

Part 1. Major Trends in Personnel Administration in the Past Year

Chapter 1. Ensuring Proper Remuneration for Public Employees

— On Aug. 8, 2019, the NPA made a report and recommendation to the Diet and the Cabinet concerning a revision to basically balance the remuneration level of public employees to that of private sector employees (Principle of Balancing Working Conditions with Those in the Private Sector), based on the principle of meeting changing conditions as established in the National Public Service Act.

— On October 11, 2019, the government made a cabinet decision to carry out a remuneration revision in accordance with the NPA Recommendation. The “Act on the Partial Revision of the Act concerning the Remuneration of Regular Service Employees” (Act No. 51 of 2019) (hereinafter referred to as the “Act on the Revision of the Remuneration Act”) was enacted on Nov. 15, 2019 and promulgated as well as enforced on Nov. 22, 2019. (The revision of the end-of-term and diligence allowances and the revision of housing allowance in FY2020 and onward were enforced on Apr. 1, 2020.)

— In the report of Aug. 7, 2019, the NPA requested again that the measures to raise the mandatory retirement age be implemented as soon as possible, based on the NPA’s opinion submitted in Aug. 2018.

On Mar. 13, 2020, the “Bill for the Partial Revision of the National Public Service Act, etc.” was approved by the Cabinet and submitted to the 201st session of the Diet.

1. Recommendation and Report

The NPA reported on the remuneration of public employees in regular service, and recommended a remuneration revision to the Diet and the Cabinet on Aug. 7, 2019.

(1) Significance and Role of Remuneration Recommendation

The NPA’s remuneration recommendation plays a role to secure appropriate remuneration of national public employees corresponding to the general conditions of society as a compensation for the restriction of basic labor rights. As part of the remuneration recommendation, the NPA has as per convention conducted a review on the systems of salary and various allowances together with the revision of remuneration levels of national public employees.

Concerning remuneration of national public employees whose basic labor rights are restricted, the NPA makes the recommendation basically for the purpose of balancing the remuneration levels of national public employees and private sector workers (Principle of Balancing Working Conditions with Those in the Private Sector) through listening to the opinions thoroughly both from labor and management and precisely comparing the remuneration of national public employees with that in the

private sector as a third-party organization other than labor or management parties. Implementing the remuneration and thus ensuring appropriate treatment are helpful to secure human resources and to stabilize the labor-management relationship, serving as the foundation to maintain an efficient administrative management.

With regard to the reasons for the NPA making the recommendation based on the Principle of Balancing Working Conditions with Those in the Private Sector, national public employees are also workers who need to receive proper amounts of remuneration in compensation for their work. In the public service, however, there is no market control that acts as a constraint on remuneration decisions, as opposed to private companies. Due to that, it is deemed most rational to decide a remuneration level in the public sector in conformity with the level in the private sector, which is determined by labor-management negotiations reflecting the economy and employment conditions of the time.

(2) Remuneration Revisions Made to Bridge Gap between the Public and Private Sector

A. Monthly Wages

For the purpose of making the remuneration recommendation, the NPA conducts the “Fact-finding Survey of Remuneration of National Public Employees,” (hereinafter referred to as “Survey of National Public Employees”) and the “Fact-finding Survey of Job-by-job Pay Rates in Private Industry,” (hereinafter referred to as “Survey of Private Industry”) each year and precisely ascertains the salary level by comparing the remunerations for the month of Apr. of the employees in both the public and private sectors with the same main remuneration determinants. The NPA conducts the “Survey of Private Industry” targeting offices with 50 or more employees on enterprise scale basis and on office scale basis for the purpose of making comparisons with the remuneration of private company employees working at these offices.

The remuneration level is generally determined based on factors that include the employees’ job category, position level, place of work, educational background and age. Therefore, it is appropriate to compare the remuneration level of national public employees and that of private company employees with the same remuneration determinants, instead of simply comparing average remuneration (on the comparison of same category and same rank).

Regarding the survey target, most of the private companies with 50 or more employees on an enterprise scale basis have position levels such as director-general of the department, division director and unit chief, in the same manner as the public service, which makes it possible to compare their remuneration with that of public employees on the comparison of same category and same rank. In addition, with the number of offices currently subject to the survey, it is possible to conduct a detailed onsite survey and maintain survey accuracy. Due to these reasons, the current survey target is deemed appropriate.

Based on these ideas, the NPA conducted the “Survey of Private Industry” also in 2019 targeting

private establishments across the country which have 50 or more employees on an enterprise scale basis and on an office scale basis for the purpose of understanding the actual status of remuneration of those working at such offices after the wage revision in spring. Furthermore, the NPA carried out the “Survey of National Public Employees”, which is a complete census on the remuneration payment situation of about 250,000 full-time public employees subject to the Remuneration Act.

Using the remuneration for Apr. 2019 obtained from these surveys, the NPA compared the remuneration of national public employees who are in charge of general administrative affairs in the public service (officials subject to the Salary Schedule for Administrative Service (I) (hereinafter referred to as “Admin (I)”), and that of administrative and technical employees in private companies, who are recognized as the counterpart in the private sector. The comparison was made focusing on the employees who share the same determinants, including position level, place of work, educational background and age. Then, the gap between the public and private sectors was calculated by using an accurate comparison (Laspeyres formula). The comparison found that the monthly wage of national public employees was 387 yen (0.09%) lower than that of the private sector on average. Therefore, the NPA decided to raise the monthly remuneration of national public employees in order to keep balance with the private sector.

B. Special Remuneration (Bonus)

The special remuneration paid in private establishments during one year from Aug. 2018 through July 2019 was equivalent to 4.51 months of monthly remuneration. Since the average annual payment months of end-of-term and diligence allowances for national public employees (4.45 months) was 0.06 months less than that of the bonus in the private sector, it was decided to increase the payment months by 0.05 months to 4.50 months.

C. Contents of Remuneration Revision

(a) Salary Schedule

It was decided to raise Admin (I), which is applied to employees in charge of general administrative affairs in public service, by 0.1% on average retroactively from Apr. 2019. Specifically, in view of the difference with the initial salaries in the private sector, it was decided to increase the initial salaries of the employees recruited through the Examination for Comprehensive Service and the Examination for General Service (for university graduate level) by 1,500 yen and the initial salaries for the employees recruited through the Examination for General Service (for high school graduates) by 2,000 yen respectively; and to make necessary revisions of the remuneration of up to the pay steps of the employees in their mid-thirties. It was decided to revise other salary schedules based on a balance with Admin (I) as required. Meanwhile, it was decided not to revise the salary schedules of specialized staff and designated service because the revision of the salary schedule this time targets young

employees.

(b) Special Remuneration (Bonus)

Since the average annual payment months of end-of-term and diligence allowances for national public employees was 0.06 months less than that of the bonus in the private sector as stated above, it was decided to increase the payment months by 0.05 months. With regard to distribution of the increased amount between end-of-term and diligence allowances, the increase was allocated to the diligence allowance in light of the payment of special remuneration in the private sector with the aim of promoting remuneration commensurate with work performance.

(c) Housing Allowance

With regard to the housing allowance, the minimum amount of rent subject to the allowance is set with reference to the average rent of government housing. Taking into account the increase in the rent of the government housing, it was decided to raise the lower limit of the rent subject to the allowance by 4,000 yen. In addition, it was determined to increase the maximum amount of payment by 1,000 yen by using the funds generated by this revision in consideration of the housing allowance payment status in the private sector.

In response to these changes, it was decided to take necessary transitional measures for one year for the employees whose allowance would be cut by more than 2,000 yen.

(d) Future Issues concerning Remuneration System

With regard to the remuneration of national public employees, the NPA will take measures continuously from the viewpoint of emphasizing the duties and responsibilities of the employees and their expertise and reflecting their abilities and performance. At the same time, the NPA will conduct studies about how to make remuneration curves, including that before the age of 60, taking into account such factors as the retirement system and the status of the remuneration of elderly employees in the private sector, changes in the personnel structure in the public service, and the situation of personnel management in the Cabinet Office and each ministry.

2. Treatment of Remuneration Recommendation

(1) Treatment of Remuneration Recommendation

The Government held the “Cabinet Meeting Related to Remuneration” on Aug. 8 and October 11, 2019 to discuss how to respond to the NPA remuneration recommendation. According to the Cabinet Decision made on October 11, 2019, the remuneration revision would be conducted in accordance with the NPA recommendation. Moreover, on the same day, the Cabinet adopted the “Bill for the Act on the Revision of the Remuneration Act”; and submitted it to the 200th session of the Diet. After the

deliberations at the Cabinet Committee of the House of Representatives and the Cabinet Committee of the House of Councilors, the bill was approved and enacted at the plenary session of the House of Councilors on Nov. 11, 2019, and the “Act on the Revision of the Remuneration Act” was promulgated on Nov. 22, 2019. The said Act, excluding the revision of the end-of-term and diligence allowances and the revision of housing allowance in FY2020 and onward, was enforced on the same day, and the revision of the salary schedule was retrospectively applied from Apr. 1, 2019. The revisions of the end-of-term and diligence allowances and housing allowance have been enforced since Apr. 1, 2020.

(2) Revision of Rules

The rules related to the remuneration revision based on the “Act on the revision of the Remuneration Act” were enforced on Nov. 22, 2019, in conjunction with the promulgation of the Act. However, the amendments regarding the salary schedule were applied retroactively on Apr. 1, 2019; and the enactment and amendments concerning the end-of-term and diligence allowances as well as housing allowance came into effect as of Apr. 1, 2020.

3. Submission of Opinion by NPA on Revision of National Public Service Act, etc. to Gradually Raise Mandatory Retirement Age to 65

With respect to the employment of elderly employees, many private companies have established a re-employment system to deal with this issue. In the private sector, the majority of reappointed employees work on a full-time basis, and a certain number of companies have raised their mandatory retirement age. In the public service, on the other hand, many reappointed employees are working in a lower-level government position as a short-time employee due to the strict ceiling of the number of officials.

Amid the rapid aging of the population and the declining birthrate, it is essential to make full use of the skills and experiences of the elderly employees in order to accurately respond to the increasingly complicated and sophisticated administrative issues and to maintain high quality administrative services. For this reason, in Aug. 2018, the NPA submitted an opinion to the Diet and the Cabinet regarding the revision of the National Public Service Act, etc. with a view to gradually raising the mandatory retirement age to 65. The government conducted a review based on the proposal of the NPA. In the “Basic Policy on Economic and Fiscal Management and Reform 2019,” which was approved by the Cabinet in June 2019, the government unveiled its plan to “consider the gradual raise of the retirement age of public servants to 65.”

In the report at the time of the NPA recommendation on Aug. 7, 2019, the NPA requested again that the measures to increase the mandatory retirement age be implemented as soon as possible based on the opinion submitted by the NPA.

As a result of the continued discussions at the government, the “Bill for the Partial Revision of the

National Public Service Act, etc.” was approved by the Cabinet on Mar. 13, 2020, and submitted to the 201st session of the Diet. The Bill proposes to raise the mandatory retirement age by one year every two years, starting from Apr. 1, 2022, so that the retirement age will be 65 as of Apr. 1, 2030; to establish an upper age limit system for managerial and supervisory positions (i.e. “fixed-age step-down system from certain managerial posts”) under which, employees who have reached the age of 60 are transferred to government posts other than managerial and supervisory positions in principle; and to establish a short-time work system for reappointment before the mandatory retirement age, which allows for various working styles for employees aged 60 and above. The NPA will make the necessary preparations to facilitate the raising of the mandatory retirement age.

Chapter 2. Reform of Working Styles and Improvement of Working Environments

- Effective from Apr. 2019, the upper limit of overtime work that can be ordered shall be, in principle, 360 hours per year. In the case of departments with a high ratio of heteronomous duties, the limit is set at 720 hours. At the same time, the measure was taken to make it mandatory to provide employees who have worked overtime for 100 hours or more per month with face-to-face guidance by a doctor even without the employee’s request.
- In Jan. 2020, what is called summer leave for part-time employees was launched.
- In an effort to prevent power harassment and provide aid to its victims, Rule 10-16 (Prevention of Power Harassment, etc.) was enacted (promulgated on Apr. 1, 2020 and enforced on June 1, 2020) taking into account the report issued by the “Study Group on the Preventive Measures for Power Harassment at Workplace in Public Service.”

1. Correction of Working Long Hours

Overtime work of national public employees is ordered by the heads of ministries and agencies when there is an extraordinary or urgent need for the purpose of public service, and the framework is different from that of private sector workers, who in principle are not allowed to work overtime without what is called the “Article 36 Agreement.” Nevertheless, both the public and the private sectors share the need to correct long working hours from the viewpoint of ensuring the employees’ health and securing human resources, and thus, it is necessary to work on reducing overtime work.

With respect to national public employees, based on the amendment of the Labor Standards Act (Act No. 49 of 1947) by the Act on the Arrangement of Related Acts to Promote Work Style Reform (Act No. 71 of 2018), effective from Apr. 2019, the upper limit of overtime work that can be ordered shall be, in principle, 360 hours per year. In the case of departments with a high ratio of heteronomous duties, the limit is set at 720 hours. At the same time, the measure was taken to make it mandatory to provide employees who have worked overtime for 100 hours or more per month with face-to-face guidance by a doctor even without the employee’s request.

Correcting long working hours in the public service is an important issue that should be tackled by the entire government. The NPA also makes efforts to grasp the operating status of the systems, such as the range of departments of the Cabinet Office and each ministry, where the heterogeneous work is highly weighted, as well as the situation where overtime work was ordered beyond the upper limit; and to give guidance to the Cabinet Office and each ministry as necessary. Additionally, the NPA will continue to support the initiatives of the Cabinet Office and each ministry in cooperation with related organizations.

2. Launch of Leaves for Part-time Employees

Regarding leaves for part-time employees, necessary measures have been taken, reflecting the features of part-time employees, who are appointed with a term of office and working hours in accordance with the needs of duties, and in consideration of balance with the private sector.

As for summer leave of part-time employees, annual leave has been flexibly granted as substitute for the summer leave. Nevertheless, in light of the recent situation in the private sector, Rule 15-15 (Working Hours, Holidays and Leave of Absence of Part-time Employees) was amended, and a leave system similar to summer leave for full-time employees (paid leave for up to three consecutive days) was newly established. This amendment to the Rule was promulgated issued on Dec. 6, 2019, and came into effect on Jan. 1, 2020.

3. Prevention of Harassment

With regard to the issue of power harassment (abuse of authority) in the labor legislation for private sector employees, the bill to amend the Act on the Promotion of Female Participation and Career Advancement in the Workplace was enacted in May 2019, incorporating the power harassment preventive measures. In the public service, the efforts have been also made to prevent power harassment, such as distributing educational materials and holding lectures. Meanwhile, looking at the number of cases of consultations from employees to the NPA (※), power harassment was the most common reason for the consultation, with 230 cases out of 979 cases in FY2018, indicating a situation that various problems related to power harassment were occurring.

Under such circumstances, the NPA launched the “Study Group on the Preventive Measures for Power Harassment at Workplace in Public Service” (chaired by Takashi Araki, Professor of Graduate Schools for Law and Politics, the University of Tokyo) in Mar. 2019. This study group compiled and submitted a report in Jan. 2020. Taking this report into consideration, the NPA promulgated Rule 10-16 (Prevention of Power Harassment, etc.) on Apr. 1, 2020 (and enforced on June 1, 2020) with the aim of taking the measures to prevent and remedy power harassment. The rules stipulates the following matters.

- (1) The heads of each ministry and agency shall be responsible for taking the necessary measures to prevent power harassment and shall take the necessary measures promptly and appropriately when

power harassment occurs.

- (2) The heads of each ministry or agency shall provide necessary cooperation when the head of other ministry or agency requests an investigation or response concerning the power harassment committed by the employee of the ministry or agency that received this request.
 - (3) The heads of each ministry and agency shall ensure that no employee is treated disadvantageously as a result of filing a complaint against power harassment.
 - (4) Employees shall not commit harassment.
 - (5) The heads of each ministry and agency shall implement training.
 - (6) The heads of each ministry and agency shall establish a consultation system.
 - (7) Employees shall be able to discuss their complaints with the counselors of the Cabinet Office and each ministry and to consult with the NPA on complaints about power harassment.
- ※ The number of cases refers to the number of consultations regarding the same content by the same person as one case regardless of the number of times of the consultation was carried out.

Chapter 3. Securing and Development of Diverse Human Resources

- Keeping a close eye on recruitment activities in the private sector and local public organizations, the NPA took the measures to secure human resources for each candidate group in cooperation with the Cabinet Office and each ministry. Such measures include making appeals at the explanatory meetings of duties, devising pamphlets, and response to early selection of a career path.
- As for the Initial Administrative Training, the measures were implemented to respond to a significant increase in the number of participants; and to improve content through expanding the number of places in the disaster-affected areas to which the trainees were dispatched. For other Administrative Training programs, new training courses were rolled out to meet the needs and the curriculum was improved through utilization hands-on programs provided by external organizations.
- The recent inappropriate management of public administration has impaired the public's trust in the public service. Hence, the training was regularly conducted to make the participants reaffirm the mission of public employees as the servants of all citizens. Moreover, In recent years, young employees have become more aware of their own career development, and the training focusing on this issue was conducted again as in the previous fiscal year.

1. Securing of Human Resources

Under the circumstances where the private sector and local public organizations continue to be highly motivated to hire employees, an increasing number of young people have been selecting their career path earlier than before and diversifying awareness of employment. In the recruitment and enlightenment activities in FY2019, the NPA communicated the attractiveness of the public service to

young people and took the initiatives to secure human resources in accordance with each candidate group in cooperation with the Cabinet Office and each ministry while paying close attention to the recruitment and selection activities of private enterprises.

Specifically, the NPA took the opportunities of the explanatory meetings of duties, such as the study seminars on the public service and the orientations for recruitment examination of national public employees to provide information on initiatives for work style reform taken by the Cabinet Office and each ministry as well as various support for working lives; and to promote attractiveness that national public employees can contribute to society and feel a sense of satisfaction through performing duties. In addition, the NPA created the brochures to provide students with concrete images of these attractiveness and the working environment that they can relate to. Moreover, in response to students' earlier selection of a career path, the NPA created a concise, and easy-to-understand leaflet explaining the appeal of national public employees especially for first and second year university students and first year graduate students. The NPA also called attention to holding the guidance in line with the academic schedule at the time of exchanging opinions with university officials, who have a significant influence on the students' choice of career path, and at university conferences.

In implementing these measures, information was transmitted by linking paper media, such as posters and pamphlets, with electronic media, including websites, e-mail newsletters, and Facebook, in addition to arranging the information reflecting the characteristics of each media.

In addition, the NPA received a request from the government to consider the implementation of a selection examination for mid-career national public employees to deal with what is called the employment ice age generation. Given this background, the NPA decided to conduct the "National Public Employee Mid-career Recruits Selection Examination (for the Employment Ice Age Generation)" and rolled out the overview of the selection examination (including schedule and qualifications of the examination) on Mar. 27, 2020.

2. Development of Human Resources

(1) Measures for Administrative Training

The Initial Administrative Training saw a significant increase in the number of participants (641 in FY2018 and 678 in FY2019). In response to this, new field visit destinations were added with support from the neighboring local governments to increase the number of trainees who can be accepted into the program. At the same time, efforts were made to maintain the quality of the training, for instance through continuing to emphasize small group discussions to steadily conduct the training.

In the "the Program for Reconstructing Disaster-affected Areas and Regional Revitalization", which dispatches trainees to local NPOs working in the areas affected by the Great East Japan Earthquake and to NPOs engaging in regional development activities under public-private cooperation, trainees were dispatched to 11 organizations across the country, including newly added "Tomioka Plus"

in Tomioka Town, Fukushima Prefecture.

In the Administrative Training courses than the Initial Administrative Training, the needs were identified for each course, new instructors and destinations to dispatch trainees were explored, and the curriculum was reviewed. For example, in the training for Assistant Directors, a course specialized in improving management ability was launched. In the Third Year Follow-up Training, the hands-on programs offered by external organizations, which are highly valued from companies and fit the purpose of the Administrative Training program, were actively incorporated to enhance the curriculum. In addition, for the subjects with the themes of public service ethics and organizational management, which are offered in various Administrative Training courses, the NPA steadily developed and improved teaching materials to contribute to further cultivation of a sense of ethics and a sense of mission.

(2) Measures Taken for Training Courses with Special Theme

In the light of the incidents seriously undermining the people's trust in public employees, the training was carried out again in FY2019 targeting executive officials of the Cabinet Office and each ministry, who are expected to be role models. Specifically, Administrative Vice-Ministers gave lectures based on their own experience on how public employees should act in order to enable trainees to be aware once again of the mission of public employees, who are the public servants of all citizens, at the follow-up training after the conventional experience-based training at a consultation service counter for officials newly promoted to Deputy Director-General level at the HQ. Furthermore, a training was held for newly appointed Directors-General at the HQ to provide the personnel having control over the organization with an opportunity to think about the ideal state of organizational management as their own issue and consider how they should deal with it. Moreover, in FY2019, a new training course was launched to reconfirm the roles and behaviors required for executive officials and managerial personnel in preventing harassment.

For the purpose of supporting employees' career development, following last fiscal year, the NPA carried out "Career Development Seminar 30" taking into account the results of the employees' consciousness survey, which were unveiled in Part 2 of the Annual Report for FY2016 and FY2017. This seminar provides opportunities for the employees at Unit Chief level in their 30s to reflect back on their professional lives and to consider the future career development.

Chapter 4. Measures for Employment of Persons with Disabilities in the Public Sector

— The NPA conducted a study in response to the request in the "Basic Policy on Employment of Persons with Disabilities in the Public Sector" (Decided on October 23, 2018 at the Relevant Cabinet Meeting on the Employment of Persons with Disabilities in the Public Sector). As a result of the study, the NPA carried out the Selection Examination for Persons with Disabilities in FY2019 as it did in FY2018. In addition, the NPA offered support to the Cabinet Office and each ministry

for instance through providing the collection of reasonable accommodation cases.

1. Implementation of Selection Examination for Persons with Disabilities in FY2019

(1) Overview of Selection Examination for Persons with Disabilities

In the “Basic Policy on Employment of Persons with Disabilities in the Public Sector” (hereinafter referred to as the “Basic Policy”), the NPA was requested to implement a "selection examination for persons with disabilities in which a part of the ability demonstration test is carried out in a unified manner"; and to consider its period of implementation, “giving top priority to enabling the Cabinet Office and each ministry to hire by the end of the fiscal year” for FY2018, and “making it possible for the Cabinet Office and each ministry to hire within the year” for FY2019.

In response to this request, the NPA performed a necessary study and worked together with the Cabinet Office and each ministry to implement the Selection Examination for Persons with Disabilities to hire those with disability certificates(※) as officers in charge of routine clerical work. Specifically, the NPA conducted the basic ability test and the composition test in a unified manner as the first-stage selection; and then, the Cabinet Office and each ministry implemented the second-stage selection for those who passed the first-stage selection to decide final successful candidates. The examination took place from Feb. to Mar. and from Sep. to Nov. 2019.

※ Those who have received a certificate as follows and are aged 17 or above and under 59 of age as of Apr. 1 of the fiscal year when the first selection is conducted

A. (a) Physical disability certificate

(b) Medical certificate or commentary statement, which is issued by a medical doctor, who is designated by the prefectural governor pursuant to the provision of Article 15 of the Act on Welfare of Physically Disabled Persons, in the form used for the application in such prefecture as stipulated in the said Article; and which indicates the type and level of disability and states that the disability falls under the one listed in the appended table of the Act on Employment Promotion etc. of Persons with Disabilities

(c) Medical certificate or commentary statement, which is equivalent to (b) and issued by an industrial physician or a health care physician stipulated in Article 9 of Rule 10-4 (excluding the one related to the functional disorders of the heart, the kidney, the respiratory organs, the bladder or the rectum, the small intestine, immunity caused by human immunodeficiency virus or the liver)

(B) A medical treatment and education handbook issued by the prefectural governor or the mayor of an ordinance-designated city; or a judgment statement that the applicant concerned has intellectual disability (disabilities) issued by a Child Consultation Office, a Recovery Consultation Office for Persons with Intellectual Disabilities, a Mental Health and Welfare Center, a designated doctor for mental health or a Vocational Center for Persons with

Disabilities

(C) A mental disability certificate

(2) Changes from Selection Examination for Persons with Disabilities in FY2018

The Selection Examination for Persons with Disabilities was conducted in FY2019 after making necessary changes, such as accommodation for the examination, taking into account the implementation status of the examination in FY2018.

Regarding the first-stage selection, it was clearly stated that visually impaired examinees can take the examination using the test questions in an electronic file, and examinees with hearing impairments can choose to have a sign language interpreter in the examination room along with transmission by written examiner's statement.

Concerning the second-stage selection, the NPA asked the examinees about the institutions where they wished to be interviewed (up to three institutions per candidate) at the time of the first-stage selection in order to help ensure that candidates have an opportunity to be interviewed; and assigned an interview date for each candidate at his/her preferred institution. It was also decided to set a date to lift the ban on contacting candidates from the Cabinet Office and each ministry to present their offers.

(3) Results of implementation

With respect to the Selection Examination for Persons with Disabilities in FY2019, the number of expected new hires was 248, while the number of applicants was 4,574 and the number of successful applicants (prospective employees) was 244. In conducting the first-stage selection, 641 people requested and the NPA provided accommodation for the examination, such as Braille test, test questions in an electronic file, transmission by written examiner's statement and by sign language interpreter.

Since the formulation of the Basic Policy, the Cabinet Office and each ministry have been hiring people with disabilities, including those recruited through the Selection Examination for Persons with Disabilities, in accordance with their Disability Recruitment Plans, with a view to achieving the statutory employment rate. As a result, the Ministry of Health, Labour and Welfare announced that the statutory employment rate was attained in all administrative organs in Japan as of the end of 2019. (Ministry of Health, Labour and Welfare, "Results of a Special Survey on Recruitment and Retention of Persons with Disabilities in Administrative Organs of Japan", Feb. 2020)

2. Support for Provision of Reasonable Accommodation in Cabinet Office and each Ministry

With regard to the provision of reasonable accommodation to national public employees in regular service, the "Guidelines on the Measures to be Taken by Heads of Each Ministry and Agency for Persons with Disabilities at the Time of Recruitment Hiring and After Hiring of Employees" (Notice issued by the Director-General of the Employee Welfare Bureau and the Director-General of the Human

Resources Bureau in 2018) states that the heads of each ministry and agency shall provide employees with disabilities who have individual circumstances with reasonable accommodation within a range that does not impose an undue burden after fully discussing with them while respecting their intentions. The NPA captured the cases of reasonable accommodation provided by the Cabinet Office and each ministry; compiled them in cooperation with the Ministry of Health, Labour and Welfare; and distributed the collection of the cases to the Cabinet Office and each ministry so that it could be used as a reference in offering reasonable accommodation to persons with disabilities.

Chapter 5. Measures against COVID-19

- Since the COVID-19 infection was confirmed for the first time in Japan on Jan. 15, 2020, the spread of its infection has been observed in this country. Recognizing that the measures against COVID-19 are critical issues in terms of crisis management, the government has been taking a wide range of initiatives. The NPA also has been implementing the necessary measures.
- In consideration of the outbreak situation of COVID-19, the Secretary-General issued a notice on Feb. 25, 2020 concerning special exceptions for rest periods with the aim of allowing for flexible implementation of staggered working hours. Additionally, on Mar. 1, 2020, the Director-General of the Employee Welfare Bureau issued a notice concerning the handling of leave of absence when commuting is deemed extremely difficult in preventing the spread of COVID-19 infection.
- On Mar. 18, 2020, the Rule was amended to make it possible to pay special allowance for quarantine control work to the employees engaging in the COVID-19 related work.

(1) Issuance of Notices regarding Special Exceptions for Rest Periods and Handling of Leaves of Absence

In the light of the outbreak of the COVID-19, “Special Exceptions for Rest Periods When Allocating Working Hours pursuant to the Provision of Paragraph 2, Article 6 of the Act on Working Hours, Holidays, etc., for Officials in the Regular Service” (Notice of the Secretary-General in 2020) was issued on Feb. 25, 2020, in order to ease commuting congestion and to allow the Cabinet Office and each ministry to implement staggered working hours more flexibly. It was decided that the maximum number of consecutive regular working hours could be up to 6 hours when a rest period is provided between 11:30 am and 1:30 pm.

Moreover, on Mar. 1, 2020, “Handling of Leave of Absence when Commuting is Deemed Extremely Difficult in Preventing the Spread of COVID-19 Infection” (Notice of the Director-General of the Employee Welfare Bureau in 2020) was issued based on the Basic Policy on the Measures against COVID-19 (decided on Feb. 25, 2020 by the Headquarters for Control of COVID-19 Infections) and the request for temporary suspension of elementary schools was announced on Feb. 27, 2020 by the Prime Minister at the Headquarters for Control of COVID-19 Infections. The notice stated that

employees may be eligible for paid leave, which can be granted when commuting is deemed extremely difficult, when it is considered unavoidable for them not to work on the grounds that employees are subject to detention as stipulated in Paragraph 2, Article 16 of the Quarantine Act (Act No. 201 of 1951); that employees, their family members or their relatives show symptoms of cold such as fever; and that employees need to take care of their children due to temporary suspension of elementary schools etc.

In addition, given that the Act for Partial Amendment of the Act on Special Measures against COVID-19, etc. (Act No. 4 of 2020) was promulgated and put into effect, amendments were made to the said notice on Mar. 27, 2020, including adding to the list of the “cases in which commuting is deemed extremely difficult,” the case in which employees, their family members or their relatives are subject to what is called the stay-at-home request as stipulated in Paragraph 2, Article 44-3 of the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases (Act No. 114 of 1998) and that it is deemed unavoidable for the employees to refrain from working.

(2) Amendments to Rule concerning Hardship Duty Allowance

In the wake of COVID-19, the preventive measures against the spread of COVID-19 in Japan have been implemented under a large-scale system, temporarily creating duties of a highly specific nature. Accordingly, on Mar. 18, 2020, Rule 9-129 (Special Provisions for the NPA Rule 9-30 (Hardship Duty Allowance) to Cope with the Great East Japan Earthquake and Other Major Disasters) was partially amended (and applied retroactively on Jan. 27, 2020). The objective of this partial amendment was to establish special provisions on the eligibility and the amount of the quarantine work allowance to be paid for the work dealing with Japanese people who returned from the infectious disease epidemic areas by chartered flights and that related to the cruise ship where the outbreak of COVID-19 occurred. In consideration of the actual conditions of the work concerned, it was decided that 3,000 yen per day when employees engaged in the aforementioned work (4,000 yen per day in the case of work involving physical contact with infected persons) could be paid.

Chapter 6. International Cooperation in Personnel Administration

— The NPA created the Japan-China-Korea Personnel Policy Network with the central personnel administrative organizations in China and Korea in Jan. 2005 and has implemented various cooperative projects since then. As part of the activities of this network, various personnel exchanges were also held. For instance, in Sept. 2019, the Heads Meeting was held in Sapporo City, for the first time in 10 years in Japan. At the meeting, the concrete direction of future cooperation was confirmed and a new memorandum of cooperation was agreed and signed. In addition, the Director-General Meeting took place in Seoul, Korea, in June, 2019; and the Tripartite Joint Symposium was held in Guangzhou, China, in Nov. 2019 on the theme of “Civil Service Recruitment Systems in the Three Countries.”

- The NPA has invited government executive officials from personnel administrative organizations in major countries every year to exchange ideas concerning the latest circumstances of personnel administration. In FY2019, the NPA invited government executive officials from Germany and the United Kingdom and co-hosted an international seminar under the theme of “Human Resource Management in the Civil Service Toward the Ageing Society” in collaboration with the Japanese Society for Public Administration.
- The NPA has invited experts from the personnel administrative agencies of Asian countries and exchanged ideas since FY2017 for the purpose of supporting civil service reform in Asian nations on a continuous basis and developing personnel network with countries having a strong interest in the public employee systems in Japan. In the third meeting held in FY2019, the NPA invited experts from the five countries, namely Indonesia, Malaysia, Myanmar, Philippines and Thailand, and exchanged ideas on “Building and Promoting Public Trust in the Civil Service.”
- With regard to the strategic executive training program that the Vietnamese government has been implementing since Aug. 2019, the NPA dispatched former executive administrators of the NPA and other ministries to Vietnam to give lectures and hold discussions; and provided support for planning and implementing the training program to invite trainees in Vietnam with excellent performance to Japan.

(1) Japan-China-Korea Personnel Policy Network

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

On Sept. 5, 2019, the 8th Heads Meeting of the Japan-China-Korea Personnel Policy Network was held in Sapporo City, for the first time in 10 years in Japan. The meeting was attended by Ichimiya Nahomi, President of the NPA; Fu Xingguo, Chief of National Civil Service Administration of China; and Hwang Seo-chong, Minister of the Ministry of Personnel Management of Korea. At this meeting, the concrete direction of future cooperation was confirmed and a new memorandum of cooperation was agreed and signed reflecting back on the cooperation activities to date among the three countries. This confirmed that the network would continue to strengthen the cooperative relationship. Moreover, the heads of the organizations in charge of personnel management in the three countries shared their efforts and exchanged views on “improvement of the workplace environments,” including the correction of long working hours, promotion of support for balancing work with childcare and nursing care, and the

measures against harassment.

Additionally, the 9th Directors-General-level Meeting was held in Seoul, Korea, in June 2019. The meeting was attended by Director-General for Secretariat's Policy Matters of the NPA from Japan; Deputy Director-General, General Office of the National Civil Service Administration from China; and Director General for Planning and Coordination, Ministry of Personnel Management from Korea. At the meeting, they formulated the ninth cooperation plan, which would serve as a framework for cooperation over the next three years, and held a prior consultation in preparation for the Top-level Meeting.

Furthermore, a tripartite joint symposium was held in Guangzhou, China, in Nov. 2019 on the theme of "Civil Service Recruitment Systems in the Three Countries." The symposium was attended by Deputy Director-General for Examination, Human Resources Bureau of the NPA; Director-General, Bureau I of Civil Service Management of the National Civil Service Administration from China; and Director-General for Human Resources Recruitment Bureau of the Ministry of Personnel Management from Korea, as the leaders. At the symposium, presentations and question & answer sessions were held concerning the securing of fairness in recruiting public employees.

(2) Invitation of Government Executive Officials from Major Countries

As a specialized agency for personnel administration, the NPA has annually invited executive officials from personnel administrative organizations in major countries to exchange opinions on the latest circumstances surrounding personnel administration. The objectives are to promote cooperation in the field of personnel administration through cooperative relationships with personnel administrative organizations in foreign countries as well as to derive suggestions from other countries' experiences and initiatives on issues that the Japanese public employee system is facing. Since FY2010, the NPA has invited government executive officials from two countries at one time and co-hosted an international seminar with the JSPA.

In Jan. 2020, the NPA invited government executive officials from Germany and the United Kingdom and hosted the international seminar titled "Human Resource Management in the Civil Service toward the Ageing Society".

At the lecture, Dr. Franz Palm, Deputy Head of the Directorate-General Public Service, Federal Ministry of the Interior, Building and Community of Germany, explained about the aging of the population in Germany, flexible working styles for elderly employees and the actual situation of pension system. Furthermore, Mrs. Debbie Alder, Director General, People and Capability at the Department of Work and Pensions of the United Kingdom also gave explanation on the changes in the population composition by age, the current situation of providing employment opportunities for elderly employees, and the necessity to reconsider the issues associated with the aging of the population from the perspective of skill development and physical and mental well-being.

Approximately 90 participants, including officials of the Cabinet Office and each ministry and researchers, attended the seminar and these participants asked many questions to invitees.

(3) Invitation of Officials from Personnel Administrative Agencies of Asian Countries

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

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

In the third meeting held in FY2019, the NPA invited Nurhasni Anwar, Assistant Commissioner, Indonesian Civil Service Commission; Norbaya binti Othman, Deputy Director, Remuneration Division, Public Service Department of Malaysia; Khin San Yu, Senior Head of Training Department, Central Institute of Civil Service (Upper Myanmar), Union Civil Service Board of Myanmar; Rodolfo Borra Encajonado, Director IV, Human Resource Policies and Standards Office, Civil Service Commission of the Philippines; and Kamonluck Onaree, Director, Bureau of Merit System Protection, Office of the Civil Service Commission of Thailand. The NPA exchanged opinions with the experts about initiatives and issues in the countries on the theme of “Building and Promoting Public Trust in the Civil Service”.

(4) Support for Strategic Executive Training Program of Vietnam

The Ho Chi Minh National Academy of Politics is a national leader training institution in Vietnam (under the direct control of the Communist Party of Vietnam). Since Aug. 2019, this institution has been conducting the “Training and Refresher Training of Leaders and Managers at Different Levels, especially the Strategic One” for incumbent executive officials at the level of Deputy Minister and Director-General in order to select and train candidates for the Central Committee members of the Communist Party, who are nominated every five years. In this training program, a course on the Japanese public administration and the public employee system was conducted as part of a project of the Japan International Cooperation Agency (JICA). Specifically, former executive administrators of the NPA and other ministries were dispatched to Vietnam to give lectures and hold discussions on the themes such as the public employee system, environmental policy, and public financial management; and provided support for the planning and implementing the training program to invite trainees in Vietnam with excellent performance to Japan.