

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 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

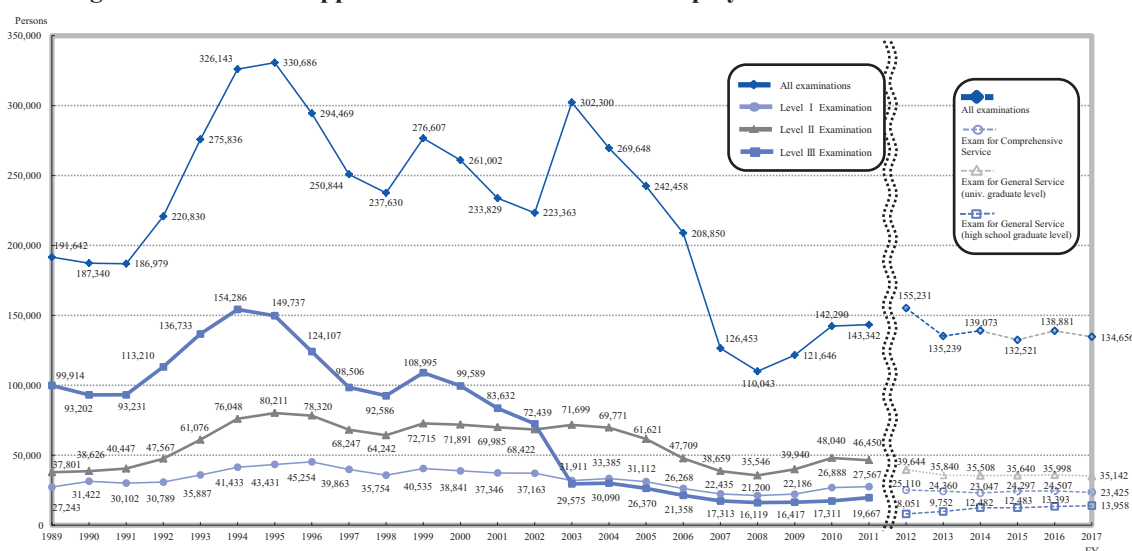
The overview of the recruitment examinations conducted in FY2017 is presented in Table 1.

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

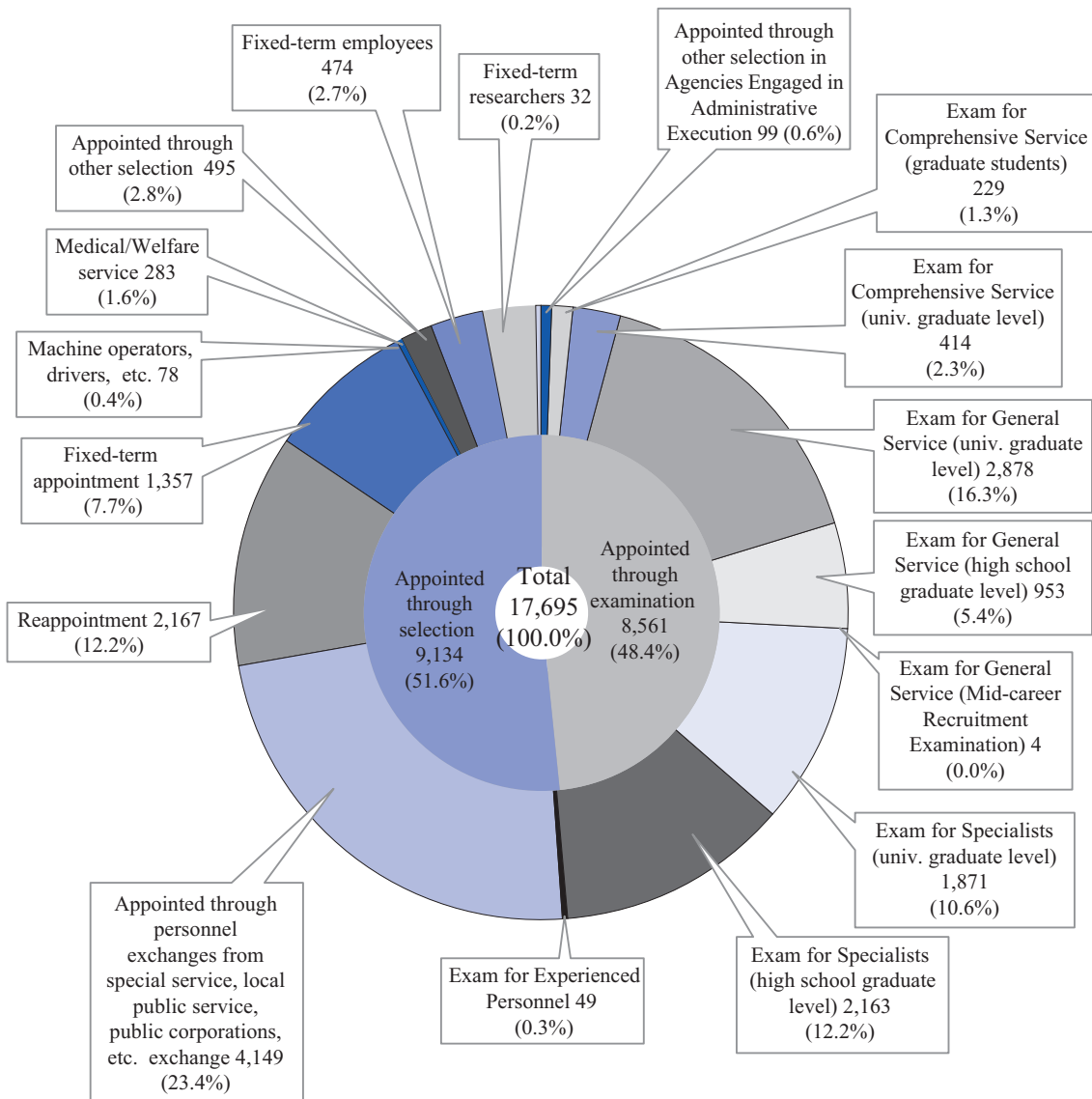
As of Jan. 15, 2017, the number of incumbent regular service employees was 278,581, which included personnel on administrative leave, full-time personnel on administrative leave engaged exclusively in the business of employee organizations, personnel dispatched to international organizations, personnel 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%).

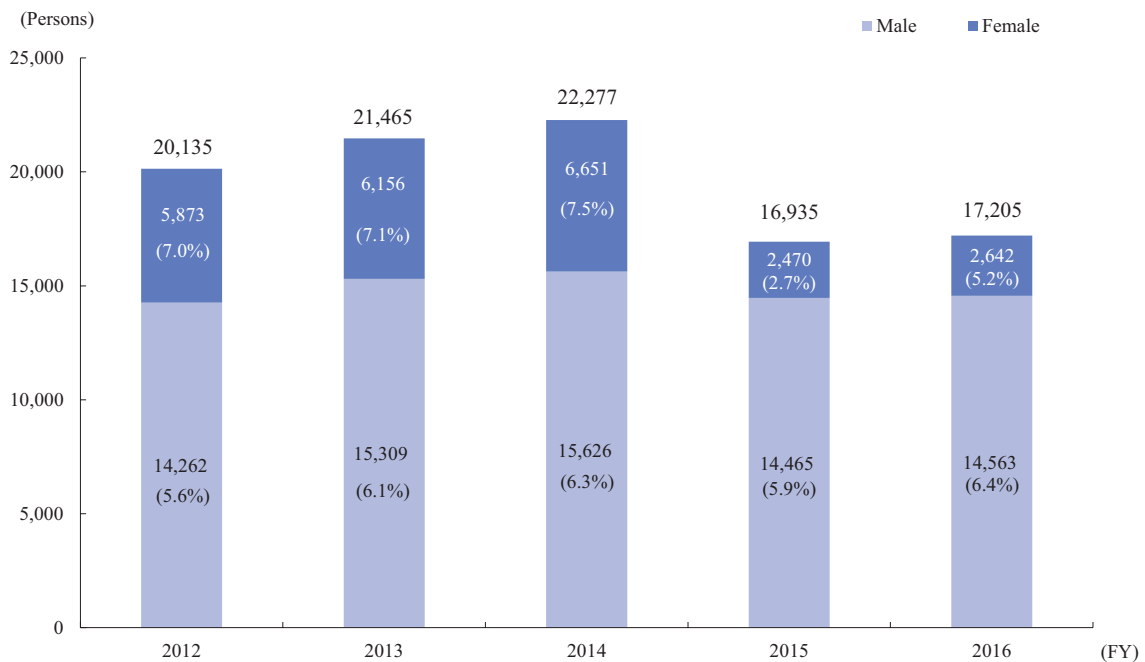
(3) Separation

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.

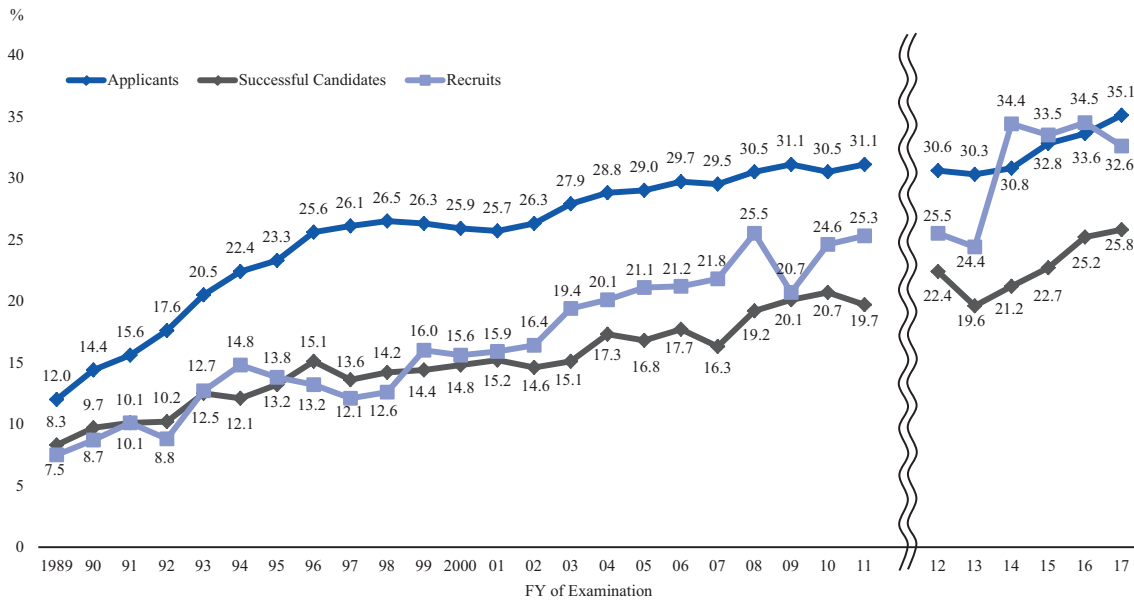
5. Enlargement of Initial Appointment and Promotion of Female National Public Employees

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.

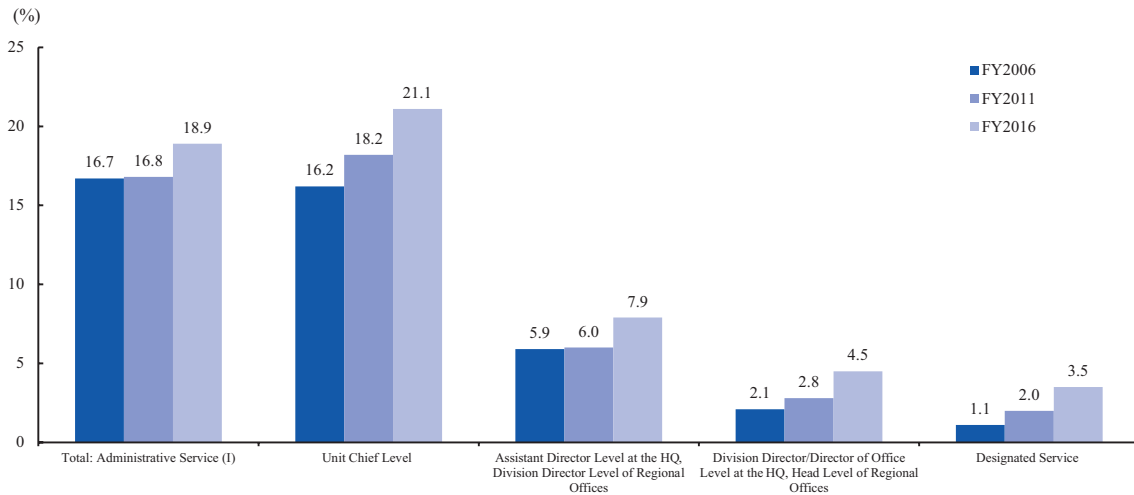
In FY2017, the rate of female applicants of the Examination for Comprehensive Service (excluding legal division and liberal arts division) was 35.1%, and that of the General Service (for the university graduate level) was 35.3%. Both of the rates were the highest level after the revision of examination 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.

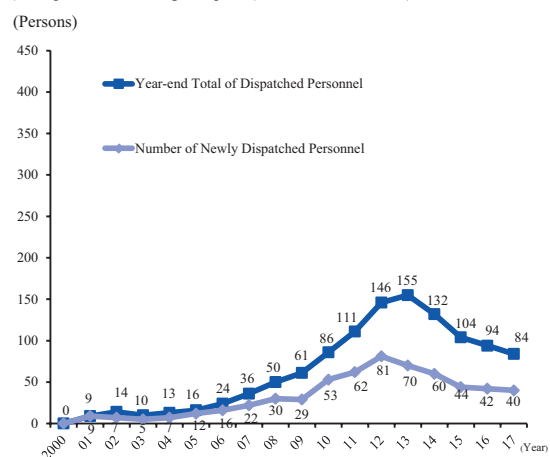
On Mar. 28, 2018, the NPA submitted a report based on the above Act to the Diet and the Cabinet concerning the state of personnel exchange between the government and the private sector carried out in 2017.

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.

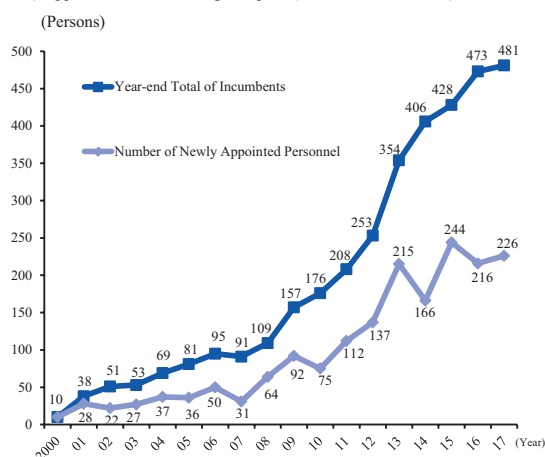
In 2017, 40 officials were newly dispatched from the government to the private sector for exchange purposes, and 226 personnel in the private sector were newly appointed to the government for exchange purposes.

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.