

Part 3.

NPA Activities in FY2017

Chapter 1. Appointment and Dismissal of Employees

The appointment and dismissal of national public employees shall be based on the principle of the merit system, carried out based on the results of recruitment examinations, personnel evaluation or other demonstrated abilities. The initial appointment of employees is made through an open, fair and competitive examination. If not, initial appointment is made through a selection process. In compliance with these rules, in recent years, a variety of systems have been developed to enrich public service, such as systems to appoint those who have specialized professional experiences outside the public service, and a fixed-term appointment system. Diverse people have been appointed from the private sector through the selection process under fair assessment of abilities and appointment procedures. In addition, appointments including promotion and transfer after initial appointment shall be fairly implemented based on the principle of the merit system. The NPA offers instructions to the Cabinet Office and each ministry in carrying out appointments that are consistent with the purpose of the system so that personnel evaluation results can be utilized for appointment and dismissal. Furthermore, with securing fairness, the NPA has been improving the environment for facilitating the personnel exchange program between the Government and the private sector for the purpose of developing human resources and invigorating the public service.

On the other hand, from the perspective of maintaining efficiency in the public service and ensuring proper operations in the public service, public employees could face consequences such as dismissal, demotion and administrative leave against their will when they fall under certain cases.

Section 1. Securing Human Resources

To cope with the increasingly complicated, sophisticated and globalized administrative issues, it is important to secure diverse and competent personnel with high qualifications and a sense of mission. While the number of applicants for the recruitment examinations of the national public employees has fluctuated in association with the change of employment conditions in the private sector, it has been decreasing in the medium- and long-term amid the situation of declining birthrates and severe circumstances surrounding the public service.

Under such circumstances, the NPA disseminated the distinctive attractiveness of national public employees' duties and profile of preferable human resources. Furthermore, in coordination and cooperation with the Cabinet Office and each ministry, the NPA enthusiastically carried out activities to secure personnel and to raise awareness targeting women, local university students, professional graduate school students, technical personnel and private-sector human resources respectively aiming at securing a new source of human resources.

Section 2. Recruitment Examinations

1. Recruitment Examination Conducted in FY2017

(1) Type of Examinations

The NPA conducted 21 types of recruitment examinations on 24 occasions in FY2017, as shown in Table 1. In addition to these examinations, there is another type of examination, namely, the Recruitment Examination for Ministry of Foreign Affairs (MOFA) Specialists which is conducted by the MOFA, based on the NPA's designation.

The breakdown of the 21 types includes ① the Examination for Comprehensive Service to initially appoint officers engaging in the duties concerning planning policies or research and study (2 types: Examination for graduate students and Examination for university graduate level); ② the Examination for General Service to initially appoint officers engaging mainly in routine work (3 types: Examination for university graduate level, Examination for high school graduates and Mid-career Recruitment Examination (for entry-level)); ③ the Examination for Specialists to initially appoint officers engaging in the duties that need specialized knowledge in a specific field of administration (15 types: Examination for National Taxation Specialists, Examination for Labor Standard Inspectors and so on); and ④ the Examination for Experienced Personnel to initially appoint personnel with experience in private companies to government positions at unit chief level and above.

[Table 1] National Public Employee Recruitment Examinations Conducted in FY2016/2017
(Part 1) Recruitment Examinations Conducted by the NPA

Qualification	Type of examination		FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)	
				Female		Female			
University (graduate school) graduate level	Examination for Comprehensive Service	Examination for Graduate Students (except legal division)	2017	2,470	630	624	153	4.0	
			2016	2,956	777	639	165	4.6	
		Examination for Graduate Students (legal division)	2017	23	7	12	3	1.9	
			2016	66	13	32	6	2.1	
		Examination for University Graduate Level (except liberal arts division)	2017	18,121	6,591	1,254	331	14.5	
			2016	18,927	6,558	1,372	347	13.8	
	Examination for General Service	Examination for University Graduate Level (liberal arts division)	2017	2,811	968	135	26	20.8	
			2016	2,558	886	135	31	18.9	
	Examination for General Service	Examination for University Graduate Level	2017	35,142	12,391	7,205	2,435	4.9	
			2016	35,998	12,344	7,583	2,548	4.7	
	Examination for Specialists	Imperial Guards (university graduate level)	2017	1,758	395	42	8	41.9	
			2016	1,712	381	48	8	35.7	
		Ministry of Justice Specialists (human science)	2017	2,525	915	346	139	7.3	
			2016	2,586	909	435	159	5.9	
		Financial Specialists	2017	4,297	1,444	527	177	8.2	
			2016	4,546	1,587	528	168	8.6	
		National Taxation Specialists	2017	16,168	5,727	3,341	1,255	4.8	
			2016	16,501	5,727	3,032	1,148	5.4	
		Food Sanitation Inspectors	2017	513	294	67	36	7.7	
			2016	485	283	67	41	7.2	
		Labor Standard Inspectors	2017	3,711	1,132	478	147	7.8	
			2016	3,673	1,092	402	127	9.1	
		Air Traffic Control Officers	2017	1,045	441	138	63	7.6	
			2016	1,005	385	141	55	7.1	
	Examination for Experienced Personnel		2017	2,636	631	342	75	7.7	
			2016	2,401	635	297	70	8.1	
Subtotal		2017	91,220	31,566	14,511	4,848	6.3		
		2016	93,414	31,577	14,711	4,873	6.3		
High school graduate level	Examination for General Service	Examination for High School Students	2017	13,958	4,545	2,690	962	5.2	
			2016	13,393	4,148	2,392	842	5.6	
		Mid-career Recruitment Examination (entry level)	2017	449	69	18	1	24.9	
			2016	674	102	21	2	32.1	
	Examination for Specialists	Imperial Guards (high school graduate level)	2017	520	122	12	4	43.3	
			2016	380	105	13	2	29.2	
		Prison Officers	2017	5,263	973	992	248	5.3	
			2016	5,344	944	942	253	5.7	
		Immigration Control Officers	2017	2,193	516	79	15	27.8	
			2016	1,906	456	126	30	15.1	
		Tax Officers	2017	8,592	2,488	1,469	528	5.8	
			2016	8,317	2,346	1,523	508	5.5	
		Aeronautical Safety College Students	2017	666	213	102	29	6.5	
			2016	617	217	111	42	5.6	
		Meteorological College Students	2017	404	105	44	6	9.2	
			2016	373	83	64	17	5.8	
		Japan Coast Guard Academy Students	2017	583	106	81	20	7.2	
			2016	571	99	84	19	6.8	
		Japan Coast Guard School Students	2017	3,909	491	532	82	7.3	
			2016	3,897	463	570	83	6.8	
	Japan Coast Guard School Students (special)	2017	6,513	1,483	850	216	7.7		
		2016	9,594	1,853	962	178	10.0		
	Subtotal		2017	43,050	11,111	6,869	2,111	6.3	
			2016	45,066	10,816	6,808	1,976	6.6	
	Total			2017	134,270	42,677	21,380	6,959	6.3
				2016	138,480	42,393	21,519	6,849	6.4

(Part 2) Recruitment Examination Conducted by the Ministry of Foreign Affairs (MOFA)

Qualification	Type of examination	FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)
				Female		Female	
University graduate level	MOFA Specialist Personnel	2017	386	186	48	26	8.0
		2016	401	184	54	20	7.4

(Part 3) Total

Qualification	FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)
			Female		Female	
University graduate level / Graduate students	2017	91,606	31,752	14,559	4,874	6.3
	2016	93,815	31,761	14,765	4,893	6.4
High school graduate level	2017	43,050	11,111	6,869	2,111	6.3
	2016	45,066	10,816	6,808	1,976	6.6
Total	2017	134,656	42,863	21,428	6,985	6.3
	2016	138,881	42,577	21,573	6,869	6.4

(2) Method of Recruitment Examinations

The recruitment examinations are designed to relatively assess whether applicants have the abilities and aptitudes required to perform duties for each kind of public service.

Therefore, examinations are conducted by combining types of tests such as “the Basic Ability Test,” “the Specialized Ability Test” and “the Interview Test” to effectively verify knowledge, skills, other abilities and aptitudes required to perform the duties of government positions.

For instance, the Examination for Comprehensive Service for the university graduate level includes written tests such as: “the Basic Ability Test” to examine the basic intelligence and knowledge required as national public employees; “the Specialized Ability Test” to examine the necessary specialized knowledge and skill; and “the Essay-based Test on Policy Issues” to examine the ability necessary for policy planning, comprehensive judgment and thinking power. In addition, “the Interview Test” to examine personality and interpersonal skills is conducted for each examinee. Meanwhile, in the Examination for Comprehensive Service for graduate students, “the Discussion-based Test on Policy Issues” is conducted, instead of “the Essay-based Test on Policy Issues,” to examine the presentation ability and communication skills, through group-based discussion on some issues.

Among these types of tests, the ones which require high expertise are prepared after deliberations and reviews involving university professors and employees with expertise from the Cabinet Office and each ministry. These professors and employees are commissioned as examination experts by the NPA.

Furthermore, after the implementation of the recruitment examinations, a study is carried out on their methods based on the analysis of the results. If required, fact-finding surveys are carried out concerning the content of subjects at each school. In this way, the NPA is always conducting studies with a view of enhancing appropriateness and credibility of the recruitment examinations.

(3) Conducting Recruitment Examinations

A. Overview

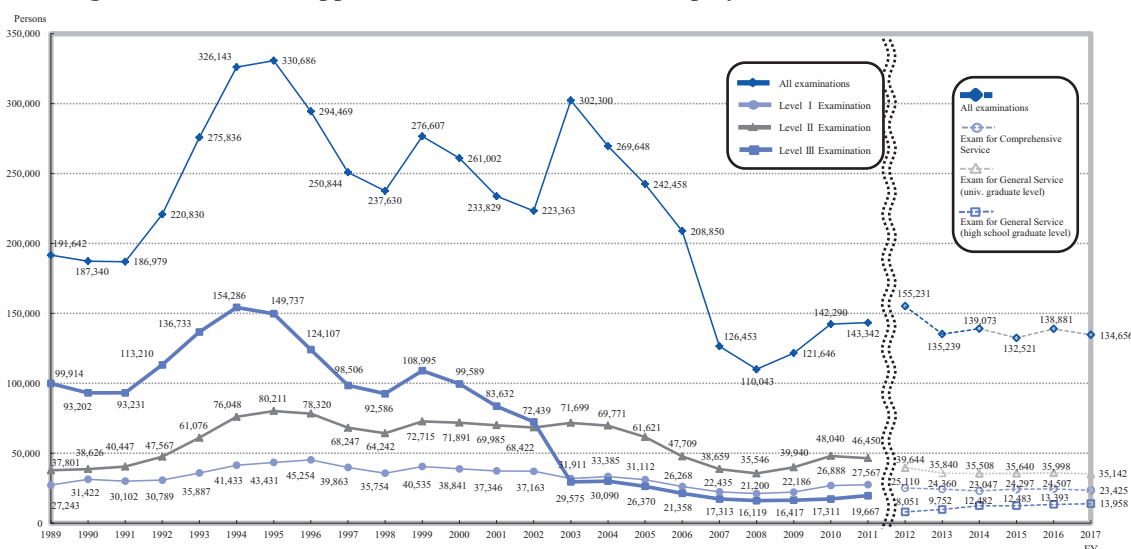
The overview of the recruitment examinations conducted in FY2017 is presented in Table 1.

The number of applicants for examinations conducted by the NPA and the MOFA was 134,656; representing a decrease of 4,225 (3.8%) from that in FY2016. As for examinations for the university graduate level (including those for graduate students), the number was 91,606; a decrease of 2,209 (2.4%) from that in FY2016, while the number of applicants of examinations for the senior high school graduate level was 43,050; a decrease of 2,016 (4.5%) from that in FY2016.

The total number of successful candidates for examinations conducted by the NPA and the MOFA was 21,428, representing a decrease of 145 (0.7%) from that in FY2016.

The ratios of successful candidates against all applicants (hereinafter the “success ratios”) are shown in Table 1. The success ratio of examinations for the university graduate level (including those for graduate students) was 6.3, higher than 6.4 of FY2016, while the success ratio for the senior high school graduate level examination was 6.3, higher than 6.6 of FY2016.

Figure 1 Number of Applicants for National Public Employee Recruitment Examinations



B. The Situation by Type of Examination

(a) Examination for Comprehensive Service

i) The number of applicants of the examinations for Comprehensive Service conducted in spring was; 2,470 for graduate students, representing a decrease of 486 (16.4%) from that in FY2016; 18,121 for undergraduate students, representing a decrease 806(4.3%) from that in FY2016; and 20,591 in total, representing a decrease 1,292(5.9%) from that in FY2016.

The number of female applicants was 630 for graduate students, 6,591 for undergraduate students, and 7,221 in total. The rate of women among all applicants was 35.1% that is more than 30 % during six successive years and the highest rate from the introduction of the examinations for Comprehensive Service.

The number of successful candidates was 624 for graduate students, 1,254 for undergraduate students, and 1,878 in total, representing a decrease of 133 (6.6%).

The number of successful female candidates was 153 for graduate students, 331 for undergraduate students, and 484 in total. The rate of women among all successful candidates was 24.5% for graduate students, 26.4% for undergraduate students, and 25.8% in total and the rate of women among all successful candidates in total was the highest rate in the past.

ii) The number of applicants for the Examination for Graduate Students (legal division) was 23, representing a decrease of 43 (65.2%), and the number of successful candidates was 12, representing a decrease of 20 (62.5%) from that in FY2016.

The number of female applicants was 7, representing a decrease of 6 (46.2%), and the rate of women among all applicants was 30.4%, 10.7 points up from that in FY2016. The number of female successful candidates was 3, representing a decrease of 3(50.0%), and the rate of women among all successful candidates was 25.0%, 6.3 points up from that in FY2016.

The number of applicants for the Examination for University Graduate Level (liberal arts division) was 2,811, representing an increase of 253 (9.9%), and the number of successful candidates was 135, representing the same number of that in FY2016.

The number of female applicants was 968, representing an increase of 82 (9.3%), and the rate of women among all applicants was 34.4%, 0.2 points down from that in FY2016. The number of successful female candidates was 26, representing a decrease of 5 (16.1%), and the rate of women among all successful candidates was 19.3%, 3.7 points down from that in FY2016.

(b) Examination for General Service (for the university graduate level)

As shown in Table 1, the total number of applicants was 35,142, representing a decrease of 856(2.4%) and the number of successful candidates was 7,205, representing a decrease of 378 (5.0%) from that in FY2016.

The number of female applicants was 12,391, representing an increase of 47 (0.4%), and the rate of women among all applicants was 35.3%, 1.0 points up from that in FY2016. The number of female successful candidates was 2,435, representing a decrease of 113 (4.4%), and the rate of women among all successful candidates was 33.8%, 0.2 points up from that in FY2016.

(c) Examination for General Service (for high school graduates)

As shown in Table 1, the total number of applicants was 13,958, representing an increase of 565 (4.2%), and the number of successful candidates was 2,690, representing an increase of 298 (12.5%) from that in FY2016.

The number of female applicants was 4,545, representing an increase of 397 (9.6%), and the rate of women among all applicants was 32.6%, 1.6 points up from that in FY2016. The number of successful female candidates was 962, representing an increase of 120 (14.3%), and the rate of women among all successful candidates was 35.8%, 0.6 points up from that in FY2016.

(d) Results of Conducting Braille Examinations

i) The NPA conducts Braille Examinations for the law division of Examination for Comprehensive Service (for the university graduate level) and the administration division of Examination for General Service (for the university graduate level).

Moreover, the NPA implemented tests with enlarged text, and extended the length of time for the Examinations for Comprehensive Service, General Service, Financial Specialists, National Taxation Specialists, Food Sanitation Inspectors, Labor Standards Inspectors, Tax Officers and Meteorological College Students, depending on the applicant's degree of visual disability.

ii) For Braille Examinations in FY2017, no applicants applied for the Examination.

The applicants for the examination both with enlarged text and extended answering time was made up of one applicant for the Examination for General Service (for university graduate level); one applicant for the Recruitment Examination for National Taxation Specialists; and two applicants for the Examination for General Service (examination for high school graduates).

Regarding tests with enlarged text, one applicant applied for the Examination for General Service (examination for high school graduates) and the Examination for Tax Officers each.

In addition, changing seats in the examination room was extended to candidates who have handicaps to the extent that it did not cause any problems for the fair implementation of the examinations.

C. Online Applications for Examinations

The rate of online applicants was 99.7% (examinations for university graduate level/graduate students: 99.9%, examinations for high school graduate level: 99.2%), 0.4 points higher than that of FY2016.

2. Improvements in the Recruitment Examination System in FY2018

With reference to the outcomes of examinations implemented in FY2017 and reviewing the further improvements and requests from each ministry, the NPA published the implementation plan for recruitment examinations of national public employees for FY2018 in Feb. 2018. Additionally, the NPA implemented the following revision.

(1) Revision of the Types of the Recruitment Examination for Ministry of Foreign Affairs Specialists

International law, constitution and economics used to be the three compulsory subjects for the specialized ability test (essay-based test) of the Recruitment Examination for Ministry of Foreign Affairs Specialists. With the aim of securing human resources with diverse expertise in response to diversified diplomatic issues, the revision was made to designate only international law as a compulsory subject and constitution and economics as the selective subjects starting with the examinations in FY2018. In line with this, the NPA amended the NPA's public notice (promulgated and enforced on Aug. 31, 2017, the NPA's Public Notice No. 16 of 2011).

(2) Use of the English Examinations Implemented by External Organizations

It was recognized that the use of English examinations implemented by external organizations was firmly established in the Examination for Comprehensive Service as shown in the fact that more than half of the second-stage examination applicants over the past three years received additional points by using such examinations. Therefore, the NPA decided to continuously use the examinations implemented by external organization in the same manner.

Section 3. Appointment

1. The Initial Appointment in FY2017

As a rule, the initial appointment of employees depends on an open and fair competitive examination. Successful candidates are added to the list of candidates for initial appointment which is developed for each examination. The NPA presents the list to appointers upon request, and the appointers of each ministry are then supposed to conduct interviews and appoint from among those on the list taking the results of the interviews into account. Most of those who were initially appointed in FY2017 were in the lists made based on the results of recruitment examinations conducted in FY2016.

For government positions which do not require recruitment examinations such as educational service or medical service, and for other government positions filled through competitive examinations as a general rule but which require special knowledge and skills, initial appointment is conducted through selection based on demonstrated abilities other than through competitive examinations.

2. Appointment Status Survey of National Public Employees in Regular Service

The NPA annually conducts a survey about the appointment status of national public employees in regular service, in order to capture the real situation of the appointment of employees, and for further consideration of appointment policy and other personnel administration policy. The FY2017 survey covers the incumbent employees in FY2016.

(1) Incumbency

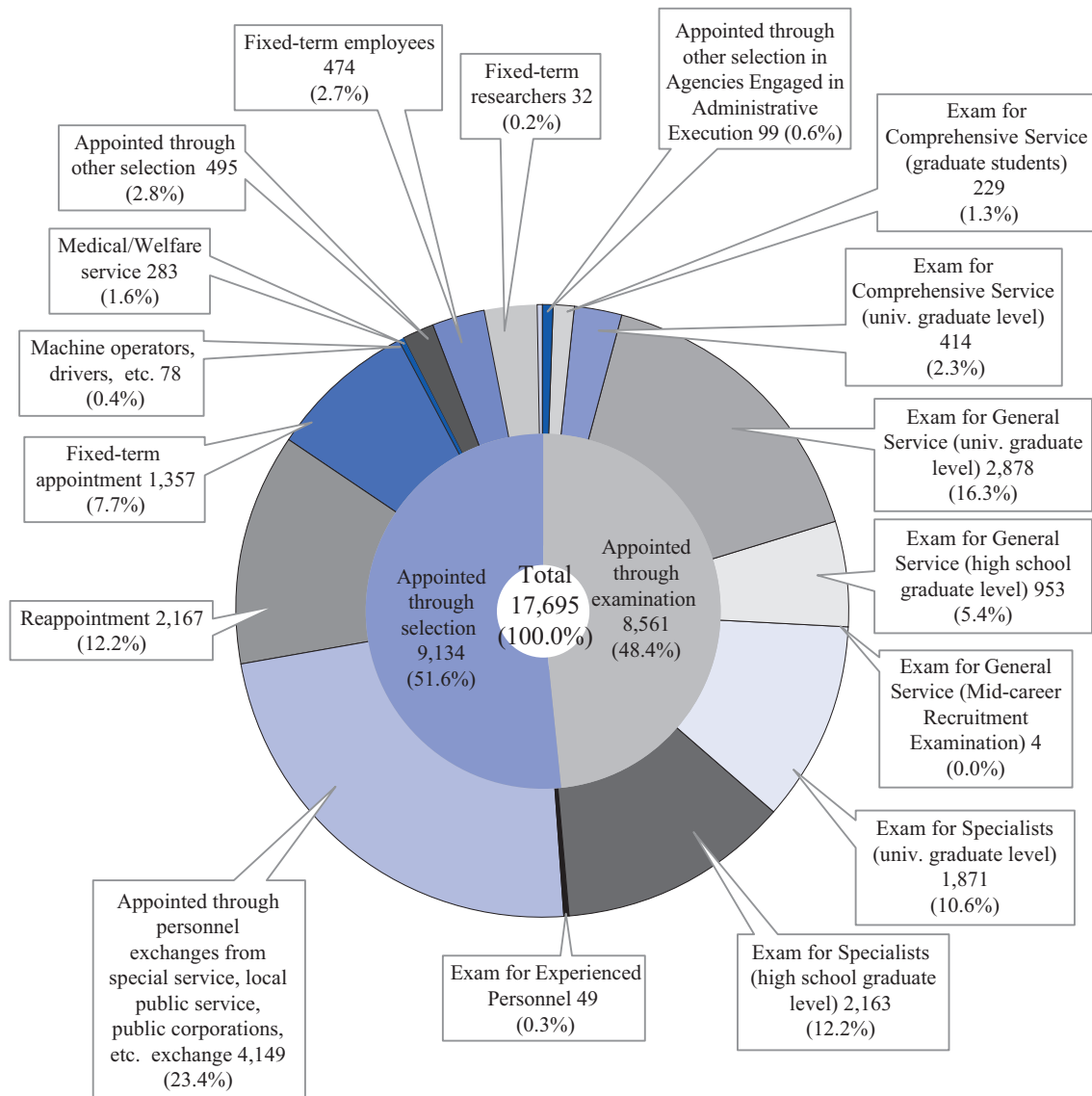
As of Jan. 15, 2017, the number of incumbent regular service employees was 278,581, which included personnel on administrative leave, full-time personnel on administrative leave engaged exclusively in the business of employee organizations, personnel dispatched to international organizations, personnel dispatched to the private sector for exchange purposes, personnel on childcare leave and reappointed full-time personnel, but which excluded prosecutors, temporarily appointed personnel, full-time laborers, and part-time employees. It was 474 more than that of 2016.

Men were 226,337 (81.2%) and women were 52,244 (18.8%).

(2) Initial Appointment

The total number of those who were initially appointed in FY2016 was 17,695 (13,153 men and 4,542 women), which represented an increase of 1,369 (increases of 879 men and of 490 women) from that of FY2015. Recruits through competitive examinations numbered 8,561, while recruits through other selection processes numbered 9,134, including 2,167 who were re-appointed employees, 1,863 who were fixed-term employees, 4,149 who were appointed through personnel exchanges from special service employees, local public employees, incorporated administrative agency personnel other than Agencies Engaged in Administrative Execution personnel and national university corporations personnel, Inter-University Research Institutes personnel as well as public finance corporation personnel and public corporation personnel, 856 who were appointed through other selection in national organs, and 99 who are appointed through other selection in Agencies Engaged in Administrative Execution.

Figure 2 New Recruits by Type of Entry (FY2016)



The numbers of recruits by competitive examinations in FY2016 by the types of examinations are as follows: the Examination for Comprehensive Service (for graduate students): 229 (2.7 of those appointed through the examination [the same applies to the following figures in parentheses]), the Examination for Comprehensive Service (for the university graduate level): 414(4.8%), the Examination for General Service (for the university graduate level): 2,878 (33.6%), the Examination for General Service (for high school graduates): 953 (11.1%), the Examination for General Service (for the mid-career recruitment examination): 4 (0.0%), the Examination for Specialists (for the university graduate level): 1,871 (21.9%), Examination for Specialists (for high school graduate level): 2,163 (25.3%), the Recruitment Examination for Experienced Personnel: 49 (0.6%).

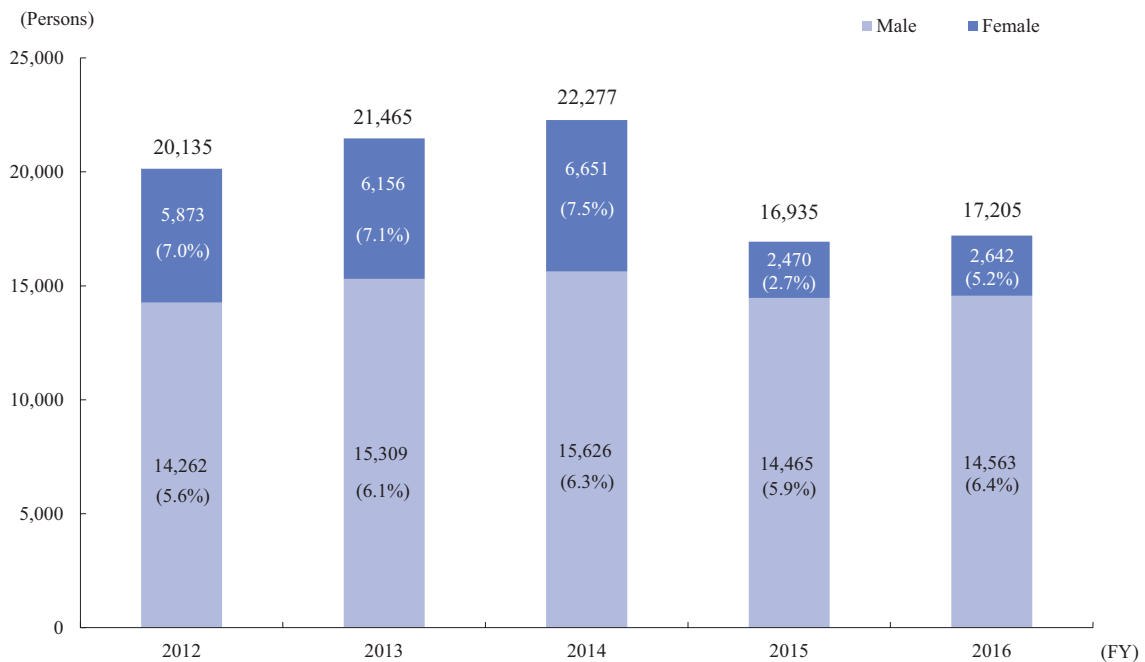
(3) Separation

Separation from service means that an employee loses his/her status as an employee through such events as mandatory retirement, resignation (including due to personnel exchange), dismissal, or forfeiture of position.

The total number of separations in FY2016 was 17,205 (14,563 men and 2,642 women). This was an increase of 270 (98 men and 172 women) from that of FY2015.

Separation rate in FY2016, which was calculated as the ratio of the number of separations in FY2016 to the number of incumbents as of Jan. 15, 2016, was 6.2% (6.4% for men and 5.2% for women).

Figure 3 Number of Separations During Most Recent Five Years



(Note) Figures in parentheses are separation rates, i.e., the ratio of the number of separation in the fiscal year to the number of incumbents as of Jan. 15th of the previous year.

3. Appointment to Specified Government Positions (Division Directors at the HQ)

When there is a promotion, initial appointment, or reshuffle of an employee to a government position of

division-director level and above at the HQ, or to any government position equivalent to that at local branch offices or organs such as facilities, or to a government position at Agencies Engaged in Administrative Execution designated by the NPA (hereinafter referred to as “specified government positions”), it is essential that appointment is processed fairly considering the high level of responsibilities of the position. Appointments must not be inappropriately influenced by any pressure or demands based on favoritism or other unfair actions. Candidates’ knowledge, experience, and ability to manage and supervise, which are required for performance of the duties of the position, must be verified fairly through a career evaluation, results of personnel evaluation, and other objective selection methods. In such case of initial appointment through a selection process for specified government positions other than those for which the prime minister administers the integrated personnel management, etc., consultation with the NPA in advance is required.

Also, appointers must report to the NPA after filling the specified government positions through initial appointment, promotion (except when they have consulted with the NPA in advance).

The total number of specified government positions designated by the NPA is 2,446 as of Mar. 31, 2018. The NPA received reports on 583 persons and consultations on 2 persons from the ministries regarding the initial appointment, promotion, etc., to the specified government positions during FY2017.

4. Appointment for Senior Officials

“Cabinet Order on the Appointment of Senior Officials (Cabinet Order No.191 of 2014)” stipulates that the opinions of people with a high level of knowledge or sufficient experience in personnel administration should be considered. Under this framework, the Chief Cabinet Secretary asks for the opinion of the commissioner of the NPA on appointees from outside the public service. The commissioner stated his opinion on one case in FY2017.

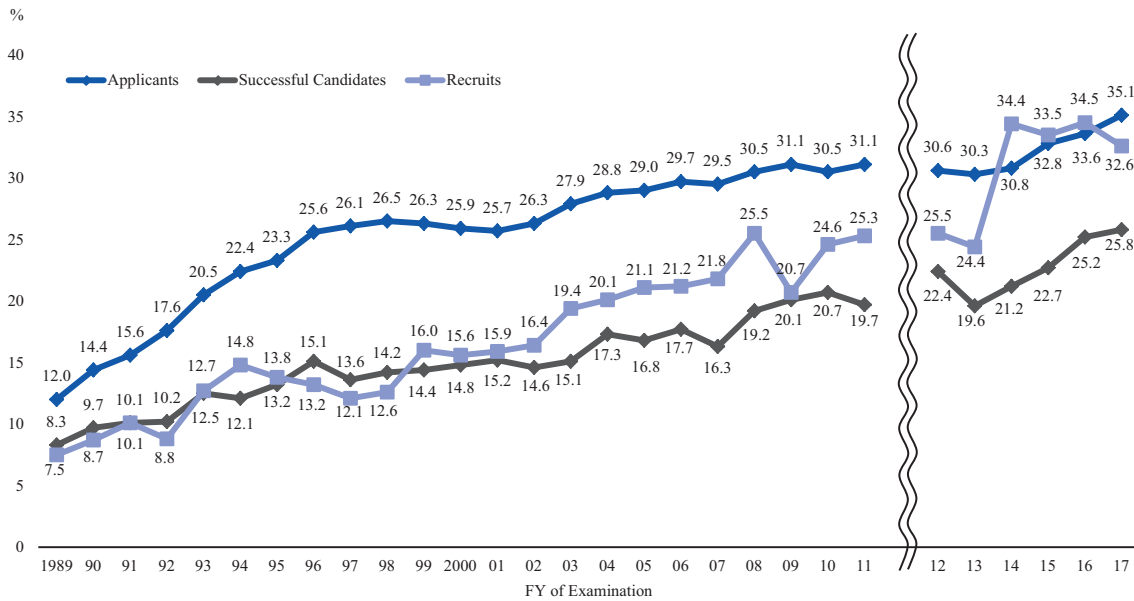
5. Enlargement of Initial Appointment and Promotion of Female National Public Employees

Female participation in national administration is an important issue that should be actively addressed by the government as a whole in order to realize a gender-equal society.

The government as a whole addresses the expansion of the initial appointment and promotion of female national public employees based on the “Guideline for Female National Public Employees’ Active Participation and Work-life Balance” (revised on Jan. 2016) through the “Council for Female National Public employees’ Active Participation and Work-life Balance,” which consists of the head of the Cabinet Bureau of Personal Affairs as the chair and the administrative vice- ministers of all the ministries and the Cabinet Office.

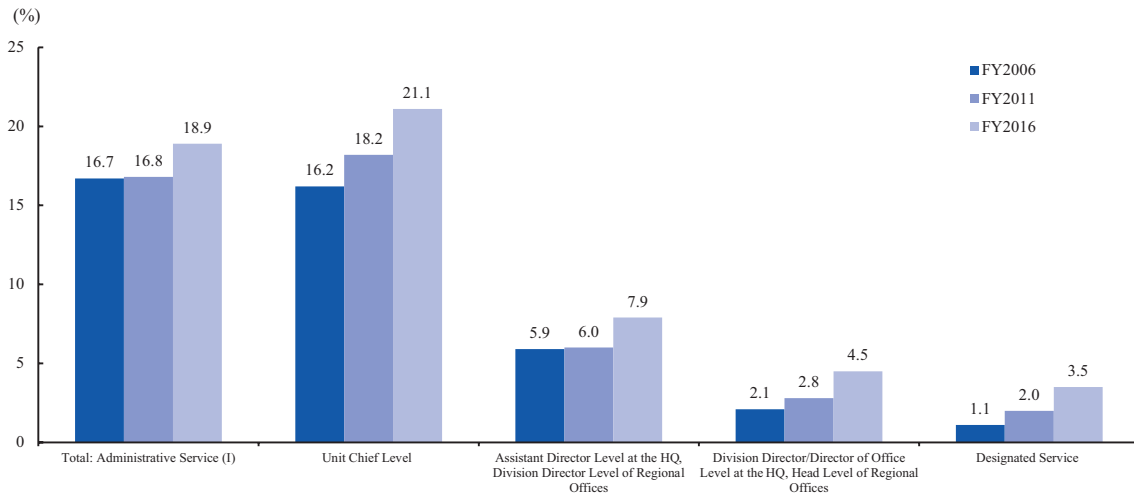
In FY2017, the rate of female applicants of the Examination for Comprehensive Service (excluding legal division and liberal arts division) was 35.1%, and that of the General Service (for the university graduate level) was 35.3%. Both of the rates were the highest level after the revision of examination in FY2012. The rate of women appointed in FY2017 was 34.5% and that in FY2018 is 32.6%. Further efforts should be continuously made to secure human resources in cooperation with the ministries, for the purpose of attracting competent female students to the public service.

Figure 4 Trend in the Ratio of Women Among Applicants, Successful Candidates and Recruits in Level I Examination/Examination for Comprehensive Service



With regard to promotions to managerial positions, the ratio of female officials in each senior position is the highest level as illustrated in Figure 5.

Figure 5 Ratio of Women in Senior Positions (Administrative Service (I) and Designated Service)



The NPA engages in recruitment activities in partnership with each ministry. In addition, the NPA is taking approaches for managerial personnel and female employees in order to raise awareness and improve the working environment for female employees.

6. Promotion of Employees Appointed Through Level II and III Examinations to Senior Positions

In order to steadily pursue the promotion of outstanding employees appointed through the Level II and III Examinations with motivation and ability to senior positions, each ministry is endeavoring to select and cultivate “planned trainees” based on the “Guidelines concerning the Promotion of Employees Appointed through the Level II and III Examinations to Senior Posts” (a notice issued by the NPA Secretary-General in 1999). Each ministry is making efforts according to their individual circumstances, such as promotion of such employees to positions previously held by employees who passed the Level I Examination and expanding the seconded positions in other ministries. The NPA conducts “Administrative Training (special course)” for the officer level (three times a year), the unit chief level (three times a year) and the assistant director level (twice a year), with a view to contributing to the promotion of “planned trainees.” In FY2017, 118 employees from 23 ministries participated in the officer level courses, 136 employees from 23 ministries participated in the unit chief level courses, and 80 employees from 23 ministries participated in the assistant director level courses.

In order to give opportunities for overseas training to employees appointed through the Level II and III Examinations who have until now had few opportunities for overseas assignment or overseas training and to improve their fundamental knowledge so as to deal with the globalization of administration, two employees selected from participants in the Administrative Training (special course for the unit chief level) were dispatched for overseas training through a special framework of the Short-Term Overseas Fellowship Program in FY2016.

At the end of FY2016, there were a total of 246 newly appointed senior officials (division director level and above at the HQ in each ministry) as a result of efforts to promote those employees appointed through the Level II and III Examinations, of whom 23 were appointed to posts in Designated Service, 118 to division directors at the HQ, 42 to heads of local branch offices, and 63 to officials of the Ministry of Foreign Affairs (ambassadors/consuls general).

7. Dispatch to Law Schools, the Tokyo Organising Committee of the Olympic and Paralympic Games, the Rugby World Cup 2019 Organising Committee, and the Fukushima Soso Reconstruction Corporation

(1) Dispatch to Law Schools

Education at law schools serves as an element of education on legal practice in a close partnership with the training of legal apprentices. Based on such perspectives, as it is required that the effectiveness of such practical education be maintained, the Act on the Dispatch of Judges, Public Prosecutors and Other Regular Service National Public Employees to Law Schools was enforced on Apr. 1, 2004. Under this Act, the Dispatch System to Law Schools was established so that in addition to judges and public prosecutors, regular service national public employees who have advanced levels of expertise in administrative practice are dispatched to law schools on a continuous, steady basis to teach as experienced professionals.

Under this system, 23 employees (including 20 prosecutors) were dispatched to law schools in FY2017.

Of these employees, 8 (including 5 prosecutors) were dispatched on a part-time basis, where official duties as a national public employee and duties as a law school professor were both carried out, while the other 15 (all were prosecutors) were dispatched on a full-time basis, where official duties as a national public employee were not pursued and only the duties as a law school professor were carried out.

(2) Dispatch of national public employees to the Tokyo Organising Committee of the Olympic and Paralympic Games

In FY2017, 46 employees were dispatched to the Tokyo Organising Committee of the Olympic and Paralympic Games and 10 employees were dispatched to the Rugby World Cup 2019 Organising Committee.

(3) Dispatch of Personnel to the Fukushima Soso Reconstruction Corporation

The “Act for the Partial Revision of the Act on Special Measures for the Reconstruction and Revitalization of Fukushima” was promulgated and enforced on 19, 2017. This act stipulates dispatch of national public employees to the Fukushima Soso Reconstruction Corporation upon request from this corporation. The objective of this personnel dispatch is to effectively offer diagnose or advice, which requires a close link with administrative works or projects of the central government for its smooth and effective implementation, on management carried out by a sole proprietor or a corporation, whose office was located as of Mar. 11, 2011 in a city, town or village containing a zone currently under the evacuation order due to the nuclear power plant accident caused by the earthquake that occurred off the Pacific coast of the Tohoku region on Mar. 11, 2011 or in a zone where the evacuation orders have been lifted.

In accordance with this act, the NPA established the Rule 1-69 (Dispatch of the Employees to the Fukushima Soso Reconstruction Corporation) that stipulates necessary matters to dispatch the central government personnel to the Fukushima Soso Reconstruction Corporation.

In FY2017, 33 employees were on loan to the Fukushima Soso Reconstruction Corporation.

Section 4. Promoting Appointment of Human Resources from the Private Sector

There are various systems to utilize personnel from the private sector in the public service, including (a) an appointment of private sector personnel to invigorate the public service; (b) a fixed-term appointment; (c) a fixed-term appointment of public employees specializing in research; (d) personnel exchange between the government and the private sector.

1. Appointment of Private Sector Personnel to Invigorate the Public Service

Rule 1-24 (Special Rule for Appointment of Personnel from the Private Sector for the Invigoration of the Public Sector) provides a flexible appointment system. This rule is designed to appoint personnel with advanced expertise and a wide variety of experience smoothly from the private sector, who cannot be fostered in the public service, and to contribute to vitalization of the public service.

The targets of the Rule are: (i) personnel in the private sector having a high level of professional expertise and experience, through business experience, (ii) personnel in the private sector having useful qualities for the public service through business experience to meet the new demands of public administration, and (iii) personnel in the private sector having useful qualities for the public service through diverse experience in a field different from the public service. In concrete terms, atomic-energy specialists, health information managers, and people with business experience in finance are appointed. Based on this system, 63 personnel were appointed in FY2017.

2. Fixed-term Appointment

The fixed-term appointment system, based on the Act concerning Fixed-term Employees, is a system to allow appointment of regular service employees, excluding researchers at research institutes, etc., for a fixed-term. This system is applied on two occasions: (i) when there are duties for which there is a significant need to engage those with a high level of professional expertise and experience or great insight for a certain period of time; and (ii) when it is necessary for efficient functioning of the public service to engage personnel with professional expertise and experience for a fixed period of time. Those appointed for a fixed-term under (i) may receive remuneration appropriate for their highly professional expertise. Based on this system, 436 personnel were appointed in FY2017.

3. Fixed-term Appointment of Researchers

The fixed-term appointment system of researchers based on the Act concerning Fixed-term Researchers is a system to appoint employees in the regular service who engage in research activities at national research institutes, etc., on a fixed-term basis. The system consists of two types of appointment: (i) the “invitation type” to appoint especially competent researchers to engage in research duties requiring advanced expertise, and (ii) the “young researcher fostering type” to appoint young researchers who are recognized as having the ability to carry out duties independently, and are of high potential as researchers in order to engage in research activities that will contribute to the cultivation of the abilities required for becoming promising researchers to perform leading roles in their respective research fields.

In FY2017, 11 researchers were appointed for type (i) and 18 researchers were appointed for type (ii) under this system.

Incidentally, besides the Act concerning Fixed-term Employees or the Act concerning Fixed-term Researchers, the fixed-term appointment may be allowed based on Article 42 of Rule 8-12 (Appointment and Dismissal of Employees) for the following government positions:

- (a) Government positions which are planned to be abolished within three years, and
- (b) Government positions which engage in science technology, etc. which are planned to end within five years, pertaining to a research project to be implemented based on a special plan. With regard to appointment based on this system, 19 personnel were appointed in Public Employment Security Offices under category (a) and none were appointed under category (b) in FY2017.

4. Personnel Exchange between the Government and the Private Sector

The system under the Act on Personnel Exchange between the Government and the Private Enterprise aims to deepen their mutual understanding and to promote human resource development and vitalization of organizations by personnel exchange between the public and private sectors, while ensuring the fair operation of the public service. There are two exchange cases: (i) government officials are dispatched to private enterprises and (ii) the government appoints private enterprises' workers on a fixed-term appointment basis.

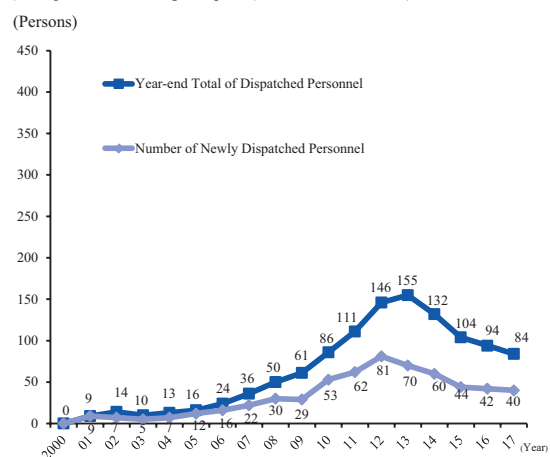
On Mar. 28, 2018, the NPA submitted a report based on the above Act to the Diet and the Cabinet concerning the state of personnel exchange between the government and the private sector carried out in 2017.

In 2017, 132 officials were dispatched for exchange purposes, and 698 personnel were appointed for exchange purposes. During the period between 2015 and 2017, 174 officials returned to their original duties from the dispatch for exchange purposes.

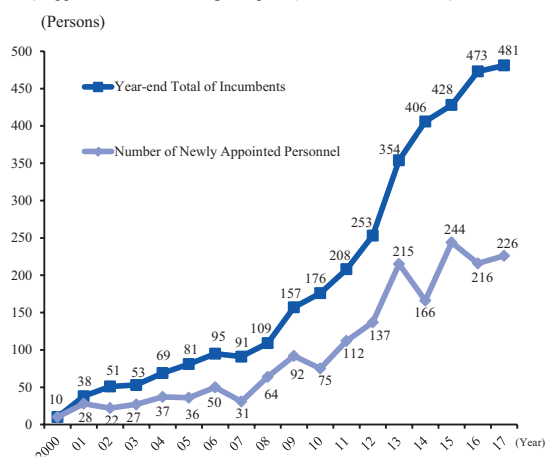
In 2017, 40 officials were newly dispatched from the government to the private sector for exchange purposes, and 226 personnel in the private sector were newly appointed to the government for exchange purposes.

Figure 6 Personnel Exchange Between the Government and Private Sector

i) Dispatch for Exchange Purpose (Gov. to Private Sector)



ii) Appointment for Exchange Purpose (Private Sector to Gov.)



Section 5. Situation Related to Changes in Status

“Changes in status” refer to the implementation of demotion, dismissal, administrative leave, and pay reduction to maintain the efficiency of public duties, where it is stipulated by laws and regulations, regardless of the employee’s responsibilities.

1. Demotion and Dismissal

In the event that an appointer demotes or dismisses an employee against his/her will, under Rule 11-4 (Guarantee of Status of Employees), the appointer is supposed to submit to the NPA a copy of the written explanatory statement issued to the employee. In FY2017, 10 persons were dismissed and no person was demoted. Among the reasons for dismissal, the leading reason was “Difficulties to Perform Duties Due to Mental and/or

Physical Disorders” and “Lack of Qualifications Required for Government Positions” (4 persons). (Reference 1)

[Reference 1] Status of Demotions/Dismissals against Employee's Will in FY2017

(Unit: Persons)

Reason Type	Poor Work Performance	Difficulties to Perform Duties Due to Mental / Physical Disorders	Lack of Qualifications Required for Government Positions	Abolition of Position or Staff Redundancy	Total
Demotion	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Dismissal	2 (3)	4 (6)	4 (3)	0 (0)	10 (12)

(Notes) 1. The numbers in parentheses indicate the numbers in FY2016.

2. When the reason of demotion/dismissal is both “poor work performance” and “lack of qualifications required for government positions,” it is included in “poor work performance.”

2. Administrative Leave

As of Jul. 1, 2017, 1,623 employees were on administrative leave. Among them, 1,254 employees (77.3%) were on administrative leave due to illness. (Reference 2)

[Reference 2] Status of Administrative Leave (as of Jul. 1, 2017)

(Unit: Persons)

Need to get long-term rest due to mental/physical disorders	Injury/disease related to accidents on duty	2 (1)
	Injury/disease related to accidents while commuting	5 (2)
	Tuberculosis	1 (0)
	Diseases other than tuberculosis	1,246 (1,245)
	Subtotal	1,254 (1,248)
Indictment on criminal charges	4 (3)	
Research engagement	365 (363)	
Partnership research engagement	0 (0)	
Holding concurrent positions as executive members and so on in enterprise utilizing research results	0 (0)	
Support for establishment of public institution	0 (0)	
Missing due to disaster	0 (0)	
No vacancy at time of reinstatement	0 (0)	
Total	1,623 (1,614)	

(Notes) The numbers in parentheses indicate the numbers as of Jul. 1, 2016.

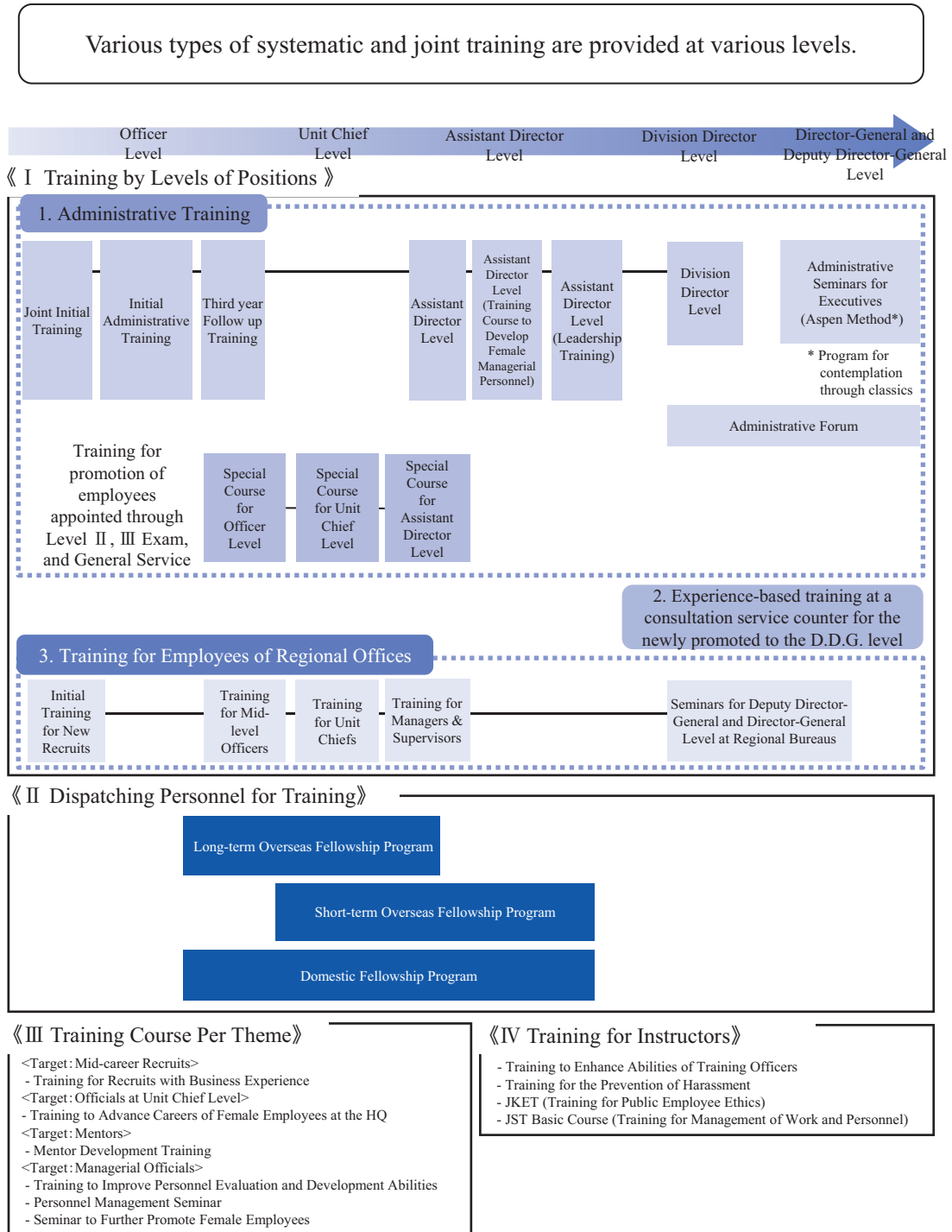
3. Pay Reduction

In the event that an appointer implemented “Pay reduction” (pay grade decrease/pay step decrease) against the employee’s will, under Rule 11-10 (Pay Reduction of Employees), the appointer is supposed to submit to the NPA a copy of the written explanatory statement issued to the employee. In FY2017, no person was subject to a pay reduction.

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

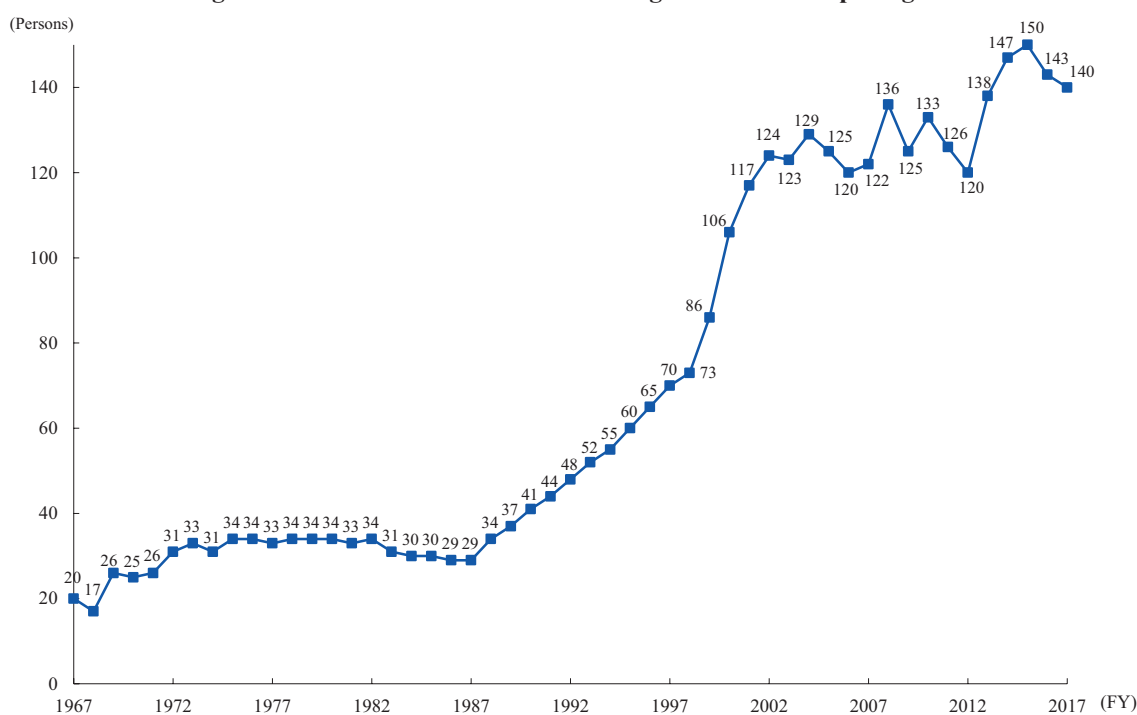
(Unit: persons)

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

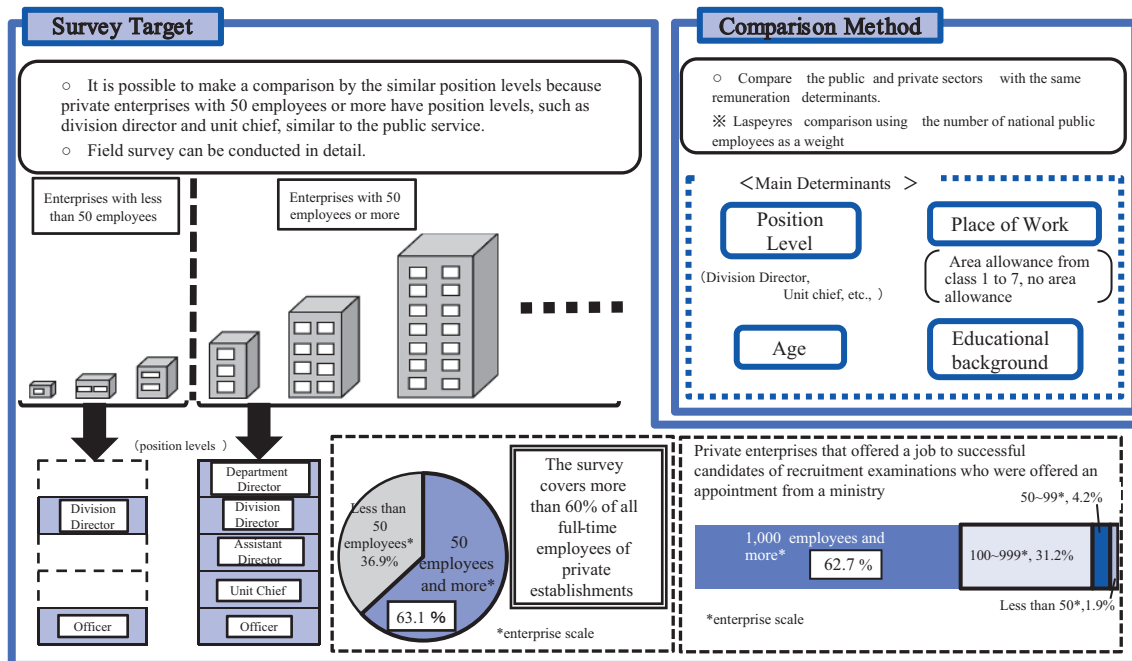
respect to remuneration of a market in the public sector. Accordingly, it is most rational to decide remuneration levels in the public sector by following remuneration trends in the private sector, which are determined through labor-management negotiations reflecting the economy/employment conditions of the time.

With regard to comparisons between the remuneration of national public employees and that of private company workers, the NPA precisely compares the remuneration for the month of Apr. of the employees in both sectors having the same main remuneration determinants. The NPA carries out the “Fact-finding Survey of Job-by-Job Pay Rates in Private Enterprises” targeting offices with 50 or more employees on an enterprise scale basis and 50 or more employees on an office scale basis for the purpose of making comparisons with the remuneration of private company employees working at these offices.

In general, a remuneration level is set based on the factors, such as job category, position level, place of work, educational background and age. Therefore, it is not appropriate to use average salaries to compare remunerations between the public service and private companies. Instead, a combination of remuneration determinants should be used as a basis for the comparison (comparisons of the same categories and equality).

Concerning the survey target, most of the private companies with 50 employees or more on the enterprise scale basis have position levels, such as department director, division director and unit chief, similar to the public service. Thus, it is possible to make a comparison between national public employees and their counterpart in the same category in such private companies. In addition, with the current number of offices subject to the survey, field surveys can be conducted in detail and survey accuracy can be maintained. Because of these reasons, the current survey target is appropriate (Figure 9).

Figure 9 Comparison with Remuneration in the Private Sector



(3) Comparison with Private Enterprise Pay Levels

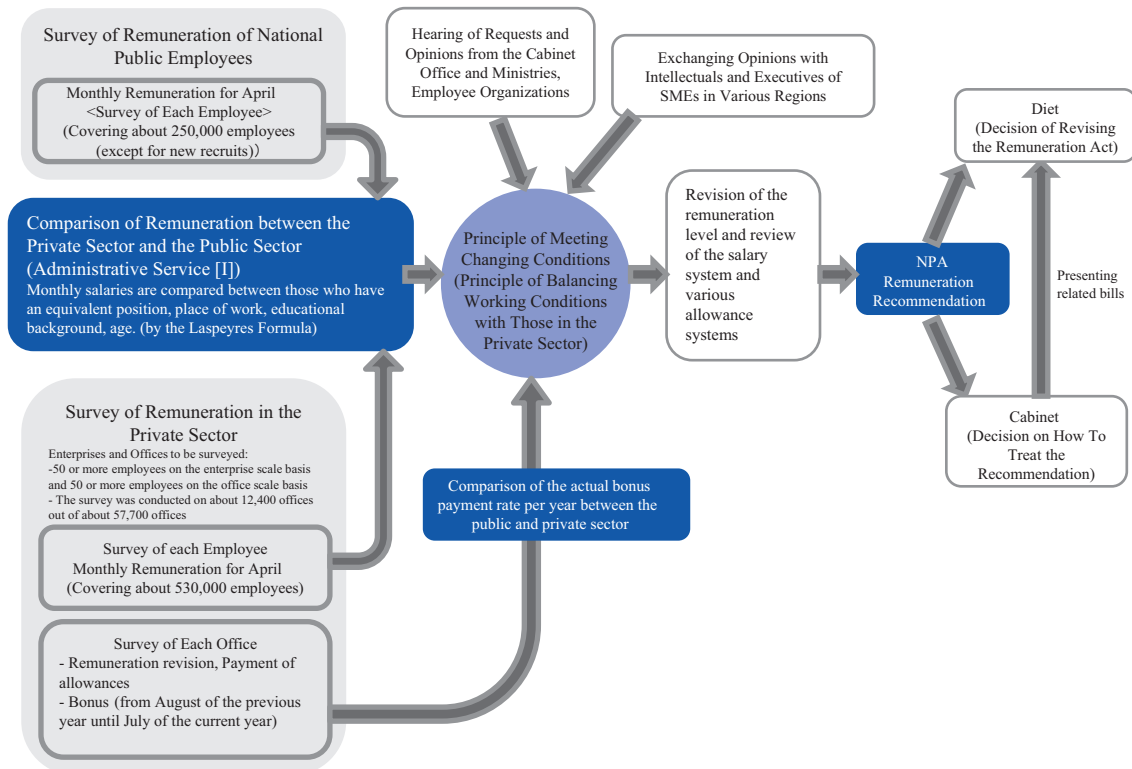
[Comparison of Monthly Wages]

The NPA conducts the “Fact-finding Survey of Remuneration of National Public Employees” and the “Fact-finding Survey of Job-by-job Pay Rates in Private Enterprises” each year in order to precisely ascertain salary levels in both the public and private sectors for the month of Apr. Then, the NPA makes comparisons between public employees and private sector workers using the aforementioned method and submits its recommendation formed on the basis on balancing remuneration levels of public employees with those of private sector workers (Figure 10).

[Comparison of Special Remuneration (Bonus)]

Regarding special remuneration, through the “Fact-finding Survey of Job-by-job Pay Rates in Private Enterprises,” the NPA grasps the accurate amount of special remuneration in the private sector (bonus) paid in the last year from Aug. of the previous year to Jul. of the current year. The NPA submits a recommendation to make the number of months of the special remuneration (end-of-term allowance and diligence allowance) paid as a yearly bonus to public employees, the same as the number of months of bonus paid in the private sector (Figure 10).

Figure 10 Process of Remuneration Recommendation



2. 2017 Report and Recommendation

The NPA submitted its report and recommendation on the remuneration of regular service employees to the

Diet and the Cabinet on Aug. 8, 2017. Details of the report are described in Chapter 1 of Part 1.

3. Survey of Remuneration of National Public Employees

With the cooperation of each ministry, the NPA conducts the “Fact-finding Survey of Remuneration of National Public Employees” every year to ascertain remuneration levels for national public employees. It serves as a basis for the comparison with remuneration levels for private sector workers.

Survey target: Incumbent employees to whom the Remuneration Act, the Act Concerning Fixed term Researchers or the Act Concerning Fixed-term Employees applies as of Jan. 15 (excluding employees on administrative leave, dispatched employees who exclusively engage in duties in the workplace to which they are dispatched, and employees serving at diplomatic missions abroad).

Survey items: Receipt status of salary and allowances, age, educational background, type of recruitment examination they passed.

Survey calculations: Remuneration calculated as of Apr. 1.

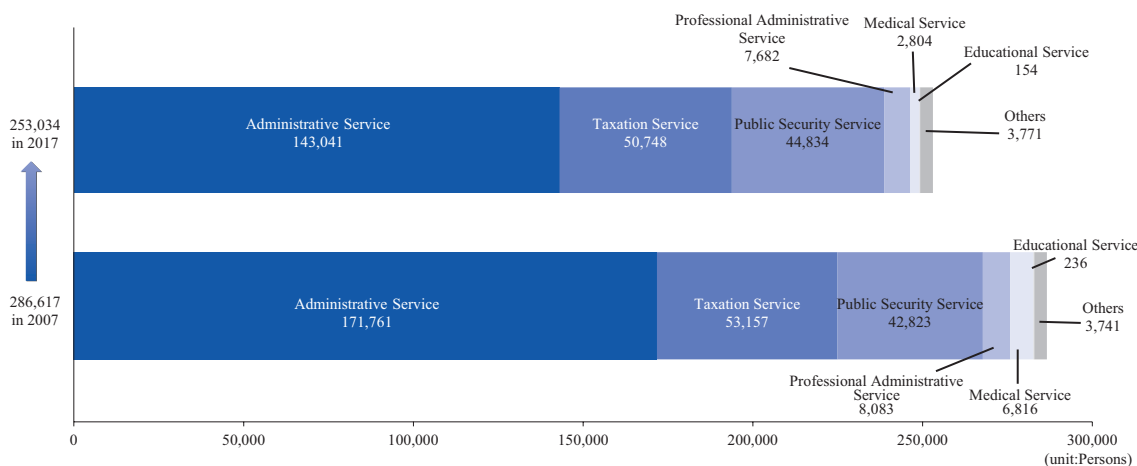
The outline of results of the 2017 Fact-finding Survey of Remuneration of National Public Employees is as follows.

(1) Composition of National Public Employees

The number of national public employees has been decreasing year after year as a result of continued personnel reduction. It has decreased by approx. 34,000 from 2007.

The average age is 43.2, which is 0.1 younger than that in 2016.

Figure 11 Number of Employees by Job Type in 2017 and 2007



(Notes) 1. The "Number of Employees" refers to the incumbent employees as of April 1 of each year (excluding new recruits, reappointed employees, those on administrative leave, those who are dispatched to other organizations, and those who work at diplomatic establishments abroad).

2. In the "Administrative Service," the numbers of employees under the Administrative Service (I) were 140,319 (55.5%) in 2017, and 166,568 (58.1%) in 2007.

(2) Remuneration of Employees

The average remuneration amount per month and the receipt status of various allowances as of Apr. 1, 2017, are as follows. (Table 5)

[Table 5] Average Monthly Remuneration by Item

(Unit: yen)

Item	All Employees	Employees to whom the Salary Schedule for Administrative Service (I) is Applied
Salary	339,980	330,531
Area Allowance	41,586	42,230
Managerial Allowance	11,748	12,360
Family Allowance	10,900	10,806
Housing Allowance	5,321	5,748
Others	7,434	9,044
Total	416,969	410,719

(Note) “Others” includes the HQ duty allowance, cold area allowance and remote area allowance, but does not include compensation of actual expenses or performance-based allowances such as commuter allowance, hardship duty allowance and overtime allowance.

4. Survey of Job-by-Job Pay Rates in Private Enterprises

For the purpose of acquiring the basic data to determine the appropriate remuneration of public employees, the NPA conducts “the Fact-finding Survey of Job-by-Job Pay Rates in Private Enterprises” each year in conjunction with personnel commissions of each prefecture and cabinet order-designated cities and ascertains the actual remuneration of employees in the private sector who engage in duties similar to public duties.

(1) Outline of the 2017 Survey

A. Private Sector Offices the Survey Covered

Private sector offices targeted by the survey were those with 50 or more employees on the enterprise scale basis and 50 or more employees on the office scale basis. A total of 57,673 offices were targeted.

B. Private Sector Offices Actually Surveyed

A total of 12,367 private sector offices were randomly selected from all offices the Survey covered, by stratifying them into 915 groups by prefecture and cabinet-order-designated cities and also by organization, scale and industry, using the stratified random sampling method.

C. Survey Method and Content

The Survey was jointly conducted with personnel committees of prefectures and cabinet order-designated cities during the period from May 1 to Jun. 16, 2017, by way of site surveys held at the offices on monthly wages paid for the month of Apr. 2017.

D. Calculation Method

In calculating totals and average values, consideration was given to avoid results that are skewed to specific areas, scales, or industries, by multiplying the result by the reciprocal of the sampling rate for offices or employees to obtain the population again.

(2) Results of the 2017 Survey

A. The Total Number of the Survey Completed Offices

10,777 offices (a completion rate of 87.8%)

B. The Actual Number of Employees Subject to the Individual Survey

528,798 full-time employees (including 33,715 who were subject to the initial salary survey) in 76 job types which are thought to be similar to public duties (including 18 job types subject to the initial salary survey).

The population excluding those who are involved in the initial salary survey is estimated to be 4,043,232.

Section 2. Implementation of the Remuneration Act

1. Revision of the Fixed Numbers of Officials in Each Grade of Salary Schedules

Remuneration of public employees is paid on the basis of salary schedules and grades, which are determined in accordance with the duty and responsibility he/she is assigned. The grade of each employee is determined within the range of the number in the grade to which he/she is rated. The fixed number of officials in each grade of salary schedule is determined by classifying individual duties based on the degree of complexity, difficulty, and responsibility on the basis of standard duties by grade of each salary schedule and then designating the number of officials in each grade (the limit) by budget account, organization and position title. The fixed numbers of officials in each grade take a role in ensuring uniformity and fairness in grading so that the appropriate grading of duties might be performed in each ministry. In concrete terms, the number is fixed by grade, based on the standard duties by grade, as well as the degree of complexity, difficulty, and responsibility of the duties employees are assigned, considering qualifications, abilities and experience required to execute the said duties.

The authority to set and revise the fixed number of officials in each grade of salary schedules reside in the prime minister. However, the fixed number of officials in each grade is related to working conditions. Therefore, the Remuneration Act specifies “when setting or revising the fixed number, the prime minister is to hear and fully respect the opinions of the NPA, which has the compensatory function for the restriction of basic labor rights.”

The NPA’s opinions are submitted to the prime minister with a view to securing appropriate working conditions for employees as the compensatory function for restriction of basic labor rights, which are guaranteed in the Constitution. The NPA’s opinions share the same characteristics with the NPA Recommendation, which requests full implementation of the Diet and the Cabinet.

Chapter 4. Life Planning for Public Employees

In response to the full-fledged aging of Japanese society, the NPA has promoted measures to ensure smooth implementation of the reappointment system and provide the information necessary to enable public employees to plan their post-retirement lives.

Section 1. Situation of Mandatory Retirement and Reappointment System

1. Situation of Mandatory Retirement and Employment Extension

The National Public Service Act stipulates the mandatory retirement age to be 60 as a general rule with some exceptions. In cases of positions that do not conform to the mandatory retirement age of 60 due to the particularity of duties and responsibilities, the Act provides the range of 61 to 65 as an alternative (special mandatory retirement age) (e.g. doctors: 65, administrative vice-ministers: 62).

In addition, for exceptional cases of mandatory retirement, where it is recognized that the employee's retirement would have a significant adverse effect on the administration of public service, an employment extension system is provided to enable employees to continue to work. In this system, the employment period can be extended up to one year. It can be extended again up to a total of three years.

[Table 6] Number of Employees Who Continued to Work in FY2017 by Employment Extension
(Unit: person)

	Total	First-time Extension	First-time Extension of Extended Employment Period	Another Extension of Extended Employment Period
Employees Subject to the Remuneration Act	1,233	1,215	13	5

(Note) No employees of the agencies engaged in administrative execution continued to work in FY 2017 by employment extension.

2. Implementing the Reappointment System

The current reappointment system was introduced in FY2001 with the expectation that it would enable employees to devote themselves to their duties without any anxiety regarding their life after mandatory retirement. The system combines employment and pension to allow employees to make effective use of the capabilities and experience they have cultivated over many years, and helps them deal with the gradual raising of the starting age for receiving the portion of public pension equivalent to the basic pension.

The number of employees newly reappointed in FY2016 was 11,974. (The number of employees under the Remuneration Act was 11,224 and the number at agencies engaged in administrative execution was 750.) As a recent trend, employees are reappointed mainly as short-time work employees, which is very different from the situation in the private sector, where reemployment is based on full-time employment.

3. Living Conditions After Mandatory Retirement

Aiming at understanding the employment situation and living conditions of former national public

employees after their mandatory retirement, the NPA conducted the “Survey on Living Conditions of Retired Public Employees” from Aug. to Oct. 2017 targeting 3,792 former employees who mandatorily retired in FY2016 (whose whereabouts could be confirmed at the time of survey).

[Table 7] Overview of the Survey on Living Conditions of Retired Public Employees (Unit: %)

Question	Answer	Percentage
Did you wish to work after mandatory retirement?	Yes	84.4
	No	15.6
What are the reasons that you wanted to work after mandatory retirement? (Multiple answers allowed.)	I need to earn my living.	88.3
Until what age did you want to work?	65 years old	55.3
	70 years old	15.6
Are you working now?	Yes	86.1
	No	13.9
What is your place of employment now?	Reappointed employee of the national government organ	80.8
What is your working pattern? (National Government Organs)	Full-time work	50.6
	Part-time work	47.4
What is your working pattern? (Private Companies)	Full-time work	77.7
	Part-time work	20.2
What are your anxieties about your future life? (Multiple answers allowed.)	My health	71.5
	Health and nursing care of my family members	69.2
	Household spending such as daily living expenses	66.1
Elderly employment system appropriate for the public service	Raising of the mandatory retirement age	76.9
	Employment of all mandatory retirees who wish to work using the current reappointment system	13.2
	Abolition of mandatory retirement	3.9

Section 2. Support for Life Planning After Mandatory Retirement

The NPA held a “life planning seminar” to consider life planning through knowledge and information on the reappointment system and the pension system, as well as the discussion among the participants. The seminar is designed for employees in their 40s and 50s.

In FY2017, “Life planning Seminars” were held 26 times with 1,489 participants.

In addition, the NPA produced and distributed a booklet, titled “How to Take the Next Step (FY2017 edition),” which contains specific information useful for household finances and health management after retirement and so on.

Chapter 5. Public Employees’ Working Environment

Section 1. Working Hours and Leave

Working hours and leave are basic working conditions. Details of these working conditions are stipulated in the Working Hours Act based on the principle of meeting changing conditions in Article 28 of the National Public Service Act. The NPA, which is responsible for implementing the Working Hours Act, established Rule 15-14 (Working Hours, Holidays, and Leave of Employees) and has made efforts to ensure appropriate working

conditions for public employees in cooperation with each ministry that actually puts the system into operation.

According to the Working Hours Act, the NPA is to carry out a survey on the system of working hours and leave, report the survey results to the Diet and the Cabinet, and if necessary, recommend appropriate revisions of the said Act.

1. Situation of Overtime Work and Annual Leave Taken

In principle, the employees' regular working hours are 7 hours and 45 minutes per day and 38 hours and 45 minutes per week. Overtime work can be ordered when there is a temporary or urgent need. According to the 2017 Fact-finding Survey of Remuneration of National Public Employees, the average number of overtime hours worked across all the ministries in 2016 was 235.0 hours. By organization, the average number of overtime hours in 2016 worked at the HQ was 366 hours, and the average at offices other than the HQ was 207 hours. Regarding the "Guidelines Concerning the Reduction in Overtime Work" (notice by Director-General of Employee Welfare Bureau of the NPA in 2009), which stipulates the overtime work ceiling of 360 hours per year, an average of 22.9% of employees exceeded the ceiling across all the ministries. In particular, at the HQ, where a large amount of heteronomous duties are handled, 46.3% of employees exceeded 360 hours and 7.9% of employees exceeded 720 hours.

In principle, employees' annual leave is 20 days a year. According to the above survey, the average number of days of annual leave taken was 13.8 days in 2016 with 12.4 days at the HQ and 14.1 days at offices other than the HQ.

2. Research and Study Regarding the System of Working Hours and Leave

(1) Survey on the Actual Application of the System of Working Hours and Leave in the Public Service

The NPA conducts surveys on the actual application of working hours and leave among national government offices, to promote the appropriate use of the working hours and leave system in the public service, and to contribute to reviews of the system.

In FY2017, the NPA conducted a field survey of 49 offices in 15 ministries (including 7 agencies as external organs attached to ministries), with a focus on government offices with a department that has adopted the shift work system, and ascertained the actual status of the application of the working hour and leave system.

(2) Survey on Private Enterprises' Working Conditions

The NPA conducts the "Survey of Private Enterprises' Working Conditions" every year to obtain basic data for deliberation of the working conditions and systems of national public employees.

In 2016, the NPA surveyed working conditions and systems as of Oct. 1 at 7,355 enterprises randomly selected from enterprises with 50 or more employees located throughout Japan.

Section 2. Health and Safety Measures

1. Promotion of Health Management

(1) Mental Health Measures

Recently, the number of employees who take long-term sick leave due to mental illness has been over 60% of all the employees who take long-term sick leave.

In response to this situation, the NPA has been taking measures as below focusing on employees' mental health, in accordance with "Guidelines for the Mental Health Care of Employees" (notice issued by Director-General of Working Conditions Bureau of the NPA [2004]).

- Conducting mental health training courses.
- Establishing "Counseling Offices for Mental Health Care." (10 places in Japan) In 2017, 180 requests for consultation were received.
- Establishing "Counseling Offices for Returning to Work from Mental Illness" (10 places in Japan). In 2017, 178 requests for consultation were received.

(2) Fact-finding Survey of National Public Employees Taking Long-term Sick Leave

With a view to using it as a reference for considering the measures for employees' health management, the NPA conducted the "Fact-finding Survey of National Public Employees Taking Long-term Sick Leave" targeting national public employees in the regular service who had been absent from work due to injury or illness for one month or longer consecutively during the period from Apr. 1, 2016 to Mar. 31, 2017. (The survey takes place every five years.)

The number of employees who took long-term sick leave in FY2016 totaled 5,336 (1.93% of the entire employees), a decrease of 34 compared with the previous survey (in FY2011).

(3) Survey on the Number of Deaths among National Public Employees

In order to contribute to improving employee's health and safety management, the NPA conducted the "Survey on the Number of Deaths among National Public Employees" for national public employees in regular service who died in FY2016.

In FY2016, the number of deaths while in office was 258 (the death rate, the number of deaths per 100,000 people, was 94.1), an increase of 31 compared with FY2015 (an increase of 11.2 points in the death rate).

2. Ensuring Safety

Prevention of Accidents in the Workplace

In FY2016, 234 employees took leave for at least one day due to an accident in the workplace, a decrease of 6 people compared with FY2015. Among them, three persons died.

3. Instructions and Enlightenment on Health and Safety Management

The NPA conducts training seminars for personnel in charge of health and safety management at each ministry, in order to deepen the understanding of practices related to health and safety management. In FY2017, the NPA held seminars in Tokyo (75 participants) and four other regions (540 participants).

Section 3. Measures to Prevent Harassment

The NPA has been making efforts to prevent sexual harassment and other types of harassment related to pregnancy, childbirth, childcare and nursing care by stipulating the responsibilities of the NPA, the head of each ministry/agency and employees respectively in Rule10-10 (Prevention of Sexual Harassment) and Rule 10-15 (Prevention of Harassment Related to Pregnancy, Childbirth, Childcare and Nursing Care). Concerning power harassment, the NPA has been continuously making the Cabinet Office and each ministry aware of the “Examples of Behaviors that Require Particular Attention to Prevent Power Harassment” (issued in Jan. 2010) and the “Power Harassment Prevention Handbook” (issued in Jul. 2015), which introduced the general ideas about power harassment, behaviors that can be considered as power harassment, examples of consultation and consultation counters.

Section 4. Childcare Leave System

1. Expansion of Childcare Leave System

From the perspective of balancing work and childcare, the childcare leave system for public employees was established to support employees who are raising children as they continue their jobs, thereby enhancing their welfare, and contributing to smooth operation of the public service, pursuant to the Childcare Leave Act.

Against the backdrop of the aging population combined with the diminishing number of children, several measures have been taken since the system was established in 1992, such as providing economic assistance for employees who are on childcare leave, and raising the maximum age of employees’ children for which employees can request childcare leave or part-time childcare leave (currently “childcare hours”) from below one year of age to below age three.

In Aug. 2007, the short-time working system for those with childcare responsibilities was introduced under which working hours could be shorter than the normal working hours to enable them to care for their children until they reach the age when they begin attending elementary school. The maximum age of targeted children was raised from younger than age three to the age when they begin attending elementary school.

In Apr. 2011, the system was revised to enable part time employees, who meet certain conditions, to take childcare leave.

2. Childcare Leave Actually Taken

(1) Childcare Leave

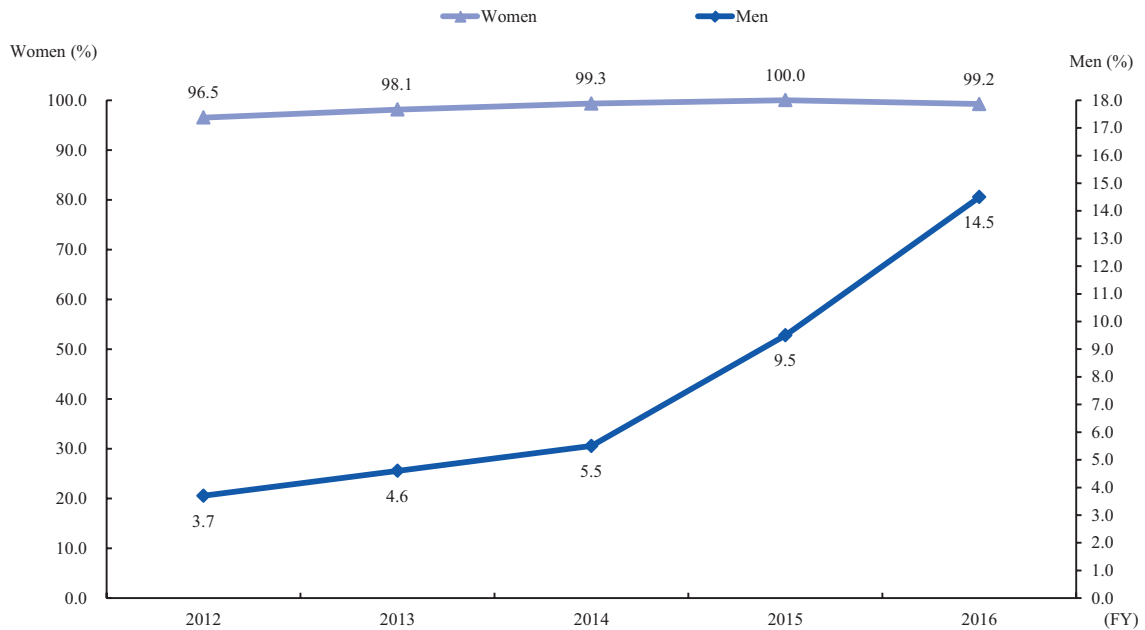
A. Number and Ratio of Employees Who Newly Started Childcare Leave

The number of full-time employees who newly started childcare leave in FY2016 was 2,937 (975 men and 1,962 women), an increase of 310 (an increase of 324 men and a decrease of 14 women) from that in FY2015.

The ratio of employees who took childcare leave in FY2016 is shown in Figure 12. The ratio of male employees was 14.5% (9.5% in FY2015) and the ratio of female employees was 99.2% (100.0% in FY2015). The ratio of male employees was the highest in the past.

In addition, the number of part-time employees who started childcare leave in FY2016 was 232 (all women), an increase of 5 (a decrease of 2 men and an increase of 7 women) from that in FY2015. The ratio of part-time employees who took childcare leave was 95.9% for females.

Figure 12 Ratio of Employees Who Took Childcare Leave (full-time employees)



B. Period of Childcare Leave of Those Who Newly Started Childcare Leave

The average period of childcare leave was 11.7 months (men: 2.2 months, women: 16.5 months) in FY2016 (12.7 months in FY2015).

C. Substitute Measures for Employees Taking Childcare Leave

Regarding substitute measures for employees taking childcare leave, 'changing duty allocation' accounted for the largest ratio (56.0%), followed by 'appointing fixed-term employees' (20.5%) in FY2016.

D. Return to Work

Among the full-time employees whose childcare leave expired in FY2016, 1.1% of them retired in the middle of their childcare leave or on the date when they were originally supposed to return to work. In total, 98.9% of employees whose childcare leave expired in FY2016 returned to work (FY2015 was 97.9%).

(2) Paternity Leave for Childbirth and Leave for Participating in Childcare

A. Paternity Leave for Childbirth

Among full-time male employees whose child was born in FY2016 (6,703 employees), 5,508 employees (82.2%) used the paternity leave for childbirth (5,585 employees [81.5%] in FY2015) for 1.8 days on average (1.8 days in FY2015).

B. Leave for Participating in Childcare

Among full-time male employees whose child was born in FY2016 (6,703 employees), 4,423 employees (66.0%) used the leave for participating in childcare (4,067 employees [59.4%] in FY2015) for 3.8 days on average (3.7 days in FY2015).

C. Combined Use of Paternity Leave for Childbirth and Leave for Participating in Childcare

Among full-time male employees whose child was born in FY2016 (6,703 employees), 5,718 employees (85.3%) used paternity leave for childbirth or the leave for participating in childcare (5,764 employees [84.1%] in FY2015). In addition, 3,513 employees (52.4%) took both types of leave for a total of more than 5 days (3,019 employees [44.1%] in FY2015).

(3) Childcare Short-Time Work

The number of full-time employees who began childcare short-time work in FY2016 was 145 (16 men, 129 women), a decrease of 11 (3 men increased, 14 women decreased) from that in FY2015.

(4) Childcare Hours

The number of full-time employees who newly attained approval for childcare hours in FY2016 was 1,378 (118 men, 1,260 women), an increase of 7 (14 men decreased, 21 women increased) compared with FY2015.

The number of part-time employees who newly started childcare hours in FY2016 was 32 (all women), an increase of 10 (all women) from that in FY2015.

Section 5. Leave for Self-Development and Leave System to Accompany a Spouse

The self-development leave system is an unpaid leave system under the Act on National Public Employees' Leave for Self-Development to allow highly-motivated employees who hope to study in universities or participate in international cooperation projects to maintain their status as national public employees without engaging in their

duties, in view of the necessity of promoting capacity development among national public employees in order to enable them to cope with increasingly complicated and sophisticated administrative tasks.

The leave system to accompany a spouse is an unpaid leave system to exempt an employee, who hopes to live in a foreign country together with his/her spouse who is working abroad, from attending to his/her duty while still retaining his/her status as a national public employee pursuant to the Act on the Leave System to Accompany a Spouse. The objective of this system is to promote continued employment of competent employees who are expected to play an important role in the public service, and contribute to smooth administration of the public service.

In FY2016, 63 employees (4 men, 59 women) newly started to take the leave to accompany a spouse, it is an increase of 4 (a decrease of 4 men, an increase of 8 women) from FY2015. The reasons for their spouses' staying abroad are overseas assignment (49 employees) and studying abroad (14 employees). The average duration is one year and eleven months (two years in FY2015).

Section 6. Accident Compensation

The accident compensation system aims to provide compensation and welfare services when public employees are involved in accidents on duty or accidents while commuting. Compensation is meant to compensate losses suffered by accidents, and welfare services is aimed at promoting rehabilitation of afflicted employees and to provide support for the employees or the bereaved. The National Public Service Accident Compensation Act and other regulations stipulate 12 types of compensation and 18 types of welfare services. Compensation and welfare services are provided directly by Implementing Organizations (each ministry). The NPA carries out overall coordination for compensation and welfare services by Implementing Organizations and establishment of standards related to implementation in order to ensure that compensation and welfare services are completely implemented pursuant to the said Act.

1. Revision of the Accident Compensation System

The items described below were amended and came into effect as of Apr. 1, 2017.

- ◎ Nursing Care Compensation
- ◎ Assistance Regarding School Expenses

2. Status of the Implementation of Accident Compensation System

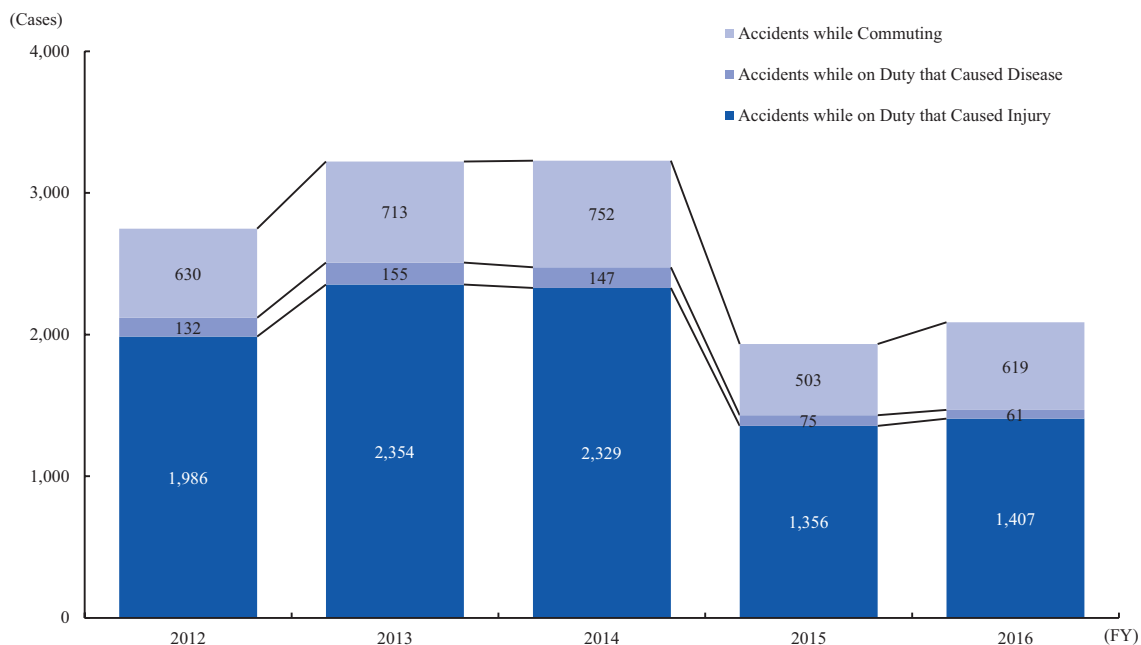
The NPA receives reports about the implementation of compensation and welfare service in the previous FY from each Implementing Organization.

The National Public Service Accident Compensation Act applies to national public employees in regular service, regardless of full-time or part-time, and the number of employees subject to the Act is currently approx. 430,000 (as of Jul. 2016).

In FY2016, a total of 2,087 cases were recognized by the Implementing Organizations as accidents on duty

or accidents while commuting (1,468 accidents on duty and 619 accidents while commuting) (Figure 13).

Figure 13 Trends in the Number of Acknowledgements of Accidents on Duty and Accidents While Commuting



Section 7. Audits

1. Payrolls Audits

The NPA conducts payroll audits every year, aiming to ensure that payments and records of remuneration to employees are carried out in accordance with laws and the NPA rules. When the NPA finds inappropriate actions, it provides necessary guidance in order to ensure rectifying them.

In FY2017, payroll audits were carried out at 520 organizations focusing on the application status of the new salary system based on the Revised Remuneration Act of 2005, certification of various allowances and revised points due to comprehensive revision of the remuneration system based on the Revised Remuneration Act of 2014.

2. Audit of Health and Safety Management

Audits of health and safety management are conducted by the NPA with the aim of ascertaining the situation with respect to compliance of regulations concerning health and safety at each ministry.

In FY2017, the NPA audited 58 organizations with a focus on organizations which handle a large number of hazardous materials and equipment.

3. Audit of Implementation of Accident Compensation

The NPA conducts an audit of implementation of accident compensation every year with the aim of ensuring appropriate implementation of compensation and welfare services for accidents on duty or accidents

while commuting in compliance with the Act and the NPA rules. When the NPA finds unjust matters, it provides necessary instructions in order to ensure rectifying them.

In FY2017, the NPA audited 18 organizations to confirm recognition of accidents on duty or while commuting and the implementation of compensation and welfare services associated with such accidents dated on and after Apr. 1, 2015.

Section 8. Service Discipline and Disciplinary Action

Paragraph 1 of Article 96 of the National Public Service Act stipulates, as the basic standard of service discipline, that “Every official, as a servant of all citizens, must serve the public interest, and devote the utmost effort in the performance of duties.” To concretely realize the purpose of this basic standard, the act requires public employees to obey laws, regulations and orders of their superiors in the course of their duties, and to preserve secrecy obtained in the course of duties. The act also prohibits employees from involvement in acts of dispute such as strikes, and any acts causing discredit, restricts their political activities, and excludes them from private enterprises. The disciplinary action system has been established to maintain service discipline in government organizations.

1. Service Discipline

Among the issues relating to the employees’ service discipline, the restriction of political activities and exclusion from private enterprises are directly under the jurisdiction of the NPA.

In addition, the NPA conducted seminars on the service discipline/disciplinary action system for officials in charge of personnel management at the HQ and regional bureaus of each ministry in order to enhance their understanding of the objectives of service discipline/disciplinary action system. In FY2017, seminars were held at the NPA HQ (94 participants) and 9 locations throughout Japan (470 participants).

2. Disciplinary Action

(1) Outline of the Disciplinary Action System and Giving Instructions on Disciplinary Actions

As stipulated in Paragraph 1 of Article 82 of the National Public Service Act, appointers of the Cabinet Office and each ministry can take disciplinary action against an employee, either through dismissal, suspension from duty, reduction in pay or reprimand if (i) the employee has violated the National Public Service Act, the National Public Service Ethics Act or orders issued pursuant to these acts, (ii) the employee has breached his/her obligations in the course of his/her duties or has neglected his/her duties, or (iii) the employee is guilty of such malfeasance rendering himself/herself unfit to fulfill his/her role as a servant of all citizens. Concrete procedures are specified in the National Public Service Act and Rule 12-0 (Disciplinary Action).

The NPA discloses the situation of disciplinary actions each year and enforces strict operation of the disciplinary action system by the Cabinet Office and each ministry taking the opportunity of the meeting of responsible personnel.

(2) The Situation Relating to Disciplinary Action

The total number of employees against whom disciplinary action was taken in 2017 was 328 (12 dismissals, 58 suspensions from duty, 187 reductions in pay, and 71 reprimands), an increase of 64 compared with 2016.

The Ministry of Health, Labour and Welfare accounted for the largest ratio of all disciplinary actions, followed by the Ministry of Justice and the National Tax Agency. The major reason for disciplinary action was misconduct outside the public service (e.g. theft, assault) followed by general disciplinary matters (e.g. absence, inappropriate working attitude), and traffic offence and contravening traffic regulations (Reference 3).

[Reference 3] Status of Disciplinary Actions by Type and Cause (2017)

(Unit: persons)

Type of disciplinary actions Cause	Dismissal	Suspension from duty	Reduction in pay	Reprimand	Total
Irregularity related to general service discipline (absence, inappropriate working attitude)		22 (9)	53 (22)	22 (9)	97 (40)
Irregularity related to transactions in daily work (improper business processing, failure to report)	1 (1)	3 (1)	12 (15)	3 (8)	19 (25)
Irregularity related to handling of public money or property (loss, wrongful handling)		3 (1)	20 (4)	18 (1)	41 (6)
Embezzlement	3 (5)	1 (2)	5 (5)		9 (15)
Acceptance of bribes, entertainment or being treated to food/drink (violations of the Ethics Act)	4 (2)	2 (3)	1 (1)	1 (1)	8 (7)
Traffic offence and contravening traffic regulations	1	10 (4)	25 (16)	13 (12)	49 (32)
Misconduct outside the public service (theft, assault)	3 (2)	17 (34)	70 (71)	12 (16)	102 (123)
Lack of supervisory responsibility			1 (4)	2 (12)	3 (16)
Total	12 (10)	58 (54)	187 (138)	71 (62)	328 (264)

(Notes) 1. A case which has several causes is categorized by the main cause.

2. The figures in parentheses are for 2016.

3. The Concurrent Holding of Positions

(1) Concurrent Engagement in the Operation of a Business on an Employee's Own Account

According to Article 103 of the National Public Service Act and Rule 14-8 (Concurrent Positions as Executives in Profit-making Enterprises, etc.) employees may operate a profit-making enterprise on their own account with the approval of the head of a government agency.

The total number of approvals reported to the NPA by each ministry was 266 in 2017. Major contents

pertaining to that include the leasing of condominiums, apartments, parking lots and land, and the sale of solar electricity.

(2) Reports on Participating in the Management of Profit-making Enterprises through the Holding of Stocks

According to Article 103 of the National Public Service Act and Rule 14-21 (Reports by Employees in a Position to be able to Participate in the Management of Profit-making Enterprises through the Holding of Stocks), employees are to report to the NPA through the head of a government agency if they are able to manage profitmaking enterprises through the holding of stocks. If the NPA considers that this is not appropriate in light of performing public duties, it shall notify the employees to that effect. In 2017, no employee made such a report.

Chapter 6. Employee Organization

Article 108-2 of the National Public Service Act allows national public employees in regular service (excluding employees of agencies engaged in administrative execution), other than employees working in police departments, the Japan Coast Guard and penal institutions, to form an employee organization for the purpose of maintaining and improving their working conditions.

Section 1. Range of Managerial Personnel

Article 108-2 of the National Public Service Act defines officials making important administrative decisions, holding managerial or supervisory positions and officials whose duty should be performed from the standpoint of proper authorities in their relationship with employee organizations as “managerial personnel, etc.” This article prohibits “managerial personnel, etc.” from forming an employee organization with other employees.

The range of managerial personnel, etc. is specifically defined in the appendix of Rule 17-0 (Range of Managerial Personnel, etc.) according to the classification of organizations. When there is any revision or abolition of administrative organizations or positions, the NPA revises the appendix to this rule accordingly. The NPA made three amendments in FY2017.

The total number of managerial personnel, etc. stood at 38,059, or 16.2% of all 234,237 personnel (the ceiling of the number of officials (excluding police officials, etc.)) at the end of FY2017.

Section 2. Registration of Employee Organizations

A registration system was established to allow the NPA to certify an employee organization as a democratic and voluntary organization that satisfies the requirements specified in the National Public Service Act, for the purpose of promoting better relationships between proper authorities and employee organizations in negotiations and establishing stable labor-management relationships.

A total of 13 organizations were newly registered and 79 organizations were deregistered in FY2017, based on the provisions of Article 108-3 of the said Act and Rule 17-1 (Registration of Employee Organizations). As a

result, the total number of registered organizations stood at 1,368, with the total number of members amounting to 83,944 (83,519 excluding the members of 10 organizations comprised of managerial personnel, etc.) at the end of FY2016.

There were 1,100 cases of changes in registration made due to changes in registered constitutions.

Section 3. Officials' Acts on Behalf of Employee Organization

1. Exclusive Engagement

No official may engage exclusively in any business of an employee organization, while holding a position as an official. However, it is possible for an official, with the permission of the head of a government agency, to engage exclusively in such business as an officer of a registered employee organization (so-called exclusive engagement) (Article 108-6 of the National Public Service Act). Article 18 of the Supplementary Provisions of the said Act stipulates that the longest period an employee may engage in such a role is to be within the range of not more than 7 years for the time being. This time period is stipulated as 7 years in Article 8 of Rule 17-2 (Officials' Acts on Behalf of Employee Organization). At the end of 2017, the number of employees in exclusive engagement was 101.

2. Short Term Engagement

Other than exclusive engagement, officials may engage, with prior permission, in short term duties in employee organizations within the range of 30 days per year for one day or one hour as a unit, as an officer of a registered employee organization or a member of a decision-making body (Article 6 of Rule 17-2). The number of officials in short term engagement in 2017 was 305, their total engagement period was 2,129 days and 7 hours.

Section 4. Meeting with Employee Organizations

When making a recommendation or establishing/revising/repealing any rule regarding employees' working conditions, the NPA holds a meeting with employee organizations for the purpose of hearing opinions or demands and allowing an opportunity for those opinions and demands to be reflected in the NPA's measures.

In 2017, the NPA held a total of 216 meetings (76 at the HQ and 140 at regional bureaus) with employee organizations. Of these meetings, 110 (50.9%) related to collective demands at the time of the annual spring labor negotiation or requests for the NPA recommendation, 97 (44.9%) were on revisions of the fixed number of officials in each grade of salary schedules, 6 (2.8%) on gender equality.

Chapter 7. Equity Process

The NPA starts an equity process, as soon and as appropriately as possible, in accordance with prescribed review procedures whenever an employee files with the NPA an appeal against disadvantageous disposition, a request for administrative action concerning working conditions, an appeal for review concerning implementation of the accident compensation, or an appeal for review on a remuneration decision. In conducting such a process,

the NPA sets the target for each case's review process, grasps the situation of progress periodically, and streamlines procedures, so that early processing of each case can be achieved. In addition, the NPA widely offers complaint counseling, and takes necessary measures including necessary actions to each ministry.

The NPA, as a neutral third-party organization, is to protect the welfare of employees, ensure the fairness of the personnel administration, and contribute to efficient operation of the public service through the equity process. Along with the system of remuneration recommendations and reports, the system of the request for administrative action regarding working conditions is also positioned as one of the compensatory measures for the restriction of basic labor rights of employees. This system is significant to improve and optimize the working conditions.

Section 1. Appeal against Disadvantageous Disposition

Based on the review system associated with disadvantageous dispositions (Article 90 of the National Public Service Act), the NPA sets up a Board of Equity for each case to review the case and, based on a report prepared by the board, the NPA approves, revises or rescinds the original disposition when an employee requests a review of a disadvantageous disposition such as reduction in pay, demotion, administrative leave, or dismissal against his/her will.

The NPA itself takes measures to restore the employee's damage caused by the disposition or instructs the person who took the disposition to take necessary measures when the NPA revises or rescinds the disposition. The determination made by the NPA is the final one in the administrative organization.

The NPA reviews appeals against disadvantageous dispositions in accordance with the procedures specified in Rule 13-1 (Appeal against Disadvantageous Disposition). When reviewing cases, the NPA tries to process each case in an expeditious way by proactively using an intensive hearing method.

In FY2017, a total of 22 cases, including 6 cases carried over from FY2016, were on the table. Among them, 5 cases were determined (5 approvals), 6 case was withdrawn or rejected, and 11 cases were carried over to FY2018.

Section 2. Requests for Administrative Action on Working Conditions

The system for requesting administrative action (Article 86 of the National Public Service Act) is designed to allow the NPA to make a determination after conducting a necessary review or to resolve a case through mediation or by using an equivalent measure when an employee submits a request for an administrative action on working conditions.

Requests for administrative action are reviewed in accordance with the procedure specified in Rule 13-2 (Requests for Administrative Action on Working Conditions).

In FY2017, a total of 18 requests (13 new requests and 5 requests carried over from FY2016) were on the table. Of these requests, 2 were determined, 10 were withdrawn or rejected, and 6 were carried over to FY2018.

Section 3. Appeals for Review Related to Implementation of Accident Compensation and Appeals for Measures Related to Welfare Services

The NPA forwards an appeal for review to the Accident Compensation Review Committee for deliberation and decides the case based on the committee's report when an employee files an appeal related to a decision on an accident on duty, an accident while commuting, recognition of healing, a decision on the grade of disability, and other implementations of compensation made by Implementing Organizations under the accident compensation review system (Article 24 of the National Public Service Accident Compensation Act) and when an employee files an appeal on operation of welfare services under the appeal system for measures related to welfare services (Article 25 of the said Act).

Reviews of accident compensation are conducted in accordance with the procedure specified in Rule 13-3 (Appeals for Review Related to Accident Compensation).

In FY2017, a total of 28 cases (20 new cases and 8 cases carried over from FY2016) were on the table. Of these cases, 7 were determined, 7 were withdrawn or rejected, and 14 were carried over to FY2018.

Section 4. Appeals for Reviews Related to Remuneration Decisions

The review system for a decision on remuneration (Article 21 of the Remuneration Act) is designed to allow the NPA to take a decision after reviewing the case when an employee who has an objection against a decision on his/her remuneration (including decisions on salary corrections) files an appeal for review. The NPA reviews such cases in accordance with the procedure specified in Rule 13-4 (Appeals for Reviews Related to Remuneration Decisions).

In FY2017, there were 14 new cases, which mainly objected to the decision on salary increase and performance ratio for diligence allowance, and a total of 35 cases were on the table, including 21 cases carried over from FY2016. Of these cases, 20 were determined, 5 were withdrawn or rejected, and 10 were carried over to FY2018.

Section 5. Consultation on Complaints

When the NPA receives complaints or requests for advice from employees regarding working conditions or other matters related to personnel management, it appoints a counselor to provide the employees concerned with advice and carry out any necessary measures such as the provision of guidance and mediation for the persons concerned. This system is implemented in accordance with the procedure specified in Rule 13-5 (Complaints Counseling).

In FY2017, the NPA received 1,111 complaints, an increase of 69 from that in FY2016.

Also, the NPA held "Liaison Conference concerning Complaint Counseling," and "Training for Officers in Charge of Complaint Counseling," at the NPA.

Chapter 8. International Cooperation

Section 1. Status of Personnel Dispatches Based on the Employee Dispatching Act

As part of international cooperation based on the Employee Dispatching Act, each ministry dispatches personnel to international organizations of which Japan is a member or with which Japan has commitments such as treaty obligations, as well as to foreign government agencies. This occurs upon the receipt of a request from such organizations and is subject to the consent of the personnel chosen to be dispatched.

In FY2016, 138 persons were newly dispatched to international organizations, a decrease of 9 persons from that in FY2015. Meanwhile, 111 persons returned to Japan in FY2016. As a result, the total number of dispatched personnel was 383 as of the end of FY2016, an increase of 9 persons from that in FY2015.

The status of such dispatches by organization and by area at the end of FY2016 are shown in Figures 14 and 15.

Figure 14 International Dispatch by Organization in FY2016

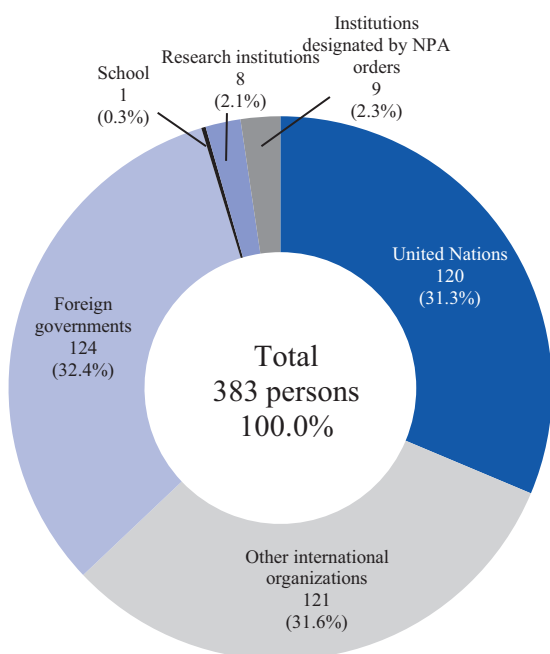
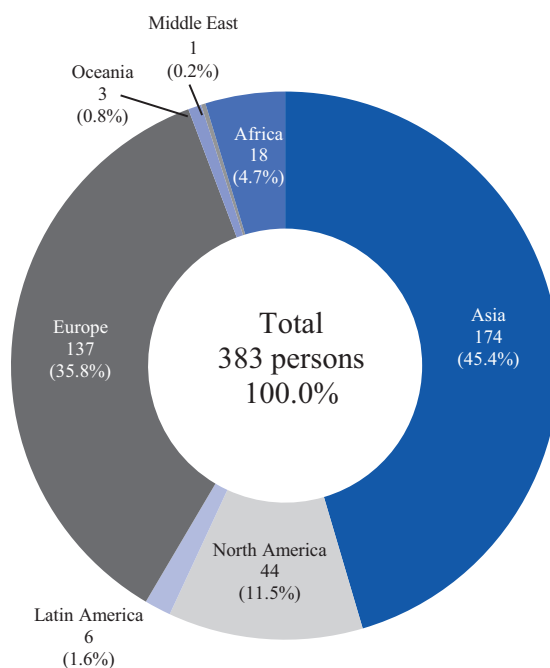


Figure 15 International Dispatch by Region in FY2016



Section 2. International Cooperation and Exchange

1. Invitation of Foreign Government Executives

As a specialized agency on personnel administration, the NPA annually invites executive officials from personnel administration organizations in major countries to exchange opinions on the latest circumstances surrounding personnel administration. The objectives are to promote cooperation in the field of personnel administration through cooperative relationships with personnel administration organizations in foreign countries, and to derive suggestions from other countries' experiences/initiatives on issues which the Japanese public employee system is facing.

In FY2017, the NPA invited Mr. Mark Reinhold, Associate Director, Employee Services and Chief Human Capital Officer, the US Office of Personnel Management and Mr. Yann Algan, Dean, School of Public Affairs of Sciences Po from France and held an international lecture meeting titled “How Can a Government Attract, Recruit and Foster Talented Personnel?” in collaboration with the Japanese Society for Public Administration.

At the meeting, these guest speakers introduced the attractiveness nature of the public service and the latest measures as well as the issues concerning securing and development of human resources in the United States and France.

2. Invitation of Officials from the Personnel Administrative Agencies of the Asian Countries

For the purpose of supporting civil service reform in Asian nations on a continuous basis and creating a personal network with the countries having a strong interest in the public employee system in Japan, the NPA decided to invite experts of the personnel administrative agencies in Asian countries and to exchange ideas with them.

In FY2017, the NPA launched this program and exchanged opinions concerning the present state of personnel management and development of public employees by inviting Dr. Septiana Dwiputrianti, Assistant Commissioner, Civil Service Commission of Indonesia; Mr. Suhaim Mahbar, Director, Research, Planning and Policy Division, Public Service Department of Malaysia; Mr. Cyril-Nathan SM. Eamiguel, Director III, Regional Office No. 11, Civil Service Commission of Philippines; Mr. Tan Kok Heng, Chief Human Resource Officer, Central Provident Fund Board of Singapore; and Dr. Pipawin Leesamphandh, Human Resource Officer, Office of the Civil Service Commission of Thailand.

3. Cooperation with Developing Countries

Developing countries, as they work on national development, are faced with the common tasks of establishing public employee systems that will act as the basis of their administration and improve their governance. These countries have frequently asked Japan to share its experiences in these areas. In response to such requests, the NPA cooperates with the implementation of training courses for government employees of developing countries, which are hosted by Japan International Cooperation Agency (JICA).

(1) Training Course on Human Resources Management

To contribute to improving personnel administration in developing countries, the NPA has held two courses. One is the “Seminar on Governmental Human Resource Management for Senior Officials,” for senior officials of central personnel administrative agencies, and the other is the “Seminar on Public Personnel Administration for Middle Level Officials,” for the assistant director level employees of central personnel administrative agencies.

A. Seminar on Governmental Human Resource Management for Senior Officials

In FY2017, 10 officials from 10 countries participated in the 2-week seminar. A total of 253 officials from 66 countries (regions) participated in this seminar during the period from FY1991, when this seminar started, to FY2017.

B. Seminar on Public Personnel Administration for Middle Level Officials

In FY2017, 11 officials from 11 countries participated in the 3-week seminar. A total of 199 officials from 70 countries (regions) participated in this seminar during the period from FY1999, when this seminar started, to FY2017.

(2) Seminar on National Government Administration for Senior Officials

The NPA has held seminars for senior officials from the central government organizations of each country. In these seminars, the background to the development of governance, and social and economic development in Japan are introduced, and various policy issues are taken up for discussion. Through the discussions held on these issues, participants consider how public administration should be run in order to effectively contribute to the social and economic development of each country.

In FY2017, 9 officials from 9 countries participated in the 3-week seminar. A total of 330 officials from 79 countries (regions) participated in this seminar during the period from FY1986, when this seminar started, to FY2017.

(3) Support for some countries

A. Afghanistan

Aiming at supporting the development of Afghanistan's economic society and securing the country's independence and stability in terms of public safety, economy and society, the NPA cooperated and assisted JICA's visit-Japan training program relating to governance reform for the Afghan government officials. In FY2017, the NPA provided explanation on the systems for appointment, remuneration, personnel development, service discipline and ethics of national public employees in Japan as well as the operation of such systems, and group-based discussion on the issues of personnel administration system targeting the employees responsible for personnel management at each ministry (10 participants).

B. Botswana

The NPA continuously supported JICA's visit-Japan training course for Botswanan governmental officials. In FY2017, the NPA provided them with instruction on the development of remuneration system to secure personnel with special occupational qualifications as public employees. In addition, with the goal of introducing the cross-ministerial examination for public employees in Botswana, the NPA instructed the officials on the methods to produce multiple-choice tests to measure the examinees' basic ability; and to implement and operate

interview test to see if the examinees have behavioral characteristics that public employees are expected to have (17 participants in total).

4. The China-Japan-Korea Personnel Policy Network

In response to the “Action Strategy on Trilateral Cooperation among the People’s Republic of China, Japan and the Republic of Korea” approved at the China-Japan-Korea Summit Meeting held in Nov. 2004, a framework for the China-Japan-Korea Personnel Policy Network was considered for part of the cultural and human exchanges. In Jan. 2005, a memorandum was agreed and signed between the NPA, the Ministry of Personnel (present Ministry of Human Resources and Social Security) of China, and the Civil Service Commission (present Ministry of Personnel Management) of Korea, and the China-Japan-Korea Personnel Policy Network was established.

Based on the agreement which stipulates a four-year cooperation concluded by the three countries in Sep. 2015 and the 8th cooperation plan formulated in Dec. 2017, the NPA has been conducting various cooperation projects.

The major projects held in FY2017 are as below.

(1) The 10th Joint Training for Young/Mid-Level Public Employees

In Apr., young and mid-level employees of the central personnel agencies in Japan, China and Korea jointly organized a training program in Tokyo and discussed various administrative issues of each country.

(2) Exchange for Administrators of Each Ministry

A. Dispatch from Japan

As the trainees from NIPA, 16 officials at the division director level of each ministry were dispatched to China and 10 officials at the assistant director level of each ministry were dispatched to Korea in Sep.; and 12 officials at the assistant director level of each ministry were dispatched to China in Nov.

B. Acceptance to Japan

In Nov., the NPA accepted 20 Korean government officials and provided them with the training programs including a lecture concerning personnel administration in Japan and an opinion exchange session between the administrators in Japan and those in Korea.

(3) The 8th Director-General Level Meeting

In Dec., the 8th Director-General Level Meeting was held in Beijing, China attended by the Directors-General level officials of the central personnel administrative organizations in the three countries and formulated the 8th Cooperation Plan, a cooperation framework over the next two years.

5. Mike Mansfield Fellowship Program

The Department of State in the US has conducted the Mike Mansfield Fellowship Program on the basis of the Mike Mansfield Fellowship Act (enacted in Apr. 1994), in order to foster U.S. federal government officials who have a deep understanding of Japan. Fellows are widely selected from federal government organizations and they are sent to Japan. After undertaking a homestay in Ishikawa prefecture for about two months, they participate in training programs for about 10 months while being involved in daily duties at each ministry, Diet members' offices, private enterprises, and so forth.

In cooperation with the Ministry of Foreign Affairs, the NPA makes arrangements for the acceptance of fellows into each ministry, plans and implements common programs such as orientation, survey tours, and participating in Administrative Training conducted by NIPA.

In FY2017, 10 fellows were accepted for the 22st program in Japan for 10 months, starting in Sep.

6. Research Groups from Abroad

To understand personnel management and human resource development in the Japanese public service, in FY2017, a total of 236 foreign government officials visited the NPA.

Chapter 9. Promotion of IT for Personnel Management Duties

The personnel and remuneration duties information system (Personnel and Remuneration System) is a standard system which integrates various functions for national public employees such as personnel management, remuneration management, mutual aid management, notifications and applications by employees. The NPA is responsible for construction and operation of this system. As of the end of FY2017, all the employees of 28 ministries/agencies (approximately 273,000 full-time employees) are subject to the application of this system.

Chapter 10. NPA President's Award

The NPA President's Award was established in 1988 on the 40th anniversary of the NPA, for the purpose of rewarding employees or occupational groups that have exercised diligence in duties with awareness as servants of the whole community, and made an outstanding contribution to the enhancement of the public understanding and trust of public service and public employees.

The NPA President organizes the selection committee (In FY2017, the Chair: Kazuo Tsukuda, Senior Executive Advisor of Mitsubishi Heavy Industries, Ltd. with six members) to examine and select employees or occupational groups recommended by the ministries and Agencies Engaged in Administrative Execution. The awardees are decided by the President of the NPA based on the result of impartial examination and selection.

The 30th NPA President's Award in FY2017 was presented to one employee and four groups. The award ceremony was held in Tokyo on Feb. 7, 2018, and following the ceremony, the awardees and the representatives of the awardee groups had an audience with their Majesties the Emperor and Empress at the Imperial Palace.

A total of 63 individuals and 90 occupational groups have received the NPA President's Award from FY1988, when this award started, to FY2017.