Abstract of NPA Annual Report
FY 2022

June 2023
National Personnel Authority

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National Personnel Authority

The situation for securing human resources in the public service continues to be difficult, and there is an urgent need to reform our work style.

➡ We will realize personnel administration that creates a **"positive cycle"** by updating our current systems, such as by reforming recruitment examinations and making work styles more flexible, and by developing new measures, such as those for the use of data and digital technology.

Securing diverse and talented human resources and developing them systematically

➕

Developing a work environment and management that allows employees to bring out their full abilities

Positive cycle

Attracting more talented people to the public service

Improving the performance and attractiveness of the public service as a whole

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Major developments in HR administration over the past year

Securing human resources

- Implemented recruitment examination reforms to increase the number of applicants (e.g., by moving forward the date of the spring Examination for Comprehensive Service, lowering the minimum eligible age for the "Liberal Arts" division for Comprehensive Service, and so on)

- Expanded the scope within which ministries or agencies can hire fixed-term employees without prior consultation with the NPA, and revised the Standards for Public-Private Personnel Exchange

- Made well-known to ministries and agencies the criteria for flexible salary determination when hiring from the private sector, and developed a framework for determining salaries when selecting outstanding young and middle employees

HRD and promotion of HRM based on merit and performance

- Newly established an Administrative Training course for personnel at the director level to strengthen their management ability

- Enhanced training courses to support the career development of young employees

- Made the system well-known to ministries and agencies, and offered operational support, so that employees with abilities are promoted and treated in a well-balanced manner based on standards reflecting the revision of the personnel evaluation system

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Major developments in HR administration over the past year

Improving working environment

- Conducted surveys through the newly established Office of Investigation and Guidance on Working Hours, and made approaches urging all related parties to cooperate in reducing overtime work

- Implemented measures to increase the flexibility of the flextime system and rest period system based on the interim report of a study group of academic experts. The study group created a final report on more flexible working hour systems , telework, and measures for securing intervals between working hours.

Ensuring proper remuneration for public employees

- The Act on Revision of the Remuneration Act, etc., was enacted following the NPA Recommendation for increases in monthly and special remuneration to adjust the remuneration level of national public employees to that of private sector employees.

- Revised the initial salary standards for those who complete doctoral courses to further support human resources with advanced expertise

Efforts related to personnel administration in global society

- Hosted online webinars on the theme of "Digitalization and HRM" with government officials from Singapore, the Netherlands, and Denmark

Activities of the National Public Service Ethics Board

Cultivating employees' ethics awareness

Creating and distributing training materials, and observing Ethics Awareness Month

Creating Ethical Organizational Culture

Making the consultation/reporting counters more widely known

Responding strictly and promptly to violations of the Ethics Act and Code

Appropriately implementing investigative and disciplinary procedures regarding violations of the Ethics Act and Code

The Potential of Data and Digital Tools For Talent Management in the National Public Service （Overview）

▶ Challenges

Environment Surrounding Public Service

- ✓ Intense competition for talent
- ✓ Diversification of employees' values regarding workstyles

Talent management (TM) needs to be more responsive to individual values.

However, most agencies lack the resources (managers and HR staff) to realize such TM.

Situation of young people

- ✓ Increasing demand for TM that considers individual circumstances
- ✓ Capability building support may be effective for retention of employees

Urgent need to realize TM that balances efficiency and responsiveness to individuals.

➡ **Effective utilization of data and digital tools**

▶ Responding to Challenges

1. Organizational improvement based on data

2. Visualization of required knowledge and skills

3. Creation of an environment that facilitates the use of employee information within the ministry

4. Strengthening of data sharing/utilization among the processes of different HR domains

5. Strengthening of the structure of HR departments in each ministry and agency

NPA will…

Further deliberate on issues including mechanisms for stable information collection and proper information handling, in close cooperation with the Cabinet Bureau of Personnel Affairs, the Digital Agency and other ministries and agencies

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The Potential of Data and Digital Tools
For Talent Management in the National Public Service (Overview)

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Issues to be considered to promote the use of data and digital tools

Visualization of required knowledge and skills

Defining the requirements of each job field and position level, and utilizing employees' skill/knowledge data for training and placement based on these definitions

Creating an environment that facilitates the use of employee information within the ministry
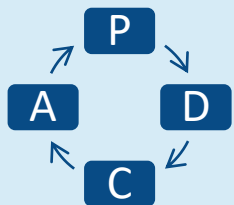
Using talent management systems as the basis for efficient operation of TM that is responsive to individual values

### Strengthening data sharing/utilization among HR processes in different domains

Linking data related to multiple HR domains (e.g. personnel evaluation, training) for more effective TM

Organizational improvement based on data

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Monitoring the improvement progress of organizational issues through regular surveys. Implementing the PDCA cycle for organizational improvement

Strengthening the structure of HR departments in each ministry and agency
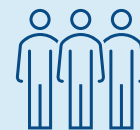
Strengthening the structure of HR departments at each ministry and agency to help managers/employees utilize data