

Part 2 To Develop National Public Employees who Open the Way to a Global Society

Introduction

The environment surrounding Japan is changing drastically. For example, the rapid development of ICT and other technological innovations have expanded the movement of people, goods, money and information across national borders more rapidly than ever before, and made it impossible to avoid relationships with other countries in economic activities and people's lives. On the other hand, there has been a widespread reaction to globalization in recent years, with protectionism and an inward orientation emerging among countries that have benefited from free trade. In the midst of such major changes in international circumstances, Japan should take the lead in making the rules for a new era with other countries; and further promote international cooperation in response to the demands of the times for the peace, security and prosperity of the international community. In addition, domestic administration, including the sectors that were previously thought to have little international involvement, are now required to take into account their impact on other countries, the influence from other countries, and the impact on the increasing number of foreign residents in Japan. It has become necessary to plan and formulate policies and implement them taking into consideration the international situations and relevant international treaties.

These changes in circumstances have complicated and sophisticated the issues relating to international affairs, and have increased the importance of these duties for the Cabinet Office and each ministry. At present, Japanese national public employees are working on the duties related to international affairs at home and also in other countries around the world. It is expected that the volume of such duties will increase and the nature of the duties will become more diversified, complicated and sophisticated in the future. In properly carrying out these duties, it will be an important challenge to make further efforts to secure and develop diverse human resources who have a high level of expertise and a sense of mission as national public employees as well as an international sense; and to ramp up the power of the entire organization.

This report introduces the status of the duties related to international affairs in the Cabinet Office and each ministry and their efforts to secure and develop human resources; and then discusses the qualities and abilities required for international human resources in the future, as well as the measures needed to secure and develop such personnel.

Chapter 1 describes the current state of the duties related to international affairs in the administration; and Chapter 2 introduces the efforts taken by the NPA, the Cabinet Office and each ministry to secure and develop international human resources. Furthermore, Chapter 3 discusses how international human resources and personnel management should be adapted to the future global society, and the future measures to secure and develop international human resources; and then

introduces advanced initiatives taken by private companies.

Chapter 1. The Current State of Increasingly Complicated and Sophisticated Duties Related to International Affairs

From late Jan. to mid-Feb. 2020, the NPA conducted a hearing survey of 15 ministries that have a large number of employees dispatched under the Long-term Overseas Fellowship Program for Administrative Officials, the Short-term Overseas Fellowship Program for Administrative Officials, and Employee Dispatching Act (the "Hearing"). The purpose of the hearing was to explore the current state of the duties related to international affairs in the Cabinet Office and each ministry along with the securing and training of human resources engaged in such duties.

1. Overall Status of Increasingly Complicated and Sophisticated Duties Related to International Affairs

(1) Current State of the Duties Related to International Affairs

According to the Hearing of the Cabinet Office and Each Ministry, all ministries including the Cabinet Office replied that the volume and importance of the duties related to in international affairs in general have been increasing. In addition to the conventional duties, the Cabinet Office and each ministry are now working on the duties related to international affairs including: collection of the latest information on the issues that have a significant impact on security and socio-economic activities, such as international counter-terrorism and cyber-security measures, amid the expansion of the number of related countries and regions, and strengthening of cooperation with relevant countries and organizations; the measures to address the financial system and taxation in line with the progress of digitalization of the economy; cross-ministerial efforts to promptly respond to infectious diseases such as COVID-19; international negotiations for the development of a global intellectual property environment that enables companies to receive stable intellectual property protection even outside their home countries; understanding of new environmental problems such as plastic waste in the ocean and the development of international frameworks; and the initiatives to deal with international competition in advanced technologies having an impact also on the domestic market, such as AI, automated driving and the use of big data. When it comes to overseas development of infrastructure systems such as Shinkansen (bullet train) , the hearing found that national public employees are expected to respond comprehensively to the needs of export destinations by bringing together related industries and coordinating smoothly with domestic operators. As shown in the hearing results, the scope of the duties related to international affairs has been expanding.

Regarding these issues, there is a wide range of items on the agenda of international negotiations, whether bilateral or multilateral, and a growing number of negotiations are conducted with many countries over a long time period. In addition, with the progress of socio-economic globalization,

countries in Asia and Africa, with which Japan has had little opportunity to negotiate, have started to participate in these negotiations, and those involved in these negotiations have become more diversified, from the top level to the officer level. Furthermore, the government should play a leading role in making international rules while making necessary coordination with related ministries, including the departments in charge of domestic administration. The Cabinet Office and each ministry commented that it became necessary to allocate a considerable number of personnel to large-scale international conferences. They also pointed out that the number of negotiations and consultations as well as the need for urgent action had increased due to the large number of international frameworks.

Under such circumstances, many ministries are coping with the increase in the duties related to international affairs through establishing new departments and increasing the number of employees, even in the midst of the severe quota constraints. For example, in recent years, the Financial Services Agency has launched a vice-minister-level post of Vice Minister for International Affairs in order to respond to the discussions on the global financial regulatory reform. Similarly, the Ministry of Land, Infrastructure and Transport has created Director for Overseas Project Promotion Policy Planning and Coordination, Minister's Secretariat, for the purpose of promoting the participation of Japanese firms in overseas infrastructure development projects. Additionally, the Japan Tourism Agency has launched the International Tourism Department with the objective to develop a unified system to deal with the administration to promote international tourism, which is rapidly expanding as the number of foreign visitors to Japan increases. Moreover, the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Health, Labour and Welfare have increased the number of personnel to strengthen their initiatives for expanding exports of agricultural, forestry and marine products and foods.

On the other hand, it was pointed out that the quality as well as the increase in quantity of the duties related to international affairs could not be covered by simply creating new organizations or increasing the number of employees; and that the responsible employees were too busy with their day-to-day work to deepen their expertise and consider solutions to problems in a proactive manner.

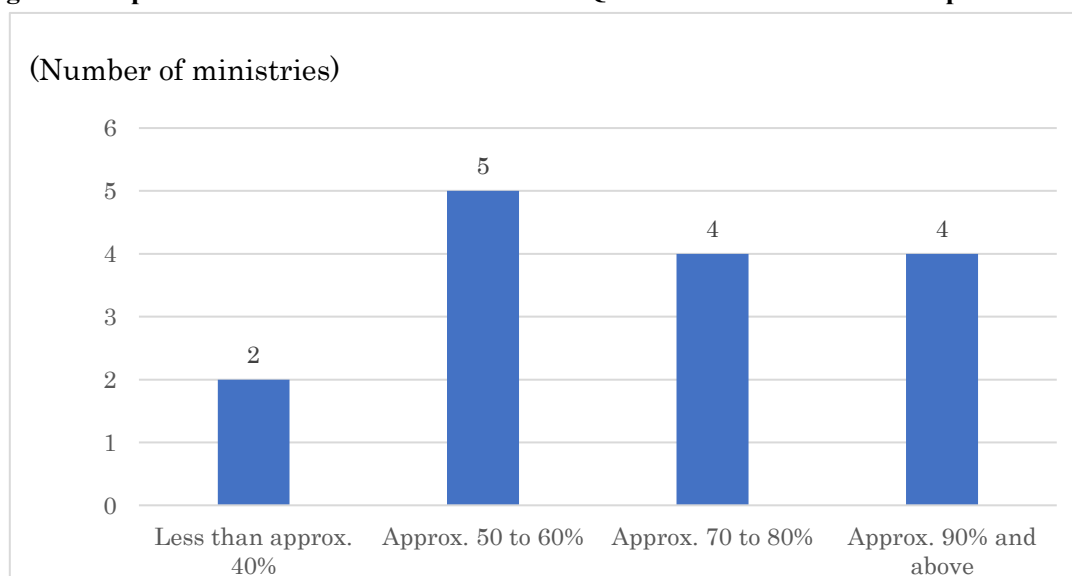
(2) Qualities and Abilities Required for Employees Responsible for the Duties Related to International Affairs

As for the qualities and abilities required of employees responsible for these duties related to international affairs, the Cabinet Office and all the ministries responded that language skills are important. Additionally, other required abilities and qualities, which they answered, include: communication and coordination skills to establish appropriate measures and directions while building trusting relationships and seeking smooth cooperation with partner countries; aggressiveness in leading discussions based on an understanding of the diverse cultures and backgrounds of foreign countries; and understanding and harmonious attitude toward other cultures. In other words, national public employees need the abilities to express their own opinions properly and formulate conclusions,

while accepting the arguments of various parties, both at home and abroad. In addition, they cited professional expertise in duties, the ability to collect and analyze information on other countries, a willingness to take on new challenges and a sense of mission as a national public employee.

Next, the proportion of executive officials at the HQ who have international experiences, such as working abroad, varies depending on the ministry, but the majority of them in most of the ministries have such experiences (Figure 1). The number of employees who have worked overseas becomes larger at lower position levels, and this proportion is expected to become larger in the future.

Figure 1 Proportion of Executive Officials at the HQ Who Have International Experiences



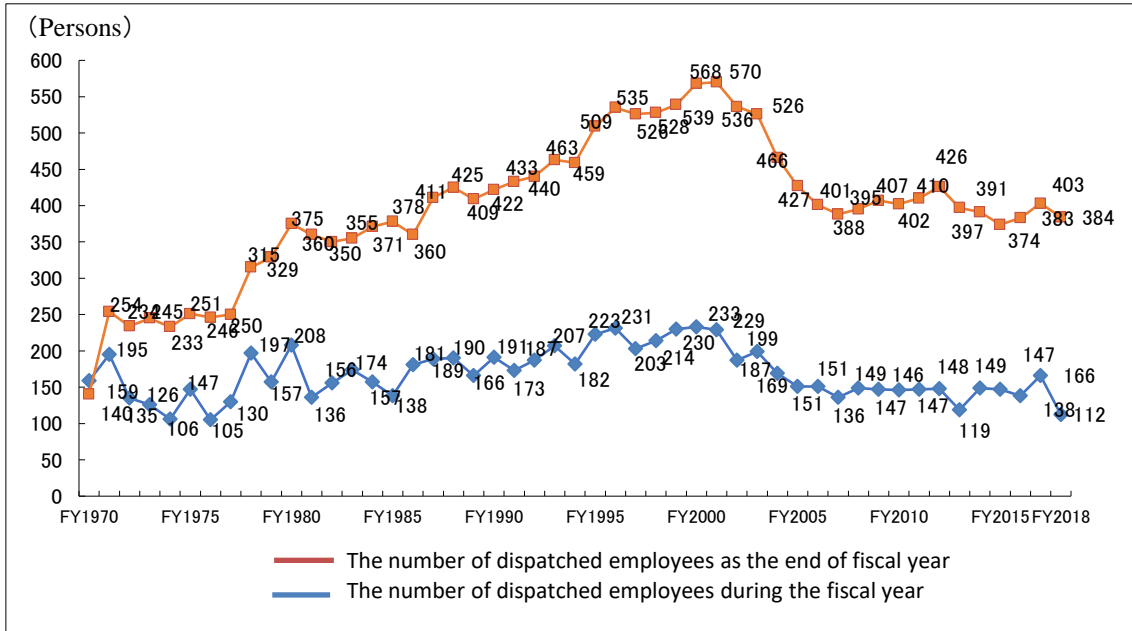
2. Dispatch under the Employee Dispatching Act

(1) Purpose of Dispatch under the Employee Dispatching Act

National public employees have a chance to be dispatched to international organizations or foreign governments under the Employee Dispatching Act. This act was enacted in 1970 based on the NPA's "Submission of Opinions on the Enactment of Act on Treatment, etc. of National Public Officers Engaged in Regular Services Dispatched to International Organizations, etc." The act stipulates the treatment of dispatched personnel so that they can engage in their duties at international organizations and foreign governments with a sense of security. There is no upper limit to the term of dispatch, as various dispatch periods are assumed depending on the purpose of international cooperation; however, Rule 18-0 (Dispatch of Employees to International Organizations) requires consultation with the NPA when dispatching employees for a period exceeding five years.

Figure 2 shows the changes in the number of dispatched employees since the establishment of the system with 384 employees as of the end of FY2018.

Figure 2 Changes in the Number of Dispatched Employees



Note: The figures in parentheses do not include the employees who were exempted from the application of the Act for Securing the Proper Operation of Worker Dispatching Undertakings and Improved Working Conditions for Dispatched Workers during their dispatch period due to the establishment of the National University Corporations and the conversion of Specified Incorporated Administrative Agencies into Unspecified Incorporated Administrative Agencies.

※1 The reason for the decrease in the number of dispatched employees since FY2001 is considered to be the fact that these employees were exempted from the application of the Employee Dispatching Act due to the establishment of the National University Corporations and the conversion of Specified Incorporated Administrative Agencies into Unspecified Incorporated Administrative Agencies.

Looking at the situation by recipient organization at the end of FY2018 (Figure 3), more than 60 percent of the dispatched personnel were sent to international organizations while about 30 percent were dispatched to foreign governments. In addition, concerning the situation by destination region at the end of the same fiscal year (Figure 4). Asia is the largest destination, followed by Europe and North America, where many United Nations agencies and international organizations are located.

Figure 3 Situation by Recipient Organization at the End of FY2018

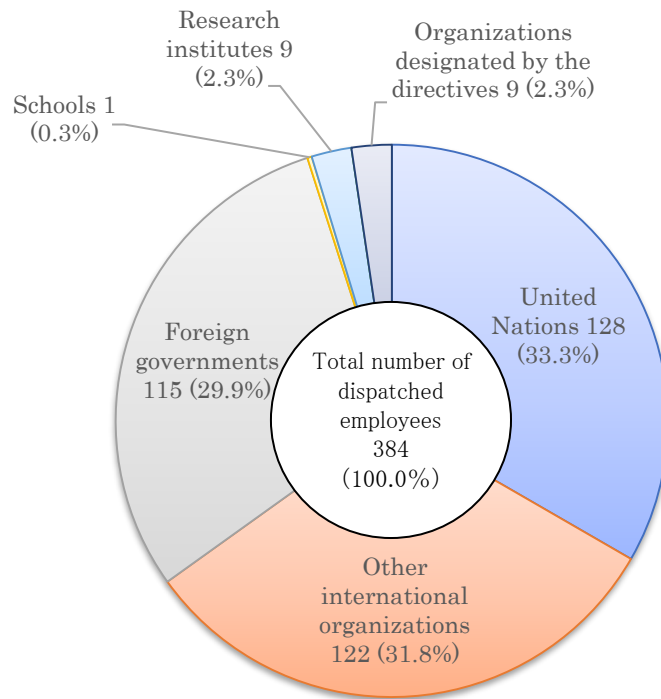
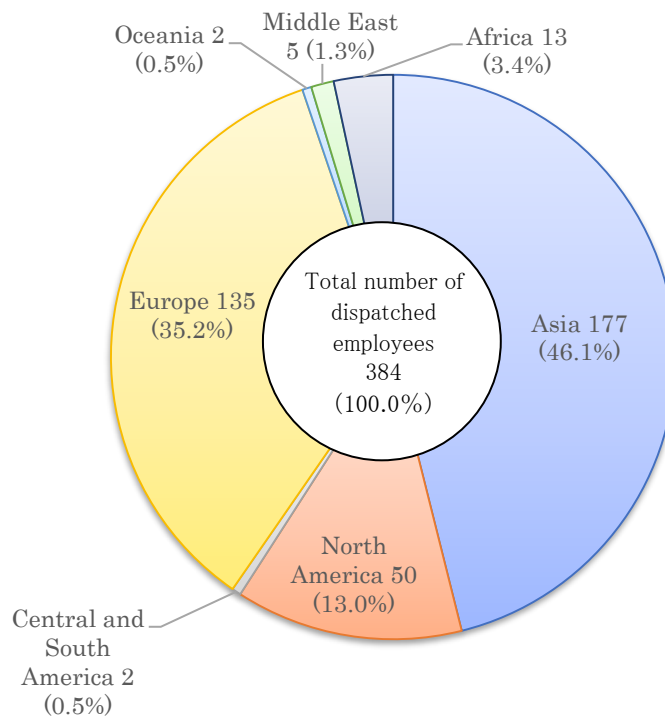


Figure 4 Situation by Destination Region at the End of FY2018



(2) Dispatch to International Organizations

National public employees are also sent to the U.N. agencies and other international organizations under the Act for Securing the Proper Operation of Worker Dispatching Undertakings and Improved Working Conditions for Dispatched Workers. The U.N. agencies include the International Atomic Energy Agency (IAEA), the International Monetary Fund (IMF), and the United Nations Educational, Scientific and Cultural Organization (UNESCO). Other international organizations include the Asian Development Bank (ADB) and the Organization for Economic Co-operation and Development (OECD). A wide range of employees, from the Unit Chief level to executive class, are dispatched to the international organizations where they engage in research on various policies, liaise and supervise operations with member states and the UN agencies as experts, or play active roles as executives who lead the policies and operations of the organization. In recent years, the organizations, to which national public employees are dispatched, have been diversifying due to an increase in the issues requiring international cooperation and efforts to reinforce Japan's international role. For instance, some employees have been dispatched to the international organizations, such as the United Nations World Tourism Organization (UNWTO), and the International Renewable Energy Agency (IRENA). It is expected that Japan's presence in the international community will be further strengthened through dispatched employees displaying the high level of expertise and business execution skills, which they have developed in their official duties, at these international organizations.

According to the employees dispatched to the international organizations, they cannot expect to earn recognition for their quiet efforts and diligence. Instead, in order to gain recognition of their presence, they need to actively express their opinions on a daily basis and to demonstrate their achievements and performance. At the same time, international organizations also have an aspect of administrative organizations. This means that in addition to their expertise as administrators, they can make use of their experience in coordinating with a wide range of stakeholders and their ability to prepare logical documents in many cases. There is an opinion that the experience of being involved in the decision-making process of international frameworks and deepening the knowledge of the fields where other countries are leading are useful when resuming work in the Japanese administration after returning home.

Employees to be dispatched to an international organization need to meet the requirements of the organization concerned, such as educational qualifications of a master's degree or higher level. Many of public employees in Japan hold undergraduate degrees and often become managerial personnel or executive officials as generalists through gaining diverse experience by job rotation.

In spite of these general differences in personnel practices, some of the Japanese public employees have served as the heads of international organizations and executive officials in the U.N.

agencies such as Under-Secretary-General (USG) and Assistant Secretary-General (ASG). While the backgrounds of these employees vary, many of them have taken an executive position in an international organization after highly recognized for their own specialty and ability to carry out the duties through gaining a great deal of experience after being hired, including: studying abroad; discussing on the front lines of international conferences related to the administration under their responsibility; working on large-scale international cooperation projects; working abroad several times through transfer to international organizations or diplomatic missions; and working with high-ranking government officials and experts from various countries. In order to continue to produce such human resources in the future, one of the options to take may be the use of the systems, such as the Junior Professional Officer (JPO) dispatch system. This system provides young people who wish to work for an international organization in the future with an opportunity to gain work experience in such an organization for a certain period of time under an agreement between the international organization concerned and the government of each country, with the costs of the dispatch covered by the government.

(3) Dispatch to Foreign Governments

Employees dispatched to foreign governments under the Act for Securing the Proper Operation of Worker Dispatching Undertakings and Improved Working Conditions for Dispatched Workers have been sent to Asian countries, such as Indonesia, Vietnam and the Philippines, and African countries including Kenya, Tanzania and Ethiopia. A wide range of employees, from the Unit Chief level to executive class are dispatched mainly as specialists from the Japan International Cooperation Agency (JICA). They contribute to the development of the countries to which they are dispatched for instance through the deployment of infrastructure technologies and the support for various projects. In addition, as in the same manner with dispatch to international organizations, the experience and personal networks in the destination countries are often useful after returning home.

3. Progress of Globalization in the Domestic Administration

A remarkable development of ICT technology has fueled further development of globalization. For instance, global corporations, such as GAFA (Google, Amazon, Facebook, Apple) in the United States and BAT (Baidu, Alibaba, Tencent) in China, are providing a place beyond national borders where people can communicate via social networking services (SNS), and distribute information and buy/ sell/ and move goods and services over the Internet. Accordingly, these companies are having a significant impact on economic activities and people's lives in many countries. On the other hand, amid the ongoing international competition in the development of ICT technology, international cooperation has become indispensable to ensure cybersecurity to deal with threats caused by misuse of the ICT technology, such as damage and leakage of information; damage from money theft and

fraud; and operation/ function/ service failures. Therefore, when considering policies related to domestic economic activities and the safety/ security of life in Japan, it is necessary to take into account the global trends of these technologies and their impact on Japan; and to understand international treaties and rules before conducting appropriate administrative operations. As stated above, international involvement has become unavoidable in many administrative fields in Japan.

Looking at the situation in Japan, the relaxation of visa requirements, along with a growing interest in Japan, has boosted the number of foreign visitors to Japan significantly in recent years, from approx.6.79 million in 2009 to approx. 31.88 million in 2019 (up 369.5%), according to data from the Japan National Tourist Organization. Against this backdrop, for example, the number of personnel engaged in customs, immigration and quarantine (※2) increased significantly over a decade from FY2009 to FY2019; from 8,713 to 9,617 (a 10.4 % increase) in the customs offices; from 3,565 to 5,432 (a 52.4 % increase) in the immigration offices; and from 2,258 to 2,745 (a 21.6 % increase) in the quarantine offices. Due to the COVID-19 pandemic worldwide, the movement of people in the entire international society has been restricted. As a result, the number of foreign visitors to Japan decreased by 58.3% in Feb. 2020 and by 93.0% in Mar. 2020 compared to the same month last year, according to the Japan National Tourist Organization. Although the future is uncertain, these duties are expected to become increasingly important toward the future. Furthermore, in recent years, the measures have been taken to promote appropriate and smooth acceptance of foreign human resources as well as to create an environment with a view to realizing a symbiotic society with foreigners. Even in crisis management, such as disaster prevention and health/ medical care, a growing number of administrative organizations need to take the measures, such as providing appropriate information in consideration of the cultural background of each country or region of foreigner residents.

※2 Employees engaged in quarantine work refer to those working for the quarantine stations of the Ministry of Health, Labour and Welfare; and the plant protection stations and the animal quarantine service of the Ministry of Agriculture, Forestry and Fisheries.

Chapter 2 The Measures Taken by the NPA, the Cabinet Office and Each Ministry to Secure and Develop International Human Resources

Section 1. The Measures Taken by the NPA

As we have seen in the previous chapter, the duties related to international affairs are becoming increasingly complicated and sophisticated, increasing the number of employees of the Cabinet Office and each ministry engaged in international affairs, such as international negotiations. Under such circumstances, employees responsible for planning and drafting policies, even in the domestic administrative field, are required to take into account the trends in the international community. The NPA has been taking the following measures to secure and develop such international human resources.

1. Long-term Overseas Fellowship Program for Administrative Officials

(1) Overview of the Program

The Long-term Overseas Fellowship Program for Administrative Officials was established in FY1966 to provide administrators with opportunities to study at graduate schools in foreign countries in response to a remarkable progress in internationalization of administration and a growing need for administrators with an international perspective and sense.

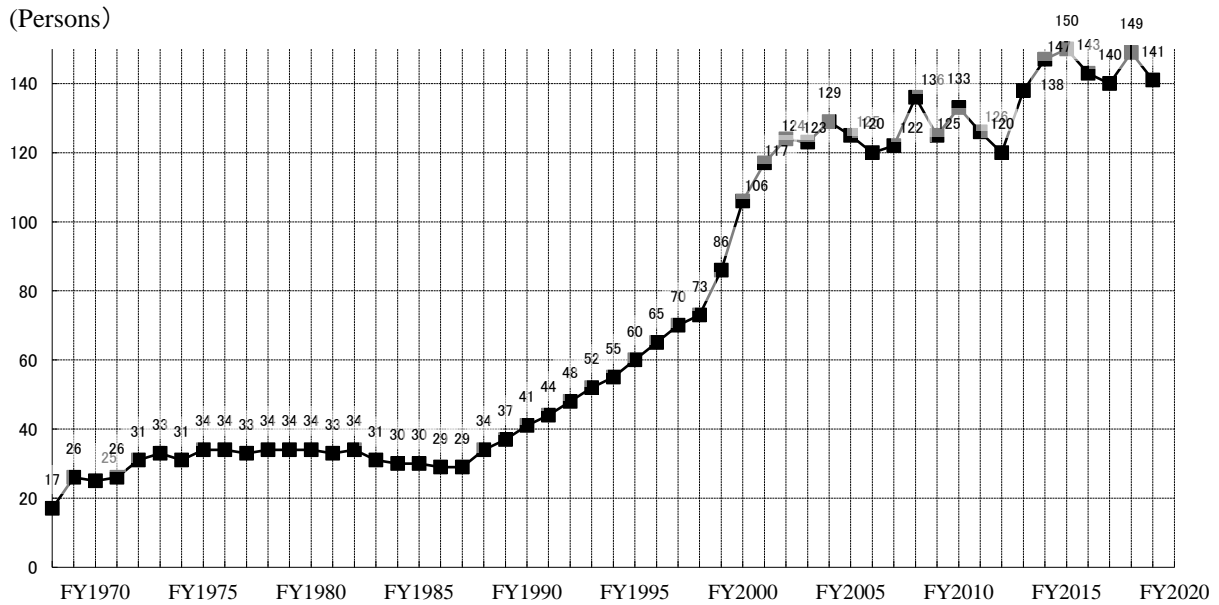
Researchers dispatched to graduate schools in foreign countries are administrative officials who have been in service for less than 10 years and are selected through the screening process conducted by the NPA and the graduate schools from those recommended by the heads of ministries, including the Cabinet Office. The researchers are required to study for two years to obtain a master's degree or equivalent qualification at a graduate school or other institution in a foreign country. They are engaged in academic research in a variety of fields such as public policy and international relations.

Those who completed this program are engaged in international duties, including international conferences, international negotiations, and working overseas, after returning to Japan by making use of the knowledge and human networks they gained while studying abroad. Even in Japan, they play a major role in addressing globalization of Japan's public administration through planning and drafting administrative policies from an international perspective.

(2) The Number of Dispatched Researchers

Since the start of this program in FY1966, the number of researchers dispatched until FY2019 has totaled 3,925. The number was 17 when the program was launched, but has increased since 1987 in an effort to meet the administrative needs associated with the rapid progress of internationalization, reaching 50 in FY1993, over 100 in FY2000, and over 120 in FY2002. In recent years, the number of dispatched employees has fluctuated slightly partly due to the instruction given to the Cabinet Office and each ministry to improve the level of language skills of researchers and to ensure that the achievements of their studying abroad benefit the public service. Therefore, the number of dispatched personnel has been over 140 since FY2014 to date and is on an upward trend over the medium to long term (Figure 5).

Figure 5 Trends in the Number of Newly Dispatched Researchers Under the Long-term Overseas Fellowship Program for Administrative Officials.



(Note) Includes dispatch to doctoral programs (3 in FY2012, 2 each in FY2013 and FY2014, 1 each in FY2016 and FY2017 and 2 in FY2018).

(3) Recent Initiatives

A. Response to the progress of the duties related to international affairs (Dispatch to doctoral programs)

With the increase in the duties related to international affairs in the Cabinet Office and each ministry, administrative officials have an increasing number of opportunities to participate in international conferences. With this backdrop, there is an opinion that it is desirable to secure a certain number of highly specialized employees who hold doctoral degrees in order to conduct negotiations at the same level with foreign administrators. In addition, there has been a growing need to provide employees with opportunities to obtain doctoral degrees. Under such circumstances, a system for dispatching administrators to doctoral degree programs was launched in the Domestic Fellowship Program in FY2007 and in the Long-term Overseas Fellowship Program for Administrative Officials in FY2012. By the end of FY2019, 37 administrators (the Domestic Fellowship Program) and 11 administrators (the Long-term Overseas Fellowship Program for Administrative Officials) have been dispatched under the respective programs.

B. Diversification of the Dispatch Destination Countries

In recent years, the NPA has been making efforts to further diversify the countries to dispatch

employees to meet the growing need to develop human resources capable of handling a wide range of international duties in response to the globalization of administrative duties. In cooperation with embassies in Japan and graduate schools in foreign countries, the NPA offers information and support for studying abroad to the employees to be dispatched as well as the Cabinet Office and each ministry. Moreover, the NPA holds briefings on each country for those who wish to study abroad.

The destinations to dispatch administrators was the only three countries, namely, the United States, the United Kingdom and France, when the programs were launched; and to the six countries, including Germany, Canada and Australia, until FY2001. In recent years, the destination countries have gradually diversified and increased to 16 countries (regions) in FY2019. The total number of dispatched researchers by destination country (region) is 2,834 to the U.S., 675 to the U.K., 177 to France, 85 to Germany, 51 to Canada, 36 to Australia, 24 to China, 14 to Singapore, 13 to the Netherlands, five to Korea, four to Sweden, two each to Taiwan and Spain, and one each to Denmark, Hong Kong and Belgium (Table 1).

Table 1 Status of Dispatch under the Long-term Overseas Fellowship Program for Administrative Officials (by Country (Region))

Destination	(Persons)																Total
	USA	UK	France	Germany	Canada	Australia	China	Singapore	Netherland	Korea	Sweden	Taiwan	Spain	Denmark	Hong-Kong	Belgium	
FY1966-2001	1,100	222	116	50	34	12											1,534
FY2002	108	8	2	2	3									1			124
FY2003	115	6	1							1							123
FY2004	110	12	3	1		3											129
FY2005	95	17	2	3	4	1	1		1			1					125
FY2006	101	11	3	1	2		1		1								120
FY2007	94	21	3		1	1	2										122
FY2008	98	25	3	1		2	4	2	1								136
FY2009	90	24	3	2	2	2	2										125
FY2010	90	32	3	1		2	3			1			1				133
FY2011	88	29	2	2		2	1		1	1							126
FY2012	73	33	5	4		1	2			2							120
FY2013	94	35	1	1	1	1	2	1			1	1					138
FY2014	105	33	2	2	1	2	1	1									147
FY2015	99	34	6	3		2	3	2	1								150
FY2016	95	31	6	4				4	1		1		1				143
FY2017	90	31	7	2	1		1	2	3		2						140
FY2018	97	39	4	4	2	2		1							1		149
FY2019	92	32	5	2		3	1	1	4							1	141
Total	2,834	675	177	85	51	36	24	14	13	5	4	2	2	1	1	1	3,925

(Note) Include those who extend the dispatch period to attend a doctoral program.

C. Thorough implementation of the system to reimburse the expenses for studying abroad and the necessity of benefiting the public service

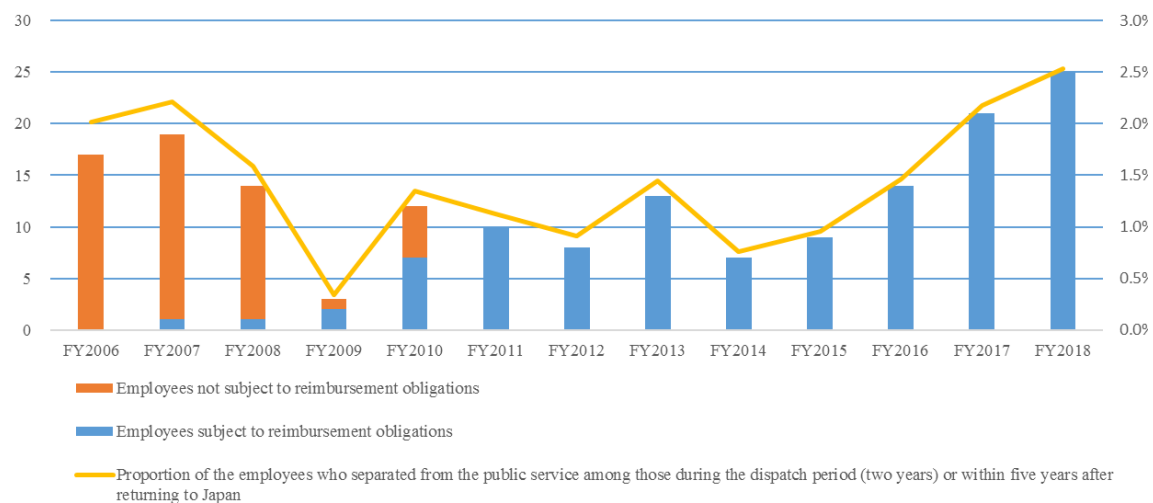
The purpose of employees' study abroad programs, including the Long-term Overseas Fellowship Program for Administrative Officials, is to utilize the achievements of their studying abroad in the

performance of their duties after completing the study abroad program and benefit the public service. If employees who have studied abroad leave the public service in the early stages, the achievements of their studying abroad cannot be fully returned to the public service. This will undermine the public's trust in the study abroad programs, to which a considerable amount of public money is spent. For this reason, the Act on Reimbursement of National Public Officers' Expenses for Studying Abroad (Act No. 70 of 2006) was enacted in order to make use of the achievements of studying abroad in the public service, to secure the public's trust, and to facilitate the efficient management of the public service. Pursuant to this law, the employees who leave the public service during their study abroad or without being in service for five years after the completion of their study abroad programs shall reimburse all or part of the expenses for their studying abroad, which were paid by the government.

The number of employees who left the public service after studying abroad has been on the rise in recent years. The proportion of those who separated from the public service during their dispatch period or within five years after returning to Japan was about 2.5% in FY2018 (Figure 6). The reasons behind this trend seem to be the lower hurdles for changing jobs and changes in attitudes toward their own careers as a result of having various experiences, including studying abroad. Those who left the public service commented that they could not directly apply their experience and knowledge gained from studying abroad to the posts assigned to them after returning to Japan; and that they wanted to engage in specific fields or duties outside the public service.

(Reference: The proportion of the number of employees who separated from the public service among the employees aged 25 to 34 who are covered by the Salary Schedule for Administrative Service (I) was 2.0 percent in FY 2018.)

Figure 6 Trends in the Number and Proportion of Employees Who Participated in the Long-term Overseas Fellowship Program for Administrative Officials and Separated from the Public Service During Their Dispatch Period or Within Five Years After Returning to Japan



The NPA has been taken the measures to ensure that the employees who studied abroad return the achievements of their studying abroad to the public service. Such measures include to conducts a strict screening process prior to the dispatch to assess the employees' enthusiasm for utilizing the results of their studying abroad and their awareness of responsibility to contribute to the public service; and to require them to submit a letter of confirmation that they will continue to engage in the public administration after completing their studying abroad. In addition, the NPA has repeatedly emphasized the purpose of the programs, which is to utilize the accomplishments of studying abroad in the public service, at the briefing for young employees who may wish to study abroad in the future (taking place about five times a year).

The NPA strives to provide thorough guidance even in the pre-departure training for the employees after their dispatch is confirmed so that they will study abroad with a medium- to long-term perspective with due consideration to how they can make effective use of their experiences of studying abroad in their careers in the public service. In addition, the NPA shares awareness of problems and the ongoing concrete specific measures with officers in charge of personnel management of the Cabinet Office and each ministry.

During the dispatch period, the NPA requires the dispatched employees to submit various reports on a regular basis in order to grasp their progress of research and health conditions. The NPA also instructs the Cabinet Office and each ministry to supervise their employees properly. If the content or progress of research is found to be insufficient, guidance will be given to the employees concerned through the ministry to which they belong.

With regard to the position assigned to dispatched employees immediately after returning to Japan, the Cabinet Office and each ministry are making efforts to place such employees in a department where they can make use of the expertise they acquired through studying abroad or the one related to international affairs. Some ministries also explain their intentions and expectations for each assignment. In addition to the efforts made by the public service as a whole to enhance the attractiveness and satisfaction with the work of public employees, the NPA intends to further encourage the Cabinet Office and each ministry to share awareness of the importance of appropriate actions to be taken after the employees return to Japan so that they can work with career prospects, a sense of security and satisfaction and maintain a high level of motivation.

2. Short-term Overseas Fellowship Program for Administrative Officials

(1) Overview of the Program

In response to a strong demand for the establishment of a system to send mid-level administrative officers overseas, the Short-term Overseas Fellowship Program for Administrative Officials was launched in FY1974 to develop human resources who can deal with the increasing volume of the duties related to international affairs in a timely and appropriate manner.

Dispatched researchers are administrative officials at the Unit Chief level or above who have been in service for roughly more than six years and are selected through the screening process conducted by the NPA from those recommended by the heads of ministries, including the Cabinet Office. Researchers are dispatched to foreign government agencies or international organizations, such as the United Nations, for six months or one year and engage in research activities on practical issues to acquire specialized knowledge and skills.

Those who completed this program have been working actively in a wide range of fields after returning to Japan making use of their international perspectives for their duties. The research reports they submit after returning to Japan are utilized in relevant administrative fields as the latest information on overseas systems and actual conditions.

(2) The Number of Dispatched Researchers

Since the start of this program in FY1974 through FY2019, 1,534 researchers have been dispatched to 34 countries in total. Table 2 shows the total number of dispatched researchers by country (region). The destinations that accepted a large number of dispatched researchers are the U.S. (724 people), the U.K. (309 people), Australia (100 people), France (70 people), Germany (62 people) and Canada (55 people).

Table 2 Status of Dispatch under the Short-term Overseas Fellowship Program for Administrative Officials (by Destination Country (Region))

(Persons)

USA	UK	Australia	France	Germany	Canada	Belgium	Korea	Netherlands	Switzerland	Singapore	New Zealand	China	Spain	Austria	Taiwan	Sweden			
724	309	100	70	62	55	35	25	25	22	21	20	14	8	6	5	5			
Thailand	Italy	Russia	Vietnam	Denmark	Finland	Indonesia	Sri Lanka	Malaysia	Ecuador	Columbia	Ireland	Norway	Luxemburg	UAE	Jordan	Egypt	Total		
4	4	3	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1,534		

(Note) The above table shows the number of administrators dispatched from FY1974 through FY2019. In FY2019, 19 administrators were dispatched.

3. Others

(1) Improvement of Recruitment Examinations

It is extremely important to secure competent human resources for national public employees under the circumstances where international politics and socio-economic situations are changing drastically making administrative issues more complicated, sophisticated and globalized. As part of the reorganization of the recruitment examination system implemented in FY2012, the NPA took the measures to recruit personnel with an emphasis on the response to globalization. Such measures include improving the methods of demonstrating abilities through increasing the weight of English in the recruitment examinations; and launching the "liberal arts division" in the Examination for Comprehensive Service, which is conducted in autumn, so that graduates of foreign universities can

also take the examination.

Even afterward, improvements were made on the recruitment examinations in line with changes in social conditions. Since FY2015, the English examinations implemented by external organizations have been used in all examination divisions of the Examination for Comprehensive Service. In FY2016, a review was conducted on the content of the specialized ability tests in the "politics and international division" of the Examination for Comprehensive Service in order to make it easier for students from the faculties of international relations to take the examination.

(2) Response to Globalization in Administrative Training

In order to respond to an increase in the international work at home and abroad, the National Institute of Public Administration conducts the following training programs to improve international mindset and encourage participants to think about how national public employees should behave.

A. Implementation of the subjects of the Initial Administrative Training responding to globalization

As part of the Initial Administrative Training for newly hired employees who are expected to be responsible mainly for policy planning and formulation, a course entitled "Expectations for Japan as Seen by Foreign Countries" has been offered since FY2008. In this course, diplomats and other foreign government officials working at embassies in Japan are invited as lecturers, and lectures and small group discussions are held in English in principle. This curriculum, is carried out to foster mutual understanding between Japan and other countries; to enhance understanding of the role that Japan is expected to play in the international community, and to cultivate an international mindset

B. Implementation of the International Course of the Administrative Training (for personnel at assistant director level)

Since FY2013, the International Course has been offered in the Administrative Training (for personnel at assistant director level) targeting the employees at the Assistant Director level who have experience working at diplomatic missions in foreign countries and are motivated to continue to engage in the duties related to international affairs. This course aims to maintain and improve employees' ability to communicate in English and negotiate with foreign counterparts and to enhance their international mindset through presentations and exchanging opinions with foreign participants, such the officials of embassies in Japan.

Section 2. The Measures Taken by the Cabinet Office and Each Ministry

The measures taken by the Cabinet Office and each ministry are introduced hereafter following

the previous section, which described the NPA's efforts to secure and develop international human resources.

(1) Recruitment

A. Recruitment of new employees

The hearings with the Cabinet Office and each ministry reveal that the percentage of new recruits who have shown an interest in the duties related to international affairs is higher than before; and the language skills, such as English proficiency, of new recruits, have improved compared to the past in many ministries including the Cabinet Office. As a background to these changes, some ministries pointed out the increase in the number of personnel with overseas experience partly due to the effect of improvement in the recruitment examinations, as described in the previous section, and also because many universities have been encouraging students to study abroad for a short period of time. There are some ministries that take into account language skills and qualifications as international human resources to some extent with a view to securing a diverse workforce. There, however, are no ministries that focus solely on these aspects in recruiting employees, and there is a tendency to emphasize the development of international personnel after recruitment.

B. Mid-career recruitment for private-sector human resources

In addition to the recruitment of new graduates, personnel who have working experience in the private companies are also hired to engage in international duties. For example, some ministries set strict requirements, such as high scores on language examinations and experience of working abroad, to hire such personnel with the aim of strengthening human resources capable of handling the increasing number of negotiations and coordination tasks with the governments of other countries. Other ministries have recruited qualified lawyers in recent years to handle tasks involving the relationship between international law and domestic law.

(2) The Initiatives to Enhance Employees' Ability to Respond to Globalization

The typical pattern, however, is to provide young employees with opportunities to take language training as much as possible before giving them a chance to study abroad, for instance under the Long-term Overseas Fellowship Program for Administrative Officials; and then to allow them to experience the duties related to international affairs, including working overseas, based on their wishes and aptitudes. There are various ways to develop international human resources depending on the ministry. Some ministries compile a list of employees who wish to engage in the duties related international affairs and give consideration to their career path based on their abilities and aptitudes. There are also cases where these employees are given the opportunity to be in charge of support work when other bureau or department needs assistance for the duties related to international affairs, for instance at large international conferences including the G20.

With regard to capacity building, skills of foreign languages other than English are often required to work in Europe, and also the duties related to China have been increasing. Given these circumstances, some ministries have expanded the scope of their language training, which used to focus on English, and launched the programs of French, Chinese, and other languages, in an effort to improve employees' proficiency of foreign languages other than English as well. Furthermore, some ministries offer language training for the employees, who have returned to Japan from overseas assignments, to maintain and improve their language skills. The reason behind this is that emphasis has been placed on improving the language skills of employees before their dispatch to foreign countries and follow-up after returning from overseas assignments tended to be insufficient.

In addition, with a view to enhancing expertise in the areas other than foreign languages, some ministries conduct training by inviting experts from private companies to learn about overseas business and the current situation in Japan seen from the perspective of the private sector, which is different from that of the national government. Additionally, there are some cases where employees are invited to submit overseas research plans, and then the selected employees are given an opportunity to actually conduct the research in foreign countries.

Moreover, with the aim of cultivating an international mindset among the personnel in charge of domestic administration, the Training for Level of Position has introduced the subject to enhance understanding of the duties related to international affairs, which are relevant to the administration under their jurisdiction. Additionally, with the objective of promoting self-directed study to improve language skills, some ministries have established an online training system that allows employees, including those working in regional areas, to take the training at home.

(3) Working Overseas

Concerning overseas assignments through dispatch to international organizations or governments of developing countries, or by secondment to overseas diplomatic missions, many ministries candidates based on the employee' intentions and aptitudes; and then after the completion of the overseas assignments, the employees are assigned to the positions that allow them to make use of such experiences. Some ministries take the measures to develop human resources, for instance by assigning personnel who have overseas work experience and can handle the work appropriately to the posts in important countries or key positions; and by giving young employees overseas experience through assigning them to the positions with relatively high proportions of research work. The hearing also found that some ministries are making efforts to strategically dispatch their employees to the regions and international organizations to which they have not sent many employees yet, or to dispatch employees to the same positions on a continuous basis, because the presence of Japanese employees in international organizations is very beneficial to the ministries, including the Cabinet Office, dispatching employees. Meanwhile, some ministries note that they implement open application for

overseas positions targeting all the employees with the aim of grasping the employees who are proactive about working overseas. This has enabled employees to express their preferences based on their life events, such as childcare and nursing care, and also has allowed the ministries to find employees who wish to work in a wide range of countries, not only in developed countries. There are also ministries that have been encouraging their employees to apply for vacant positions in international organizations, which are publicly open for applications, in order to expand dispatch to international organizations.

(4) Taking Advantage of the Training Implemented by the NPA

With regard to dispatch under the Long-term Overseas Fellowship Program for Administrative Officials and the Short-term Overseas Fellowship Program for Administrative Officials, the Cabinet Office and each ministry select candidates based on the language skills and aptitudes in consideration of wishes of the employees concerned and apply to the NPA. Meanwhile, some ministries implement the open application to select candidates within their own ministries. In addition, some ministries have their own study abroad programs to dispatch employees for a shorter period of time (such as one year) than the Long-term Overseas Fellowship Program for Administrative Officials in order to enable employees to acquire specialized knowledge and skills in the administration under their jurisdiction. Upon completion of the training program, the employees are often assigned with the duties related to international affairs or technical development for which they can utilize the achievements of their research, in consideration of their wishes as much as possible. Some ministries also hold briefing sessions to widely share with other ministries the knowledge and experiences that the employees gained through research activities in their studying abroad with the aim of actively utilizing the achievements of their research for the planning and formulation of future policies as well as various types of duties.

When it comes to the International Course of the Administrative Training (for personnel at assistant director level), many ministries select participants based on the motivation and language skills among those who meet the requirements, while some ministries select trainees through open application within their own ministries. Regarding the exchange of opinions in English with embassy officials as part of the program of the Initial Administrative Training, some participants commented that they could become aware of the necessity of cultivating an international mindset, which is necessary for various duties related to international affairs at home and abroad; and that they realized their own level of ability through training with their peers including those from other ministries, which was very stimulating.

(5) Status of Employee's Preferences for the Duties Related to International Affairs

The Cabinet Office and each ministry ask their employees to notify of their preferences for future

personnel matters in a personal statement and conduct an interview to listen to their wishes about once a year, so that employees can be assigned to a position in line with their circumstances and wishes as much as possible. In addition, many ministries state that the superiors and the personnel authorities are conducting interviews more frequently than before, including with those working overseas. Many ministries also note that the number of the employees wishing to engage in the duties related to international affairs is or has been increasing. On the other hand, many ministries state that most of the employees facing circumstances, such as childcare, tend not to wish to engage in the duties related to international affairs; but some ministries mention that they have employees engaging in such duties even during the period responsible for childcare, for example through taking advantage of telecommuting.

(6) Personnel Management Issues

The following are some of the personnel management issues related to securing and development of international human resources.

First of all, it is important to secure and develop human resources who have a high level of language skills and can respond to increasingly complicated and sophisticated issues. The issues that need to be addressed in securing and developing such personnel include: to pay attention also to the development of human resources who can respond to the situation in emerging countries such as China; and how to maintain the motivation of employees to become international human resources amidst a busy work environment, and at the same time to secure time for employees to develop themselves, such as learning foreign languages. While it is obvious that language skills are important, there is also an opinion pointing out the importance of “content”, such as the knowledge and skills necessary to carry out the policies and work of the administration under the jurisdiction. It would be necessary to develop human resources who have these skills in a well-balanced manner.

It is also important to clarify a career path for playing an active role as an international human resource; to establish positions to engage in the duties related to international affairs, provide employees with the necessary experience in accordance with their position level and treat them appropriately. The Cabinet Office and each ministry are also making efforts to assign relevant duties to the employees who have returned from studying or working abroad. It, however, is not always possible to assign such duties to the employees due to the timing of personnel appointments or rotation issues. A number of ministries find it necessary to establish a mechanism for medium- and long-term human resource development as well as role models. Additionally, some mention that they would like to increase the number of international human resources, but are facing challenges in securing the budget and the fixed number of employees. In addition, some comment that they would like to extensively cultivate an international mindset, for instance through the Training for Level of Position, under the circumstances where international involvement is inevitable even in the domestic

administration; however, they have not been able to do so sufficiently.

Chapter 3. The Measures to Secure and Develop International Human Resources

Section 1. International Human Resources in Demand and Ideal Status of Personnel Management

1. Requisites for International Human Resources

In these days, global trends are affecting various administrative fields both at home and abroad, and this trend is likely to become increasingly prominent in the future. As discussed in Chapter 1, with the increase in the duties related to international affairs in the administration under the jurisdiction, it has become essential for employees involved in the planning and formulation of domestic as well as international policies to possess an international mindset covering a wide range of fields along with a sense of mission and a high degree of expertise as public employees.

In addition, it is necessary for employees who are required to engage mainly in the duties related to international affairs, including international negotiations, to improve not only their language skills but also their communication skills so that they can proactively express their own opinions and maintain and expand various domestic and international human networks by gaining understanding and trust through their experience in the duties related to international affairs, including working overseas, while enhancing their expertise and international mindset. Additionally, employees, who are expected to engage in important international negotiations or to play an active role in international organizations, are required to further deepen their expertise to make it applicable on the international stage by accumulating experience in relevant duties related to international affairs.

In order to develop such employees, the personnel authorities of the Cabinet Office and each ministry are required to manage human resources in a planned manner as described below with an eye toward the qualities and abilities that will be needed in the future, taking into account the intentions of the employees. At the same time, each employee needs to have an attitude to think autonomously about his or her own career, and managerial personnel should conduct management that drives the growth of employees.

2. Promotion of Planned Personnel Management

To secure and develop necessary international human resources, the Cabinet Office and each ministry have been cultivating an international mindset and expertise of their employees by providing them with work experience through regular personnel transfers and opportunities for training, including various study abroad programs, and secondment. Moreover, personnel management has been carried out in consideration of employees' career development and life events, as well as their intentions as much as possible.

Having said that, the results of the hearings described in the previous chapter reveal the actual

situations where personnel management is not sufficiently carried out in a planned manner.

To promote well-planned personnel management, it is necessary to understand the qualifications and abilities that are required to perform duties and held by individual employees as well as the intentions for career development of each employee; and to provide employees with opportunities for growth through work and training based on adequate communication between the personnel authorities and employees.

In doing so, it is critical for the personnel authorities to grasp as concretely as possible the qualifications and abilities that are required and also held by individual employees and to manage human resources in an organized and planned manner while keeping an eye on future administrative issues in the midst of advancing globalization.

In developing international human resources, in particular, it is essential to create more opportunities of studying and working abroad, for instance through secondment to overseas diplomatic missions, and dispatch to international organizations for instance by utilizing the Junior Professional Officer (JPO) program. It is also necessary to provide such opportunities in a planned manner with full coordination with the relevant employees and the organizations concerned. Furthermore, it deems necessary as appropriate to make use of specialized staff responsible for supporting negotiations with foreign countries and international organizations; to hire experienced personnel who have useful experience outside of the public service; and to utilize specialized personnel in accordance with Fixed-term Employees Act.

Some private companies implement the measures to promote the growth and change of the employees through creating opportunities for employees to be transferred to different fields, including overseas positions. It deems crucial to expand the budget and the fixed number of employees that can be allocated to personnel management; and to stimulate the voluntary growth of employees and boost the vitality of the organization as a whole for the purpose of carrying out personnel management in a planned manner to encourage the growth and change of the employees.

3. Autonomous Career Development of Employees

According to the consciousness survey conducted by the NPA and disclosed in Part 2, Volume 1 of the Annual Report FY2017, employees in their 30s place a high value on “engagement in rewarding work” and “engagement in the work where I can utilize my abilities.” In addition, many respondents said what they need as the support for career development are “personnel management giving due consideration to family circumstances such as childcare and nursing care”, “visualization of career (presentation of future possible career paths)” and “interview and confirmation of intention with superiors or officials in charge of personnel management concerning employees’ future career development.”

**Table 3. Extracted from Appendix 1 “Results of the Survey of the Employees in their 30s”,
Part 2, Volume 1 of the Annual Report FY2017 of the NPA**

Q37. What is your primary focus in your career development?

Engagement in rewarding work	46.7%
Engagement in the work where I can utilize my abilities	39.6%
Working in a position with responsibilities	6.0%
Nothing in particular	7.7%

Q40. What kind of career development support do you consider necessary? (Multiple answers allowed)

Visualization of career (presentation of future possible career paths)	52.3%
Interview and confirmation of intention with superiors or officials in charge of personnel management concerning employees’ future career development	40.8%
Personnel management giving due consideration to family circumstances such as childcare and nursing care	52.7%
Support for preparing life after retirement (Holding of seminars pertaining to life planning)	17.5%
Mentorship (System whereby senior employees offer consultation and advice on work and career development to junior employees through conducting interviews on a regular basis)	13.2%
Job posting system in the department (System to encourage employees to wish to be transferred to specific departments)	23.7%
Internship within the department (System to experience duties in other departments on a temporary basis)	17.0%
Training to support employees’ career development	25.6%
Support from career counselor	11.6%
Nothing in particular	8.9%
Others	4.3%

(Note) This survey was conducted as an anonymous web survey (response rate: 56.4%) from Jan. 22 to Feb. 2, 2018. The survey targeted employees between the ages of 30 to 39 at the end of FY2017 among the employees who are covered by the Salary Schedule for Administrative Service (I) and are working at the HQ (including temporary appointed employees, fixed-term short-time work employees and fixed-term employees).

In order to develop international human resources, it is important to provide employees with a variety of training and work experience. In addition, it is essential that individual employees autonomously think about their own career as a national public employee, who can pave the way for the global society of the future. They are required to create a new value by thinking and acting creatively while embracing diverse values through deepening their expertise in the administrative

fields in charge and expanding their personal networks through various activities, including the ones outside of their duties. Therefore, it is vital to continue learning by taking various learning opportunities outside of the workplace, in addition to the training provided by the organization. For this end, it may be possible to take advantage of self-development leave system that allows employees to voluntarily leave their jobs to study at a university.

With the aim of creating such an environment for development, the personnel authorities are required to enhance flexible working styles of employees and create time for them to use for autonomous activities through further promoting the work style reform, which has been already underway, including the use of flextime system. Additionally, it would be useful to offer opportunities for employees to reflect on their own experience in the public service by making them aware of their skills, qualities and abilities through career training; and to deliberately create opportunities for employees to think about the direction of their own career in the public service.

Moreover, career development of employees would also benefit from further promoting the measures already in place in some ministries, such as the open application for overseas positions targeting all the employees within the ministry, in order to increase the possibility of realizing employees' desired careers and to enable them to think about their own careers while taking into account life events such as childcare and nursing care.

Some private companies use a job posting system as an opportunity for employees to consider their own careers, and at the same time to contribute to the organization; and deliberately provide high-level and challenging training and other opportunities for employees to voluntarily teach and learn from each other within the organization. These types of support provided by the personnel authorities are effective in transferring know-how among employees and encouraging their autonomous career development. In addition, it can be expected that an international mindset, spirit and ambition will be fostered by stimulation among employees.

4. Appropriate Management by Managerial Personnel

In order to promote aforementioned "2. Promotion of Planned Personnel Management" and "3. Autonomous Career Development of Employees", it is essential for managerial personnel and employees to have a smooth communication with each other through daily operations and interviews for personnel evaluation. In addition, superiors need to concretely communicate to their subordinates the positioning and meaning of the work and the expected growth of the employees concerned through their work. It is also effective to consciously create opportunities for experienced superiors to offer advice regardless of the department.

Additionally, amidst the increasing complexity and sophistication of public administration, the situation is severe in terms of manpower making it difficult to take enough time to make policy decisions. As a result, it has been pointed out that superiors tend to give one-sided directions to young

employees, which reduces opportunities for young employees to express their opinions. Working in this way has some advantages, such as speeding up business processes, but it may also create employees who always wait for directions to do something. In the international community, it is necessary to actively express one's opinions at meetings and discussions and to lead and orchestrate discussions depending on the case. Accordingly, it is important for managerial personnel to create opportunities to enable individual employees to freely express their opinions and actively make proposals or discussions on a daily basis, thereby enhancing their communication ability. Moreover, managerial personnel are expected to develop a work plan so as to provide employees with as many opportunities as possible to attend important meetings and go on business trips at home and abroad, taking into account their aptitude and wishes.

Furthermore, concerning career development of employees, it is necessary for managerial personnel to build a relationship of trust with employees and communicate with them on a daily basis so that their intentions and actual conditions of family life of employees with diverse circumstances, such as childcare and nursing care, can be taken into consideration.

Section 2. Support from the NPA for Securing and Developing International Human Resources

The NPA will take the following measures to support the Cabinet Office and each ministry in their securing and developing human resources in a planned manner; to develop and provide various training opportunities; and to secure human resources. In addition to these, the NPA will conduct a study and disseminate information on personnel management in the future reflecting the particularities of the public service, so that personnel management can be carried out to promote the strengthening of public service organizations and the improvement of the qualifications and skills of employees.

(1) Improvement of Dispatch Training

Dispatch Training enables employees to acquire language skills and specialized knowledge. At the same time, this training helps them to improve various knowledge and abilities, including the way of thinking in different cultures, understanding of diversity, adaptability and communication skills, which can be gained in dispatch destination countries or through interaction with friends in other countries. In other words, Dispatch Training provides employees with a starting point for international work and is essential in the development of international human resources. The NPA will continue to strengthen its cooperation with embassies in Japan and overseas graduate schools to diversify the countries to dispatch trainees and to supply information to employees in order to respond to globalization. Moreover, the NPA will work with the Cabinet Office and each ministry to ensure the steady operation of the training. Furthermore, the NPA will cooperate and collaborate with the Cabinet Office and each ministry to secure budgets and quotas of employees with a view to sending a sufficient number of employees, which is large enough to benefit the mid- to long-term human resource planning

of the Cabinet Office and each ministry. At the same time, the NPA will urge the improvement of language skills and the formulation of effective research plans.

With regard to encouraging employees to return their achievements of their study abroad to the public service, including preventing employees from leaving the public service after they return to Japan, the Cabinet office and ministries are making a concerted effort by sharing concrete measures with the personnel in charge of human resources at the Cabinet Office and each ministry. Such measures include the ones concerning treatment of employees after their returning to Japan, such as the position to which they are assigned immediately after coming back to Japan, as well as the importance of communication with dispatched researchers in foreign countries. The NPA will urge the Cabinet Office and each ministry to take a medium- to long-term perspective on the future careers of their employees from the time of recommending a candidate.

In addition, it is considered that communicating the experience of the dispatched employees as overseas researchers and the way in which they continue to play an active role in the public service to junior employees, who will be responsible for the next generation, will highly motivate junior employees, and its importance should be recognized by the employees to be dispatched. The NPA will make efforts to take every opportunity to communicate the significance of Dispatch Training and enhance its effectiveness.

(2) Improvement of Administrative Training

The subjects of the Initial Administrative Training responding to globalization aim to cultivate an international mindset for a wide range of employees who are expected to engage in policy planning and formulation. Additionally, exchanging opinions in English serves as an incentive to improve language skills. Thus, the NPA will continue to implement these subjects while making necessary improvements.

The International Course of the Administrative Training (for personnel at Assistant Director level) is designed for employees, who have experience working at diplomatic missions or studying at graduate schools in foreign countries, to maintain and improve their skills to negotiate with foreign counterparts, which are indispensable to engage in international duties. The NPA will work on necessary improvements to make the content more effective in cooperation with the embassies in Japan, taking into account the opinions of the Cabinet Office and each ministry.

With respect to career development of employees, from the perspective of supporting their autonomous career development, the NPA will continue to provide opportunities for employees to reflect on their own careers and think about their future career development through “Career Development Seminar 30”, which has been launched since FY2018 and held several times a year, and "Training to Advance Careers", which has been conducted for female employees.

(3) The Measures to Secure Human Resources

As we have seen so far, the opportunities to play an international role in the public service are expanding. Even in domestic administration, it has become necessary to take global trends into account in performing duties. With the aim of continuously securing human resources who can play a leading role in the future of Japan and pave the way for a global society, the NPA will communicate to students the attractiveness of national public employees, who work in a wide range of fields in a global society, as well as the status of Dispatch Training and Administrative Training. Furthermore, the NPA will expand as necessary the Examination for Experienced Personnel, which aims to recruit personnel with useful experience in a private company to the position of Unit Chief or above, taking the needs of the Cabinet Office and each ministry into consideration.

Conclusion

This report introduced the Overseas Fellowship Program, which is implemented by the NPA. The report also explored the progress of globalization in the Cabinet Office and each ministry and the actual situation with regard to securing and training of human resources in response to them. Moreover, the report attempted to sort out possible measures to be taken in light of these circumstances.

To deal with increasingly complicated and sophisticated issues involving foreign countries, it is necessary not only to learn a foreign language, but also to accumulate international experience on a continuous basis, and to cultivate an international mindset that can flexibly accept various ideas, sense of values and cultures, which are different from those of Japan. At the same time, it is required to improve communication skills to state own ideas and make others understand them. To this end, it is critical for administrators to make daily efforts on a continuous basis to enhance their expertise in the duties in charge and to perform their duties with a sense of mission.

Promoting the measures described in this report and enabling more national public employees to pave the way for a global society will help motivate competent personnel, who are willing to make international contributions or play an active role leveraging their expertise, to actually engage in the duties related to international affairs. It will also stimulate many students who are interested in working internationally in the future to pursue career in the public service.

The NPA expects the Cabinet Office and each ministry to secure and develop human resources who can respond to a global society in the future while giving consideration to the career development of their employees; and will consider, support and implement a variety of measures.