

## ***Chapter 4. International Cooperation and Promotion of IT in Personnel Administration***

- The NPA has invited government executive officials from personnel administrative organizations in major countries every year to exchange ideas concerning the latest circumstances of personnel administration. In FY2017, the NPA invited government executive officials from the United States and France and co-hosted an international seminar under the theme of “How Can a Government Attract, Recruit and Foster Talented Personnel?” with the Japanese Society for Public Administration.
- The NPA invited specialists from the personnel administrative organizations of the Asian countries and exchanged ideas for the purpose of supporting civil service reform in Asian nations on a continuous basis and developing the personal network with the countries having a strong interest in the public employee systems in Japan. In FY2017, the NPA invited specialists from the five countries, namely Indonesia, Malaysia, Philippines, Singapore and Thailand for the first time, and exchanged ideas on the current state of human resource management and development of public employees.
- The NPA created the China-Japan-Korea Personnel Policy Network with the central personnel administrative organizations in China and Korea in Jan. 2005 and has implemented various cooperative projects since then. In FY2017, the eighth Director-General-level meeting was held in Dec. in Beijing, China where the eighth cooperation plan, a two-year cooperative framework, was established.
- All of the five ministries/agencies which had been using the both conventional and new system concurrently at the end of FY2016, launched full-fledged operation of the Personnel and Remuneration-related Duties Information System (hereinafter referred to as the “Personnel and Remuneration Information System”). This means that all of the 28 ministries/agencies that had been planning the transition, including the ministries that already started full operation by FY2016, completed the transition to this system (approx.273,000 officials (full-time employees)).

### **1. International Cooperation and International Exchange**

#### **(1) Invitation of Government Executive Officials from Major Countries**

As a specialized agency for personnel administration, the NPA has annually invited executive officials from personnel administrative 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 administrative organizations in foreign countries as well as to derive suggestions from other countries’ experiences and initiatives on issues that the Japanese public employee system is facing. Since FY2010, the NPA has invited government executive officials from two countries at one time and co-hosted an international seminar with the Japanese Society for Public Administration.

In FY2017, the NPA invited government executive officials from the United States and France with a view to obtaining reference information to examine issues related to securing and developing of human resources in Japan and hosted the international lecture meeting titled “How Can a Government Attract, Recruit and Foster

Talented Personnel?” in Nov. following the previous meeting held in FY2016.

At the lecture meeting, Mr. Mark Reinhold, Associate Director, Employee Services and Chief Human Capital Officer, the US Office of Personnel Management, explained about the public awareness of the attractive nature of the public service in the US, measures for employment and recruitment activity, various measures for competency development and the latest personnel management policy under the Trump Administration. Meanwhile, Mr. Yann Algan, Dean, School of Public Affairs of Sciences Po covered the method to secure human resources in the French public service, changes in the attractive nature of the public service, issues related to human resources development and various reforms carried out by the French President Emmanuel Macron.

The lecture meeting attracted more than 110 participants, including official of the Cabinet Office and each ministry, researchers and students, who asked many questions to Mr. Reinhold and Mr. Algan.

### **(2) Invitation of Officials from the Personnel Administrative Agencies of the Asian countries**

Aiming at allowing employees with expertise and high moral to play an active role in administration, the Asian countries promoting the economic development and political democratization are advancing reform to develop a fair and efficient framework for public employee system adopting a modern system in Western countries as a model. As far as the reform in personnel administration is concerned, these countries have a strong interest in the public employee system in Japan.

For the purpose of meeting these needs, supporting civil service reform in Asian nations on a continuous basis and creating a personal network, the NPA started in FY2017 to invite the experts of the personnel administrative agencies in Asian countries with the aim of exchanging ideas on the current state of public employee management and development of public employees.

In FY2017, the NPA invited five experts – Assistant Commissioner, Civil Service Commission of Indonesia; Director, Research, Planning and Policy Division, Public Service Department of Malaysia; Director III, Regional Office No. 11, Civil Service Commission of Philippines; Chief Human Resource Officer, Central Provident Fund Board of Singapore; and Human Resource Officer, Office of the Civil Service Commission of Thailand. Opinions were exchanged concerning securing of fair selection process, promotion of performance management and long-term personnel development.

### **(3) The China-Japan-Korea Personnel Policy Network**

Based on the “Action Strategy on Trilateral Cooperation among the People’s Republic of China, Japan and the Republic of Korea”, which was approved at the China-Japan-Korea Summit Meeting held in Nov. 2004, the NPA launched the China-Japan-Korea Personnel Policy Network in Jan. 2005 as a cooperative framework in personnel administration in partnership with 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. This network has implemented various cooperative projects up to date and plays a role in cooperation among Japan, China and Korea.

Every two years, this network holds a Director-General-level meeting of the central personnel administrative organizations in these three countries. In FY2017, the eighth Director-General-level meeting was held in Dec. in Beijing, China with participation of Emiko Matsuo, Director General for Secretariat's Policy Matters, Secretariat of National Personnel Authority; Hao Bin, Director-General of International Cooperation Department of the Ministry of Human Resources and Social Security of China; and Cho Sung-joo, Director-General for Leadership Development Bureau, National HRD Institute, Ministry of Personnel Management of Korea. They confirmed the results of their cooperation projects and developed the eighth cooperation plan, which is a two-year cooperative framework.

The eighth cooperation plan includes the decisions to continuously carry out exchange among administrative officials in the three countries, symposium on personnel administration hosted by the three countries and information exchange concerning personnel administration on a regular basis. The plan also contains the resolutions to implement the next Director-General-level meeting in Korea in 2019 and the high-level talk of the heads of the personnel administrative organs of the three countries in Japan in the same year.

## **2. Promotion of IT for Personnel Management Duties**

The Personnel and Remuneration Information System is a cross-governmental common system, which integrates various functions, such as personnel management, remuneration management, mutual aid management, notifications and applications by employees, based on the "Optimization Plan for Personnel and Remuneration System," which was decided by the Chief Information Officers (CIO) Liaison Conference of the ministries (Feb. 27, 2004). The system was originally scheduled to be introduced to all the ministries by FY2015. Nevertheless, the duties could not be coordinated sufficiently before building the system. There were also some problems with its performance. Taking into account these circumstances, the entire government decided to fundamentally review the personnel and remuneration duties under the Personnel and Remuneration Duties Efficiency Promotion Council, which was established in Aug. 2014, to simplify and streamline such duties and to minimize the costs related to the system operation aiming at enabling all the ministries to complete the transition to this system by the end of FY2016.

In partnership with related organizations, the NPA has worked on improvement measures relating to "Reform of Personnel and Remuneration Duties" and "Reform of Personnel and Remuneration System," which were stated in the improvement plan, and extended support to the ministries for their system transition work. In FY2017, full-fledged operations were launched in the Ministry of Health, Labour and Welfare (Regional Labor Bureau), the Ministry of Finance, the National Tax Agency, the Ministry of Land, Infrastructure, Transport and Tourism and the Japan Transport Safety Board that had been using the both conventional and new system concurrently at the end of FY2016. As a result, all of the 28 ministries/agencies (approx.273,000 officials (full-time employees)), which had been planning the transition, completed the transition to this system, including the ministries which had already started full operation by FY2016.