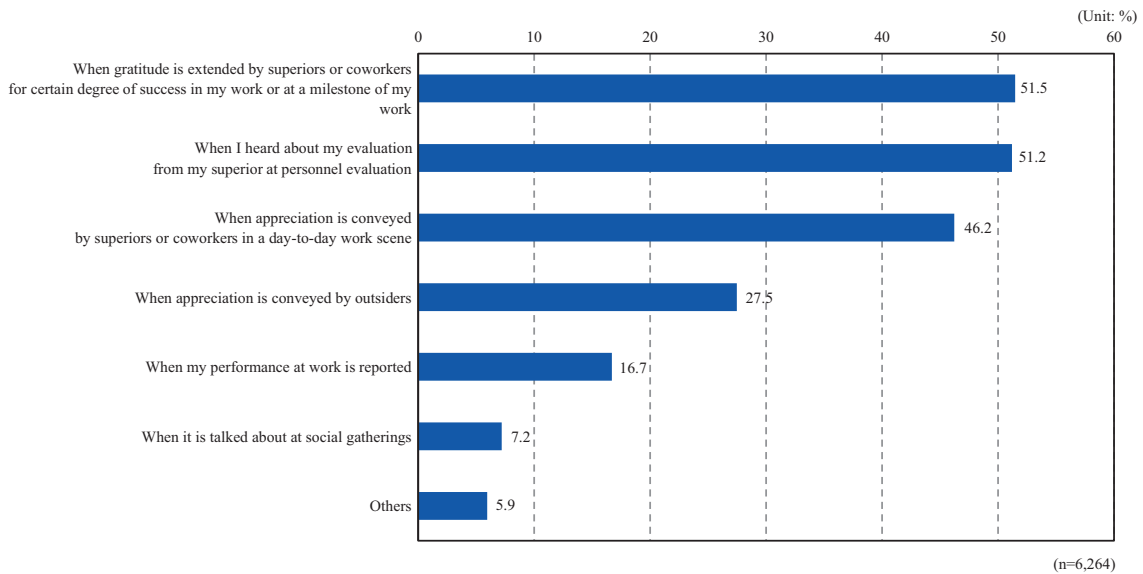


Figure 34 [Survey of the 30s] Time When You Feel Your Work is Valued (Up to three items can be selected.)



(b) Expectations on superiors

The survey asked the employees in their 30s about if they had a superior they held as ideal, and roughly 70% of them replied “yes” [Figure 35]. Concerning factors that made them to consider the superior as ideal, the common answers include “ability to exercise timely and appropriate judgment” (69.8%) and “clear instructions” (58.1%) [Figure 36].

The Survey of the Division Director Level asked about matters the employees at this level place emphasis on when performing duties. The top answers comprise “clear instructions” (72.9%), “trying to take responsibility instead of subordinates” (38.1%) and “consistent behavior” (32.3%). The results indicate that what subordinates expect about their superiors is generally consistent with the matters that their superiors emphasize [Figure 37].

Figure 35 [Survey of the 30s] Have you ever had a superior you hold as ideal since you joined the ministry?

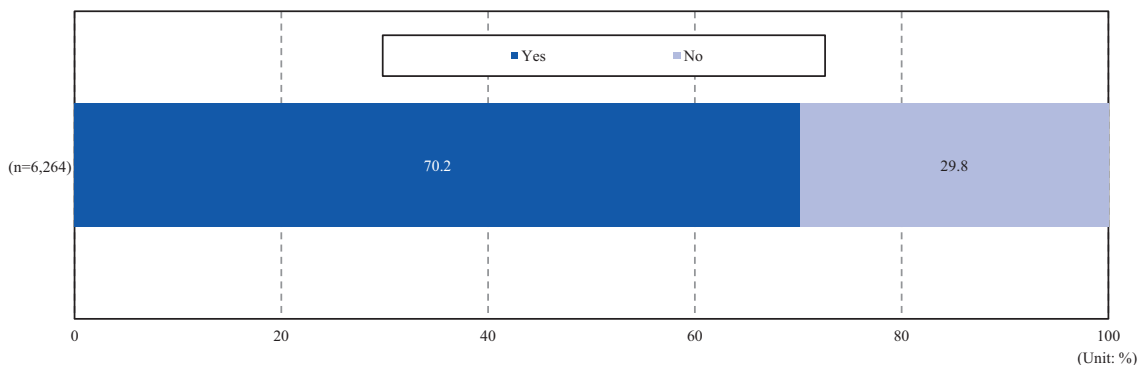


Figure 36 [Survey of the 30s] The Factors That Made You Consider the Superior as Ideal(The question asked to the employees who answered “yes” to the question shown in Figure 35) (Up to five items can be selected.)

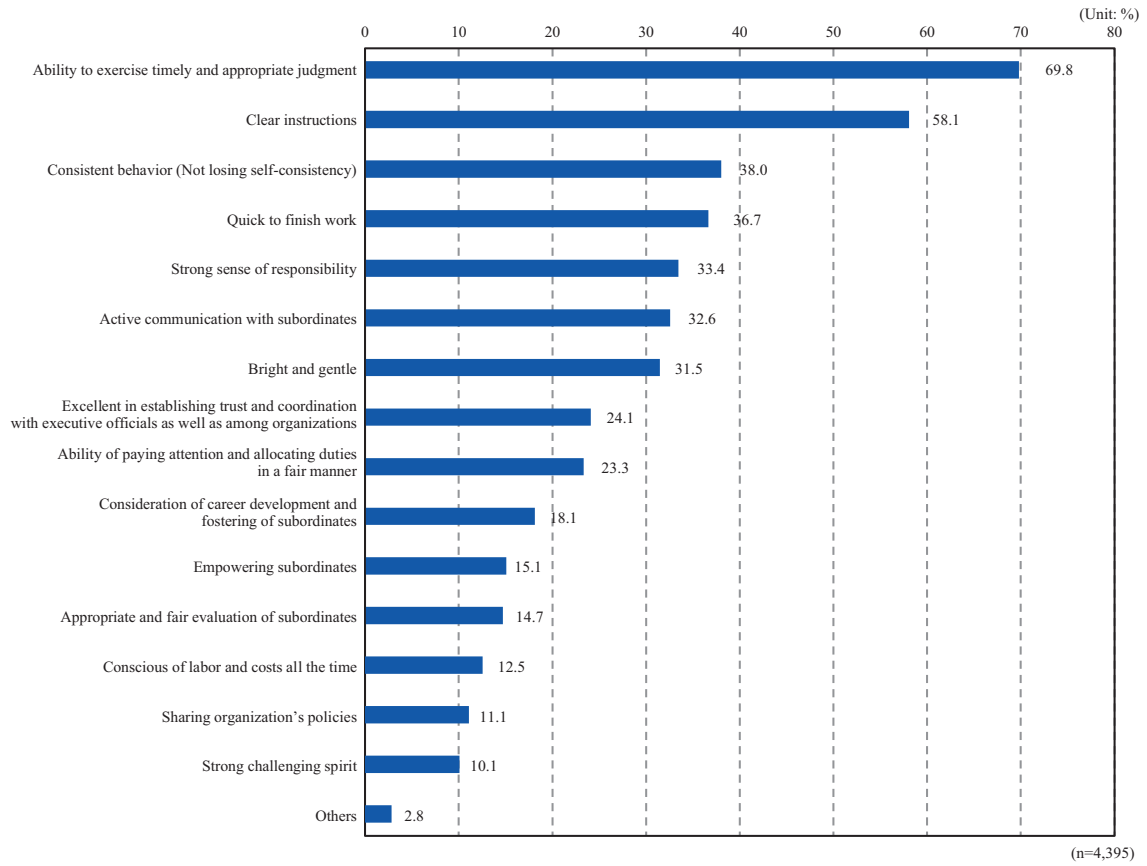
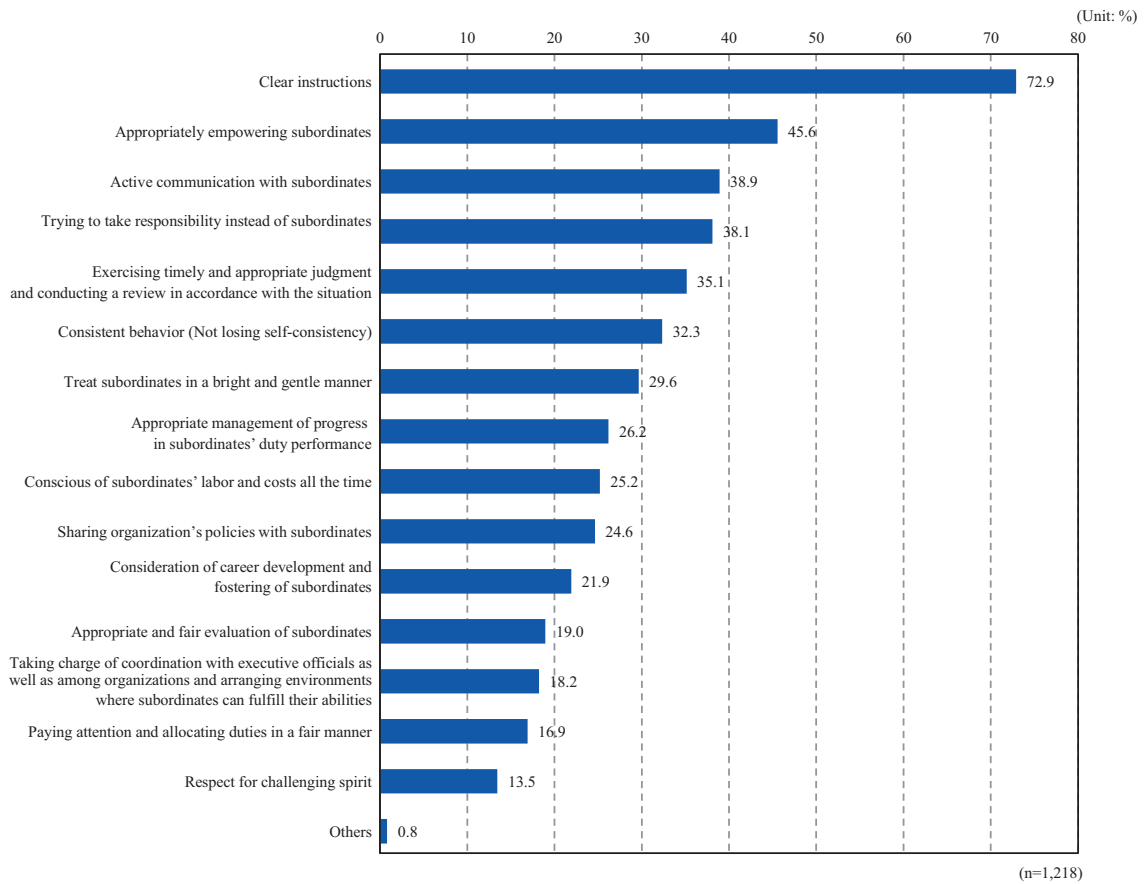


Figure 37 [Survey of the Division Director Level] Matters you try to emphasize most when performing duties with your subordinates (Up to five items can be selected.)



On the other hand, nearly 80% of the employees in their 30s replied that they had been deeply dissatisfied with their superiors [Figure 38]. Asked about the reasons for such dissatisfaction, many participants replied that they felt dissatisfaction with factors imposing unnecessary burden on subordinates, including “high-handed attitude” (56.3%), “not trying to take responsibility” (51.2%), “inconsistent behavior” (48.0%), “ambiguous instructions” (46.4%) and “ordering work without considering labor and costs” (36.6%) [Figure 39].

Figure 38 [Survey of the 30s] Have you ever had a superior with whom you were deeply dissatisfied since you joined the ministry?

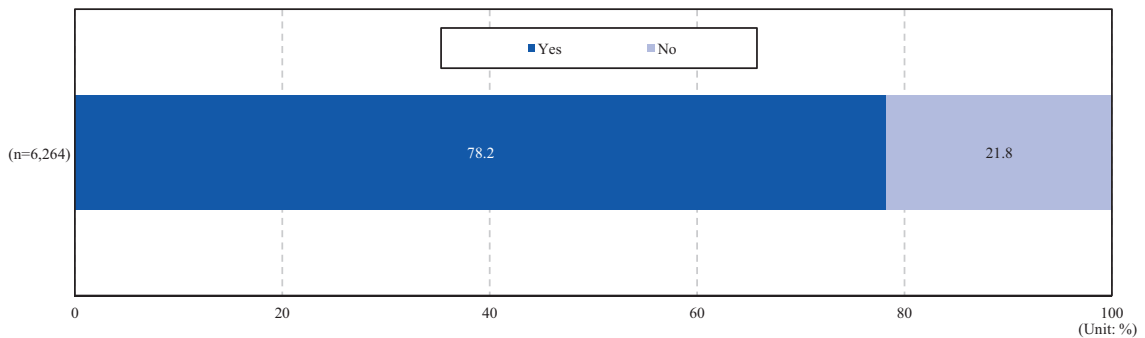
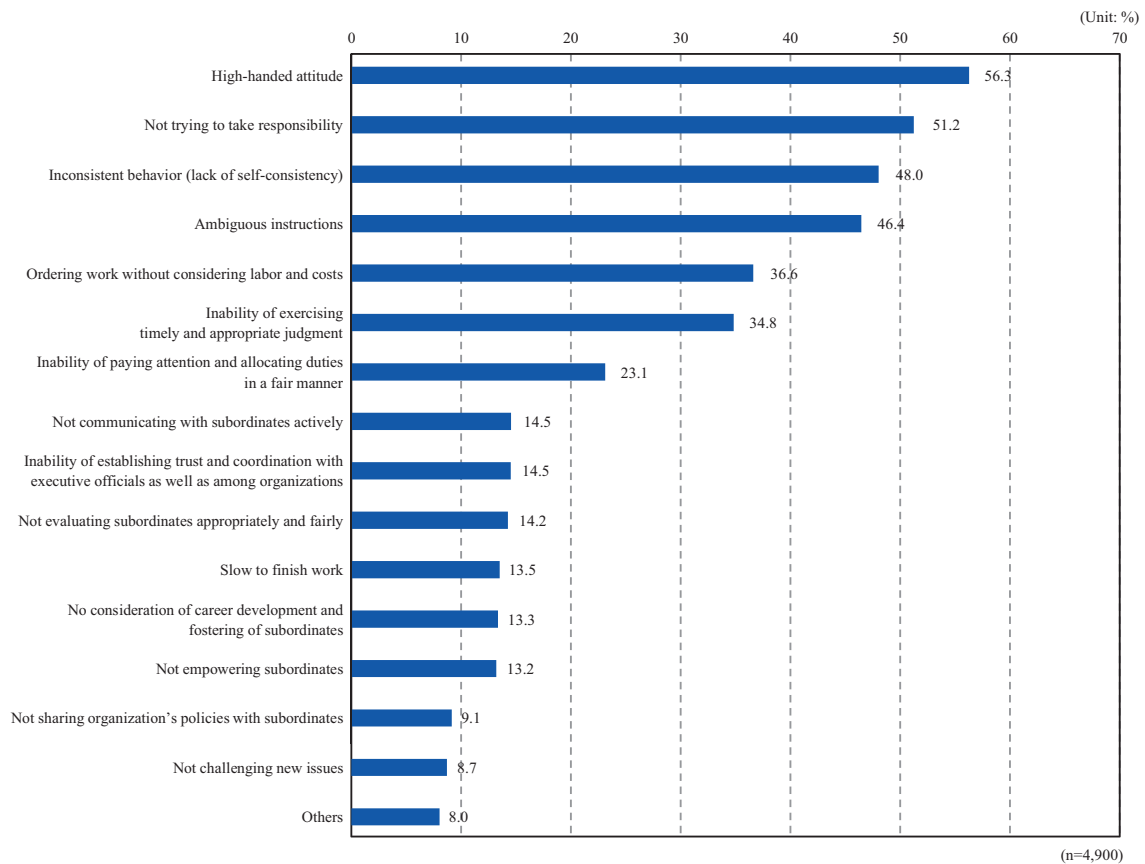


Figure 39 [Survey of the 30s] What made you feel such a strong dissatisfaction?(The question asked to the employees who answered “yes” to the question shown in Figure 38) (Up to five items can be selected.)



(c) Strict instructions received from superiors

Regarding the question about superiors' behavior when they provided strict instructions to their subordinates in the past several years, approximately 60% of the employees in their 30s chose “irrational instructions”, “scolding in a loud voice”, “denial of my ability”, “emotional behavior, such as hitting the desk”, “remarks denying my personality” or “scolding for a long time.”

The results by position level show that the ratio of the employees who experienced these types of superiors' behavior is higher among those at higher position level [Figure 40].

Furthermore, among the employees in their 30s who experienced these sorts of behavior, 38.3% replied that “I felt the behavior as power harassment”, and 56.9% stated “I was dissatisfied with the behavior, though I did not go so far as to say it was power harassment” [Figure 41].

Figure 40 [Survey of the 30s] Superiors' Behavior when They Provided you Strict Instructions in the Past Several Years (Multiple answers allowed)

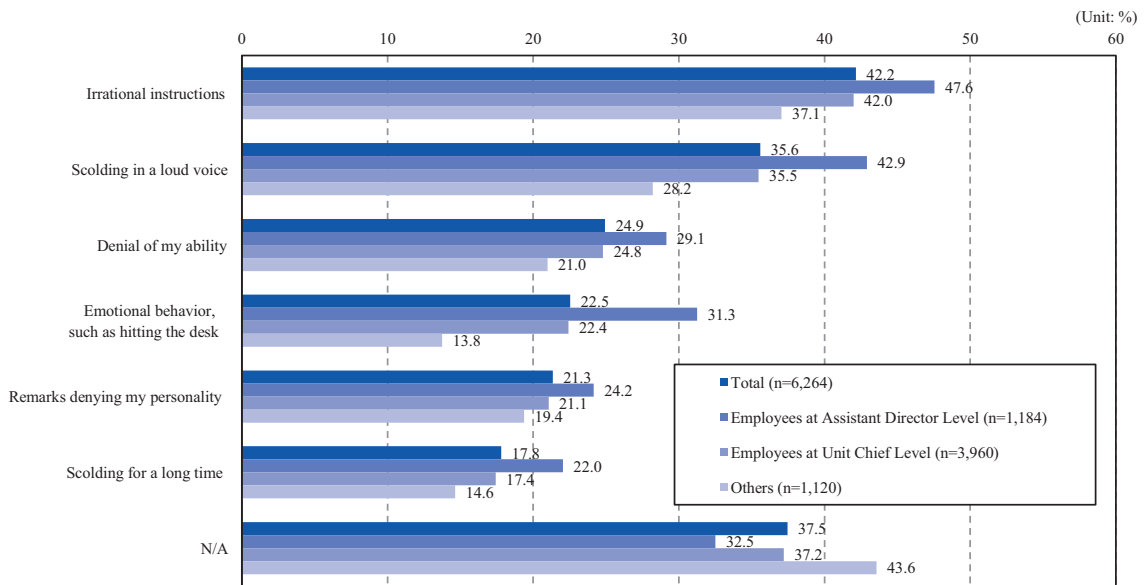
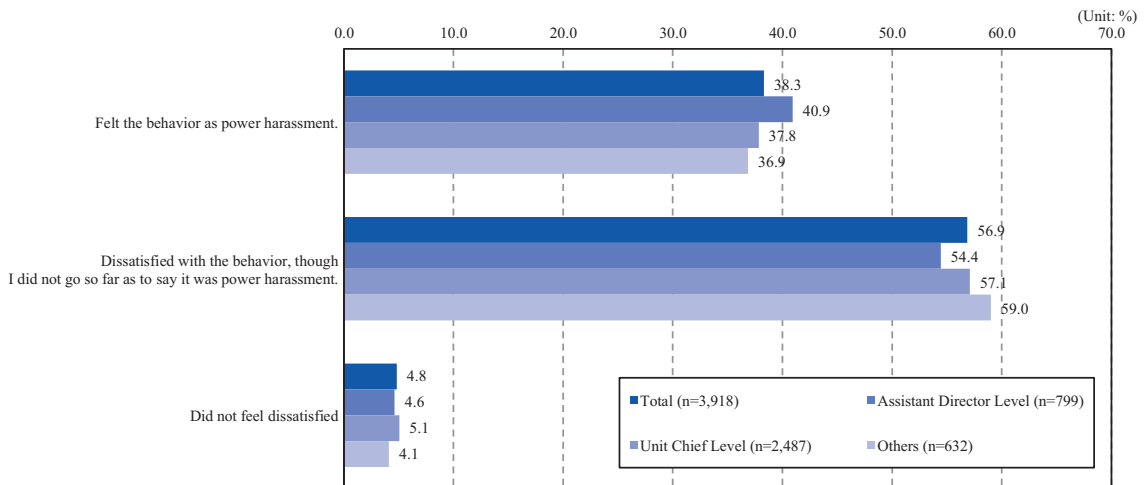


Figure 41 [Survey of the 30s] Did you Feel Your Superiors' Strict Instructions as Power Harassment? (The question asked to the employees who chose the answers other than "N/A" to the question shown in Figure 40)



Looking at awareness of managerial personnel as shown in the Survey of the Division Director Level, nearly 40% of the employees at Division Director level answered that they had at least once hesitated to provide instructions on occasions when they had to instruct their subordinates [Figure 42]. Overall, the common reasons for hesitation are related to their concerns for subordinates' reactions, including "concerned that my subordinates might feel the instruction as power harassment" (24.3%), "concerned that the instruction might lower the motivation of my subordinates" (65.9%) and "concerned that the instruction might harm personal relationship" (28.0%) [Figure 43].

Figure 42 [Survey of the Division Director Level] Have You Ever Hesitated to Provide Instructions on Occasions When You Had to Instruct Your Subordinates in the Past Several Years?

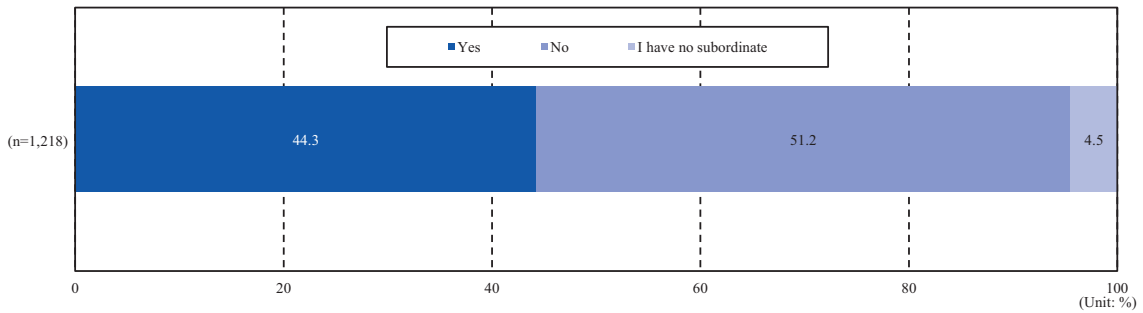
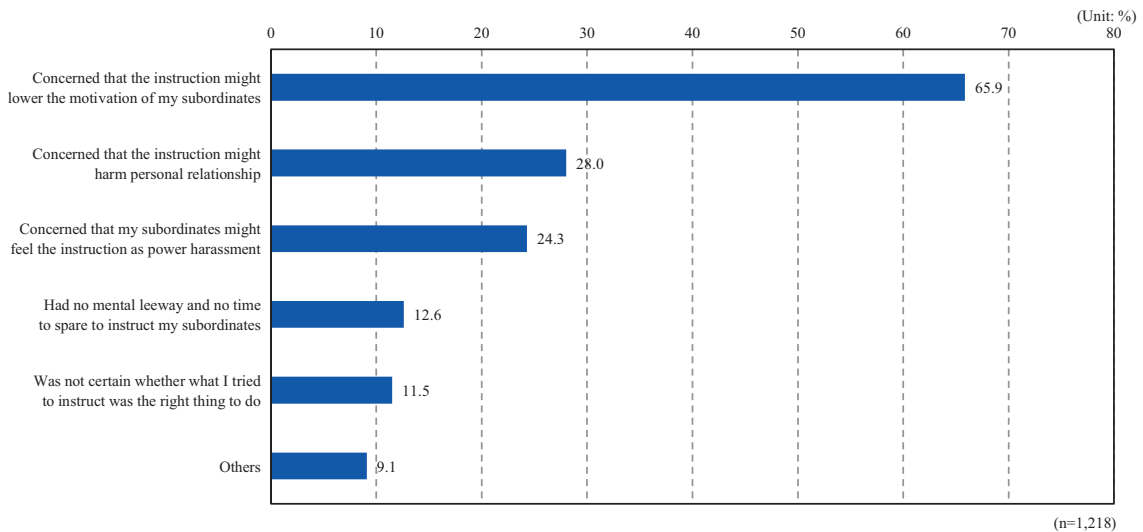


Figure 43 [Survey of the Division Director Level] Reasons for Having Hesitated to Provide Instructions(The question asked to the employees who chose “yes” to the question shown in Figure 42) (Multiple answers allowed)



In relation to instructions provided to their subordinates, roughly 40% of the employees in their 30s answered that they had at least once hesitated to provide instructions on occasions when they had to instruct their subordinates [Figure 45]. Concerning the reasons for hesitation, the top answer was “concerned that the instruction might lower the motivation of my subordinates” (60.8%) followed by “concerned that the instruction might harm personal relationship” (41.3%). Furthermore, a certain number of the respondents chose “concerned that my subordinates might feel the instruction as power harassment” (18.2%) though the ratio was not so large [Figure 46].

Regarding instructions provided by the employees in their 30s to their subordinates, it should be noted that about half of the employees in this age group have no subordinate [Figure 44].

Figure 44 [Survey of the 30s] Do you have any subordinates?

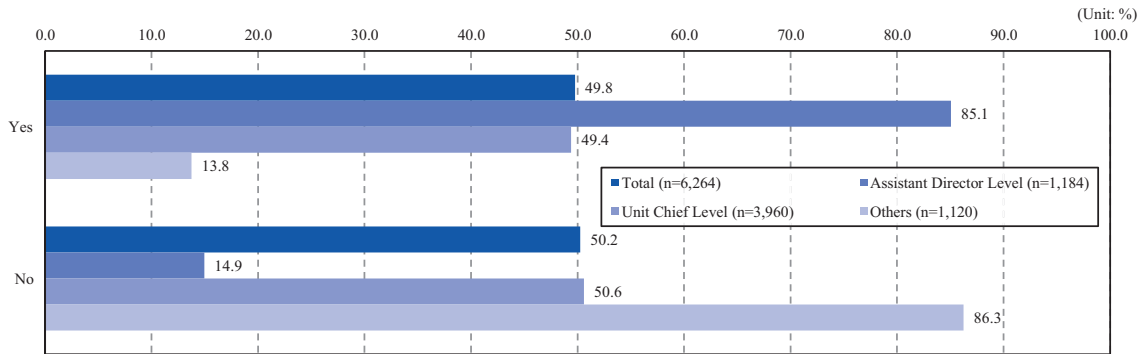


Figure 45 [Survey of the 30s] Have You Ever Hesitated to Provide Instructions on Occasions When You Had to Instruct Your Subordinates in the Past Several Years?

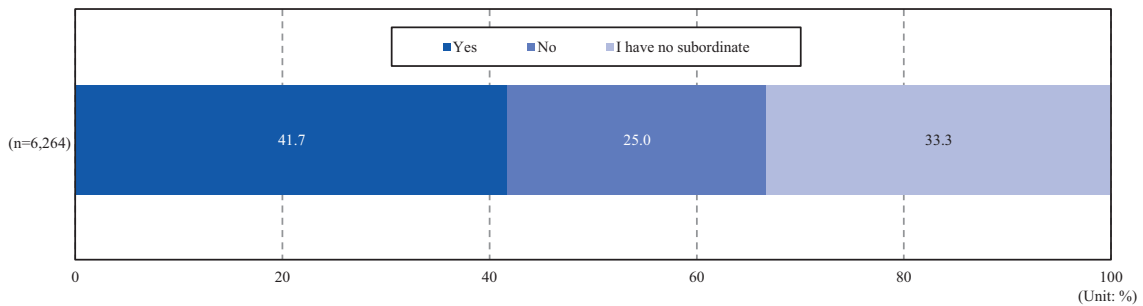
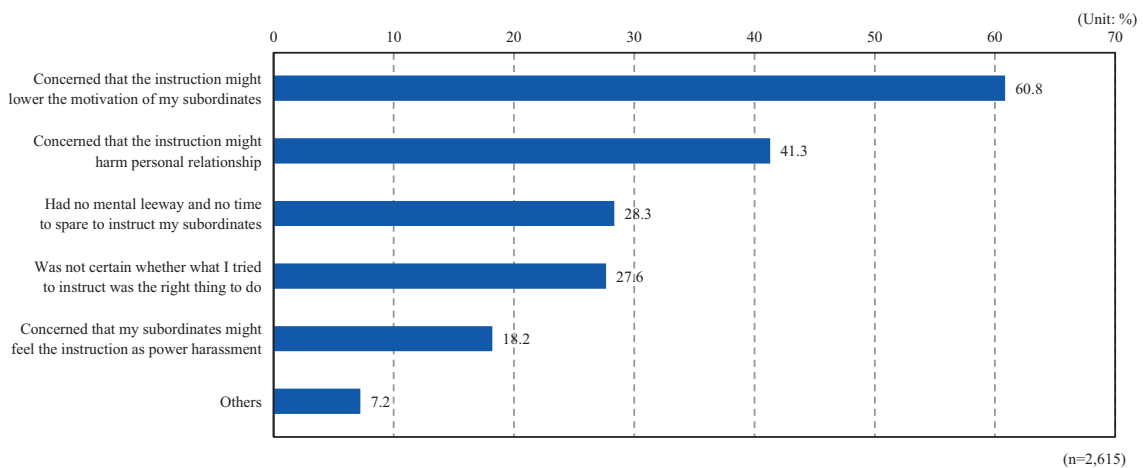


Figure 46 [Survey of the 30s] Reasons for Having Hesitated to Provide Instructions (The question asked to the employees who chose “yes” to the question shown in Figure 45) (Multiple answers allowed)



(6) Gaps in Awareness Among Generations

Comparison of the results of the Survey of the 30s with those of the Division Director Level, gaps could be found in the following matters in addition to the aforementioned evaluation of impartial work sharing.

(a) Awareness of the employees in their 30s about ability fulfillment

Concerning abilities of the employees in their 30s, the employees at Division Director level felt that

“autonomy”(40.0%) and “challenging spirit” (39.7%) were not satisfactory as stated earlier [Figure 23]. In relation to further improvement that can be expected on their own ministry, the ratios of the employees who chose “challenging new initiatives”(22.4-point gap) and “young employees’ involvement in decision-making” (21.5-point gap) were remarkably larger among the employees at Division Director level than those in their 30s [Figure 31].

(b) Changes in communication within the ministry

Asked about communication within the ministry, approximately 60% of the employee in their 30s replied that communication both on and off the job had “not changed” compared with the situation when they joined the ministry. On the other hand, a relatively large ratio of the employees at Division Director level chose “has become less active.” Looking at the differences in the response ratios with those of the employees in their 30s, a large disparity in awareness could be identified with about 15-point gap for communication on the job and around 46-point gap for communication off the job [Figure 47].

As for the reasons that communication has become less active, the most popular answer was “less opportunities for off-the-job interaction, such as social gatherings” both among the employees in their 30s and those at Division Director level. Meanwhile, a large ratio of the employees at Division Director level selected “less face-to-face communication due to digitalization of business process such as email and electronic approval” (24.2-point gap with the employees in their 30s) and “necessity to care for privacy or harassment” (13.8-point gap with the employees in their 30s) [Figure 48].

The results imply significant changes in workplace environment, including digitalization and streamlining of duties, spread of concept of harassment, and necessity of support for work-life balance, took place during the 10 to 20 years after the employees at Division Director level (currently in their 40s and 50s) joined the ministries before the employees currently in their 30s entered the ministries.

Figure 47 [Survey of the 30s and the Division Director Level] Communication within the Ministry Compared with the Situation When You Joined the Ministry

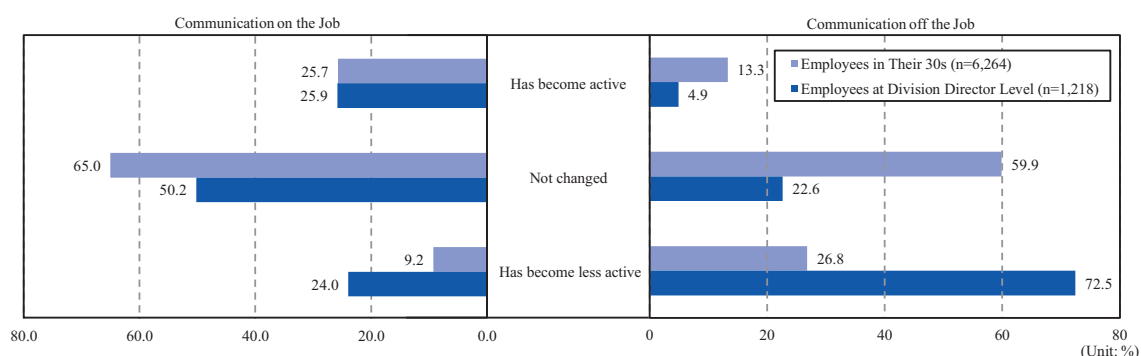
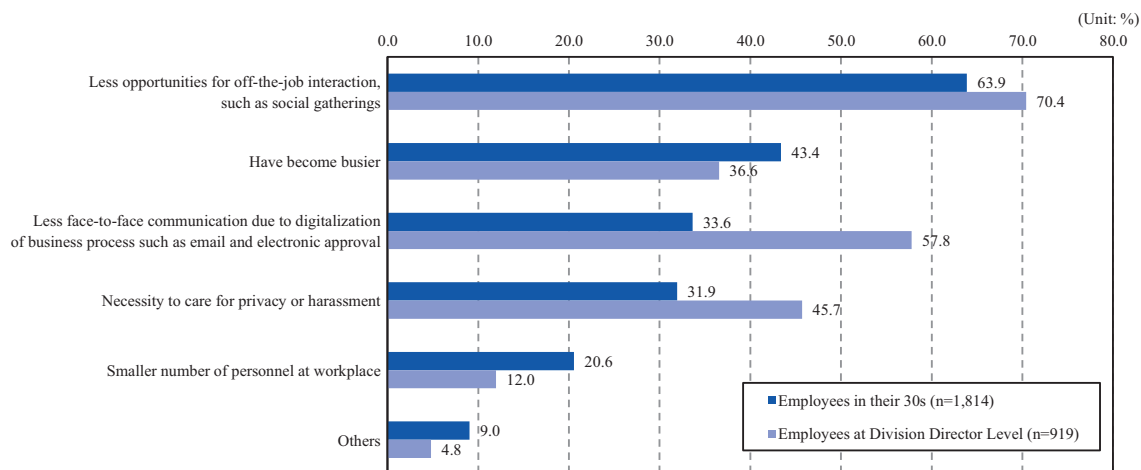


Figure 48 [Survey of the 30s and the Division Director Level] Reasons for Less Active Communication within the Ministry (The question asked to the employees who chose “has become less active” to the question concerning “communication on the job” or “communication off the job” shown in Figure 47) (Multiple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