

Chapter 1. Appointment and Dismissal of Employees

The appointment and dismissal of national public employees are to be based on the principle of the merit system, carried out based on the results of recruitment examinations, personnel evaluation or other demonstrated abilities. The initial appointment of employees is made through an open, fair and competitive examination. If not, initial appointment is made through a selection process. In compliance with these rules, in recent years, a variety of systems have been developed to enrich public service, such as systems to appoint those who have specialized professional experiences outside the public service, and a fixed-term appointment system. Diverse people have been appointed from the private sector through the selection process under fair assessment of abilities and appointment procedures.

In addition, appointments including promotion and transfer after initial appointment are to be fairly implemented based on the principle of the merit system. The NPA offers instructions to the Cabinet Office and each ministry in carrying out appointments that are consistent with the purpose of the system so that personnel evaluation results can be utilized for appointment and dismissal. Furthermore, with securing fairness, the NPA has been improving the environment for facilitating the personnel exchange program between the Government and the private sector for the purpose of developing human resources and invigorating the public service.

On the other hand, from the perspective of maintaining efficiency in the public service and ensuring proper operations in the public service, public employees could face consequences such as dismissal, demotion and administrative leave against their will when they fall under certain cases.

Section 1. Securing Human Resources

To cope with the increasingly complicated, sophisticated and globalized administrative issues, it is important to secure human resources who can respond to changing societies as servants of all citizens. While the number of applicants for the recruitment examinations of the national public employees has fluctuated in association with the change of employment conditions in the private sector, it has been decreasing in the medium- and long-term amid the situation of declining birthrates and severe circumstances surrounding the public service.

Under such circumstances, the NPA disseminated the distinctive attractiveness of national public employees' duties, explaining that national public employees can feel a sense of contribution to society and satisfaction; and profile of preferable human resources. Furthermore, in coordination and cooperation with the Cabinet Office and each ministry, the NPA enthusiastically carried out activities to secure personnel and to raise awareness targeting women, technical personnel, local university students, professional graduate school students and private-sector human resources respectively aiming at securing a new source of human resources.

Section 2. Recruitment Examinations

(1) Type of Examinations

The NPA conducted 28 types of recruitment examinations on 31 occasions in FY2018. In addition to these examinations, there is another type of examination, namely, the Recruitment Examination for Ministry of Foreign Affairs (MOFA) Specialists which is conducted by the MOFA, based on the NPA's designation (Table 1).

The breakdown of the 28 types includes ① the Examination for Comprehensive Service to initially appoint officers engaging in the duties concerning planning policies or research and study (2 types: Examination for graduate students and Examination for university graduate level); ② the Examination for General Service to initially appoint officers engaging mainly in routine work (3 types: Examination for university graduate level, Examination for high school graduates and Mid-career Recruitment Examination (for entry-level)); ③ the Examination for Specialists to initially appoint officers engaging in the duties that need specialized knowledge in a specific field of administration (15 types: Examination for National Taxation Specialists, Examination for Labor Standard Inspectors and so on); and ④ the Examination for Experienced Personnel to initially appoint personnel with experience in private companies to government positions at unit chief level and above (8 types in total including that for Unit Chief level [administrative category]).

**Table 1 National Public Employee Recruitment Examinations Conducted in FY2017/2018
(Part 1) Recruitment Examinations Conducted by the NPA**

Qualification	Type of examination		FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)	
				Male	Female	Male	Female		
University graduate level / Graduate students	Examination for Comprehensive Service	Examination for Graduate Students (except legal division)	2018	2,181	588	639	158	3.4	
			2017	2,470	630	624	153	4.0	
		Examination for Graduate Students (legal division)	2018	22	3	11	2	2.0	
			2017	23	7	12	3	1.9	
		Examination for University Graduate Level (except liberal arts division)	2018	17,428	6,324	1,158	330	15.1	
			2017	18,121	6,591	1,254	331	14.5	
		Examination for University Graduate Level (liberal arts division)	2018	2,928	1,036	145	38	20.2	
			2017	2,811	968	135	26	20.8	
		Examination for General Service	Examination for University Graduate Level	2018	33,582	12,036	7,782	2,639	4.3
				2017	35,142	12,391	7,205	2,435	4.9
	Examination for Specialists	Imperial Guards (university graduate level)	2018	1,476	350	72	15	20.5	
			2017	1,758	395	42	8	41.9	
		Ministry of Justice Specialists (human science)	2018	2,366	887	475	228	5.0	
			2017	2,525	915	346	139	7.3	
		Financial Specialists	2018	3,529	1,224	526	180	6.7	
			2017	4,297	1,444	527	177	8.2	
		National Taxation Specialists	2018	15,884	5,745	3,479	1,277	4.6	
			2017	16,168	5,727	3,341	1,255	4.8	
		Food Sanitation Inspectors	2018	496	270	62	30	8.0	
			2017	513	294	67	36	7.7	
		Labor Standard Inspectors	2018	4,045	1,296	612	215	6.6	
			2017	3,711	1,132	478	147	7.8	
		Air Traffic Control Officers	2018	1,015	418	133	62	7.6	
			2017	1,045	441	138	63	7.6	
	Examination for Experienced Personnel			2018	2,921	708	353	84	8.3
				2017	2,636	631	342	75	7.7
Subtotal			2018	87,873	30,885	15,447	5,258	5.7	
			2017	91,220	31,566	14,511	4,848	6.3	
High school graduate level	Examination for General Service	Examination for High School Graduates	2018	14,455	4,874	3,289	1,205	4.4	
			2017	13,958	4,545	2,690	962	5.2	
		Mid-career Recruitment Examination (entry level)	2018	402	68	16	4	25.1	
			2017	449	69	18	1	24.9	
	Examination for Specialists	Imperial Guards (high school graduate level)	2018	555	198	23	9	24.1	
			2017	520	122	12	4	43.3	
		Prison Officers	2018	5,027	1,146	1,009	222	5.0	
			2017	5,263	973	992	248	5.3	
		Immigration Control Officers	2018	2,072	558	185	52	11.2	
			2017	2,193	516	79	15	27.8	
		Tax Officers	2018	8,011	2,517	1,496	576	5.4	
			2017	8,592	2,488	1,469	528	5.8	
		Aeronautical Safety College Students	2018	663	241	106	34	6.3	
			2017	666	213	102	29	6.5	
		Meteorological College Students	2018	418	87	32	2	13.1	
			2017	404	105	44	6	9.2	
		Japan Coast Guard Academy Students	2018	504	93	81	14	6.2	
			2017	583	106	81	20	7.2	
	Japan Coast Guard School Students	2018	3,650	547	592	98	6.2		
		2017	3,909	491	532	82	7.3		
	Japan Coast Guard School Students (special)	2018	5,970	1,507	1,028	285	5.8		
		2017	6,513	1,483	850	216	7.7		
Subtotal			2018	41,727	11,836	7,857	2,501	5.3	
			2017	43,050	11,111	6,869	2,111	6.3	
Total			2018	129,600	42,721	23,304	7,759	5.6	
			2017	134,270	42,677	21,380	6,959	6.3	

(Part 2) Recruitment Examination Conducted by the Ministry of Foreign Affairs (MOFA)

Qualification	Type of examination	FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)
			Male	Female	Male	Female	
University graduate level	MOFA Specialist Personnel	2018	490	242	49	23	10.0
		2017	386	186	48	26	8.0

(Part 3) Total

Qualification	FY	No. of Applicants (A)		No. of successful candidates (B)		Ratio (A/B)
		Male	Female	Male	Female	
University graduate level / Graduate students	2018	88,363	31,127	15,496	5,281	5.7
	2017	91,606	31,752	14,559	4,874	6.3
High school graduate level	2018	41,727	11,836	7,857	2,501	5.3
	2017	43,050	11,111	6,869	2,111	6.3
Total	2018	130,090	42,963	23,353	7,782	5.6
	2017	134,656	42,863	21,428	6,985	6.3

(2) Method of Recruitment Examinations

The recruitment examinations are designed to relatively assess whether applicants have the abilities and aptitudes required to perform duties for each kind of public service.

Therefore, examinations are conducted by combining types of tests such as “the Basic Ability Test,” “the Specialized Ability Test” and “the Interview Test” to effectively verify knowledge, skills, other abilities and aptitudes required to perform the duties of government positions.

For instance, the Examination for Comprehensive Service for the university graduate level includes written tests such as: “the Basic Ability Test” to examine the basic intelligence and knowledge required as national public employees; “the Specialized Ability Test” to examine the necessary specialized knowledge and skill; and “the Essay-based Test on Policy Issues” to examine the ability necessary for policy planning, comprehensive judgment and thinking power. In addition, “the Interview Test” to examine personality and interpersonal skills is conducted for each examinee. Meanwhile, in the Examination for Comprehensive Service for graduate students, “the Discussion-based Test on Policy Issues” is conducted, instead of “the Essay-based Test on Policy Issues,” to examine the presentation ability and communication skills, through group-based discussion on some issues.

Among these types of tests, the ones which require high expertise are prepared after deliberations and reviews involving university professors and employees with expertise from the Cabinet Office and each ministry. These professors and employees are commissioned as examination experts by the NPA.

Furthermore, after the implementation of the recruitment examinations, a study is carried out on their methods based on the analysis of the results. If required, fact-finding surveys are carried out concerning the content of subjects at each school. In this way, the NPA is always conducting studies with a view of enhancing appropriateness and credibility of the recruitment examinations.

(3) Conducting Recruitment Examinations

A. Overview

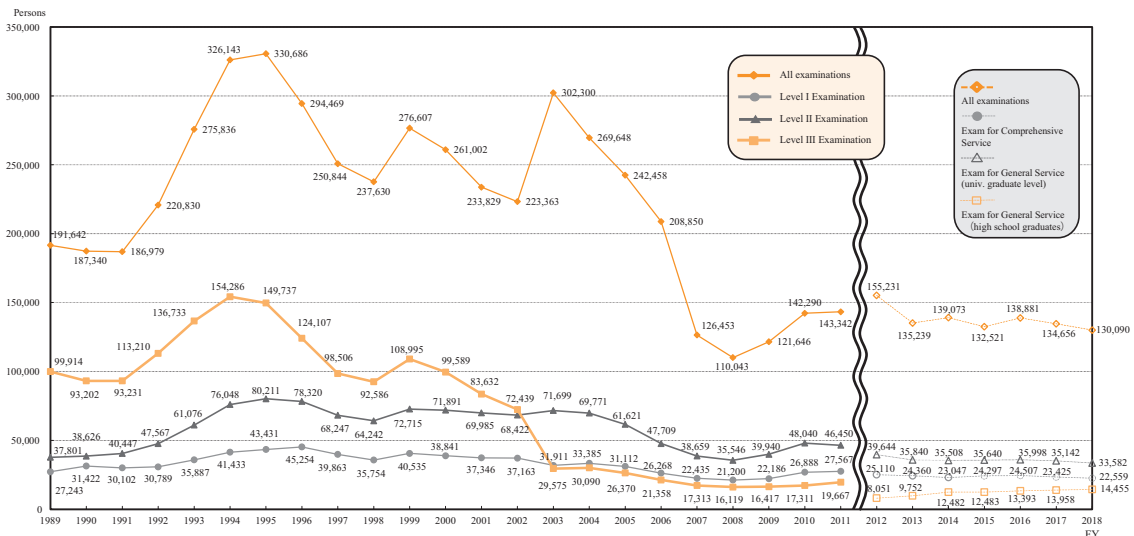
The overview of the recruitment examinations conducted in FY2018 is presented in Table 1.

The number of applicants for examinations conducted by the NPA and the MOFA was 130,090; representing a decrease of 4,566 (3.4%) from that in FY2017. As for examinations for the university graduate level (including those for graduate students), the number was 88,363; a decrease of 3,243 (3.5%) from that in FY2017, while the number of applicants of examinations for the senior high school graduate level was 41,727; a decrease of 1,323 (3.1%) from that in FY2017.

The total number of successful candidates for examinations conducted by the NPA and the MOFA was 23,353, representing an increase of 1,925 (9.0%) from that in FY2017.

The ratios of successful candidates against all applicants (hereinafter the “success ratios”) are shown in Table 1. The success ratio of examinations for the university graduate level (including those for graduate students) was 5.7, lower than 6.3 of FY2017, while the success ratio for the senior high school graduate level examination was 5.3, lower than 6.3 of FY2017.

Figure 1 Number of Applicants for National Public Employee Recruitment Examinations



B. The Situation by Type of Examination

(a) Examination for Comprehensive Service

i) The number of applicants of the examinations for Comprehensive Service conducted in spring was; 2,181 for graduate students, representing a decrease of 289 (11.7%) from that in FY2017; 17,428 for university graduate level, representing a decrease of 693 (3.8%) from that in FY2017; and 19,609 in total, representing a decrease of 982 (4.8%) from that in FY2017.

The number of female applicants was 588 for graduate students, 6,324 for university graduate level, and 6,912 in total. The rate of women among all applicants was 35.2% that is more than 30% during seven successive

years and the highest rate from the introduction of the examinations for Comprehensive Service.

The number of successful candidates was 639 for graduate students, 1,158 for university graduate level, and 1,797 in total, representing a decrease of 81 (4.3%).

The number of successful female candidates was 158 for graduate students, 330 for university graduate level, and 488 in total. The rate of women among all successful candidates was 24.7% for graduate students, 28.5% for university graduate level, and 27.2% in total and the rate of women among all successful candidates in total was the highest rate in the past.

ii) The number of applicants for the Examination for Graduate Students (legal division) conducted in autumn was 22, representing a decrease of 1 (4.3%), and the number of successful candidates was 11, representing a decrease of 1 (8.3%) from that in FY2017.

The number of female applicants was 3, representing a decrease of 4 (57.1%), and the rate of women among all applicants was 13.6%, 16.8 points down from that in FY2017. The number of female successful candidates was 2, representing a decrease of 1 (33.3%), and the rate of women among all successful candidates was 18.2%, 6.8 points down from that in FY2017.

The number of applicants for the Examination for University Graduate Level (liberal arts division) was 2,928, representing an increase of 117 (4.2%), and the number of successful candidates was 145, representing an increase of 10 (7.4%). The number of applicants and successful candidates for University Graduate level (liberal arts division) were the highest rate compared to the past.

The number of female applicants was 1,036, representing an increase of 68 (7.0%), and the rate of women among all applicants was 35.4%, 1.0 points up from that in FY2017. The number of successful female candidates was 38, representing an increase of 12 (46.2%), and the rate of women among all successful candidates was 26.2%, 6.9 points up from that in FY2017. The number of female applicants, the rate of women among all applicants, the number of successful female candidates, and the rate of women among all successful candidates were the highest compared to the past.

(b) Examination for General Service (for university graduate level)

As shown in Table 1, the total number of applicants was 33,582, representing a decrease of 1,560 (4.4%) and the number of successful candidates was 7,782, representing an increase of 577 (8.0%) from that in FY2017.

The number of female applicants was 12,036, representing a decrease of 355 (2.9%), and the rate of women among all applicants was 35.8%, 0.5 points up from that in FY2017. The number of successful female candidates was 2,639, representing an increase of 204 (8.4%), and the rate of women among all successful candidates was 33.9%, 0.1 points up from that in FY2017.

(c) Examination for General Service (for high school graduates)

As shown in Table 1, the total number of applicants was 14,455, representing an increase of 497 (3.6%), and the number of successful candidates was 3,289, representing an increase of 599 (22.3%) from that in FY2017.

The number of female applicants was 4,874, representing an increase of 329 (7.2%), and the rate of women among all applicants was 33.7%, 1.1 points up from that in FY2017. The number of successful female candidates was 1,205, representing an increase of 243 (25.3%), and the rate of women among all successful candidates was 36.6%, 0.8 points up from that in FY2017.

(d) Results of Conducting Braille Examinations

i) The NPA conducts Braille Examinations for the law division of Examination for Comprehensive Service (for university graduate level) and the administration division of Examination for General Service (for university graduate level).

Moreover, the NPA implemented tests with enlarged text, and extended the length of time for the Examinations for Comprehensive Service, General Service, Financial Specialists, National Taxation Specialists, Food Sanitation Inspectors, Labor Standards Inspectors, Tax Officers and Meteorological College Students, depending on the applicant's degree of visual disability.

ii) For Braille Examinations in FY2018, one applicant each applied for the Examination for Comprehensive Service (for university graduate level) and the Examination for General Service (for university graduate level).

For the examination both with enlarged text and extended answering time, there was one applicant who applied for the Examination for General Service (for high school graduates).

For the examination with extended answering time, there was one applicant who applied for the Examination for General Service (for university graduate level).

Regarding tests with enlarged text, one applicant each applied for the Examination for Comprehensive Service (for university graduate level) and the Examination for General Service (for university graduate level).

In addition, changing a seat in the examination room was extended to an examinee with disabilities to the extent that it did not cause any problems for the fair implementation of the examinations.

C. Online Applications for Examinations

The rate of online applicants was 99.9% (examinations for university graduate level / graduate students: 99.9%, examinations for high school graduate level: 99.6%), 0.2 points higher than that of FY2017.

Section 3. Appointment

1. The Initial Appointment in FY2018

As a rule, the initial appointment of employees depends on an open and fair competitive examination. Successful candidates are added to the list of candidates for initial appointment which is developed for each examination. The NPA presents the list to appointers upon request, and the appointers of each ministry are then supposed to conduct interviews and appoint from among those on the list taking the results of the interviews into account. Most of those who were initially appointed in FY2018 were in the lists made based on the results of

recruitment examinations conducted in FY2017.

For government positions which do not require recruitment examinations such as educational service or medical service, and for other government positions which are filled through competitive examinations as a general rule but which require special knowledge and skills, initial appointment is conducted through selection based on demonstrated abilities other than through competitive examinations.

2. Appointment Status Survey of National Public Employees in Regular Service

The NPA annually conducts a survey about the appointment status of national public employees in regular service, in order to capture the real situation of the appointment of employees, and for further consideration of appointment policy and other personnel administration policy. The FY2018 survey covers the incumbent employees in FY2017.

(1) Incumbency

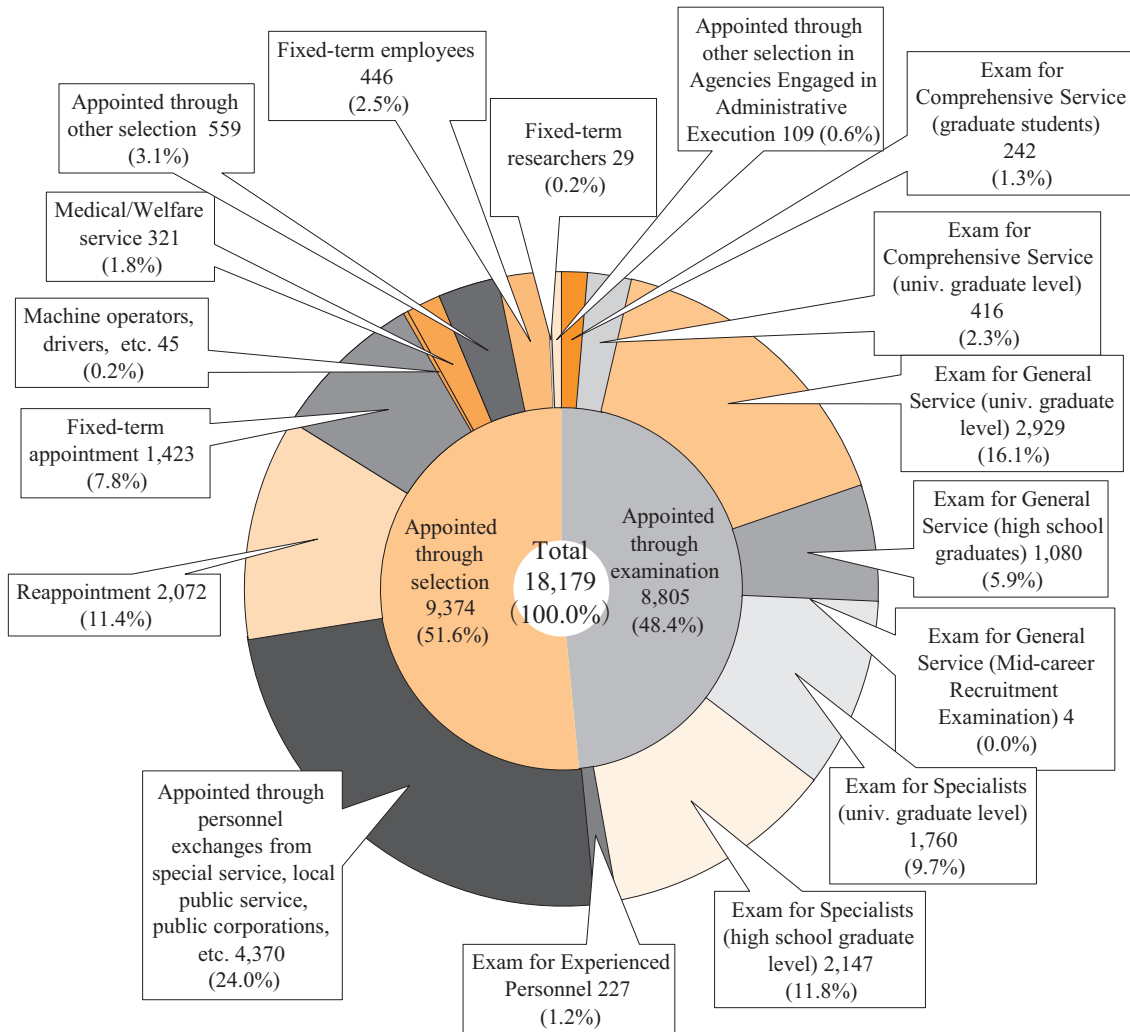
As of Jan. 15, 2018, the number of incumbent regular service employees was 279,463, which included personnel on administrative leave, full-time personnel on administrative leave engaged exclusively in the business of employee organizations, personnel dispatched to international organizations, personnel dispatched to the private sector for exchange purposes, personnel on childcare leave and reappointed full-time personnel, but which excluded prosecutors, temporarily appointed personnel, full-time laborers, and part-time employees. It was 882 more than that of 2017.

Men were 225,272 (80.6%) and women were 54,191 (19.4%).

(2) Initial Appointment

The total number of those who were initially appointed in FY2017 was 18,179 (13,488 men and 4,691 women), which represented an increase of 484 (increases of 335 men and of 149 women) from that of FY2016. Recruits through competitive examinations numbered 8,805, while recruits through other selection processes numbered 9,374, including 2,072 who were re-appointed employees, 1,898 who were fixed-term employees, 4,370 who were appointed through personnel exchanges from special service employees, local public employees, incorporated administrative agency personnel other than Agencies Engaged in Administrative Execution personnel and national university corporations personnel, Inter-University Research Institutes personnel as well as public finance corporation personnel and public corporation personnel, 925 who were appointed through other selection in national organs, and 109 who were appointed through other selection in Agencies Engaged in Administrative Execution.

Figure 2 New Recruits by Type of Entry (FY2017)



The numbers of recruits by competitive examinations in FY2017 by the types of examinations were as follows: the Examination for Comprehensive Service (for graduate students): 242 (2.7% of those appointed through the examination [the same applies to the following figures in parentheses]), the Examination for Comprehensive Service (for university graduate level): 416 (4.7%), the Examination for General Service (for university graduate level): 2,929 (33.3%), the Examination for General Service (for high school graduates): 1,080 (12.3%), the Examination for General Service (for mid-career recruitment examination): 4 (0.0%), the Examination for Specialists (for university graduate level): 1,760 (20.0%), the Examination for Specialists (for high school graduate level): 2,147 (24.4%), the Recruitment Examination for Experienced Personnel: 227 (2.6%).

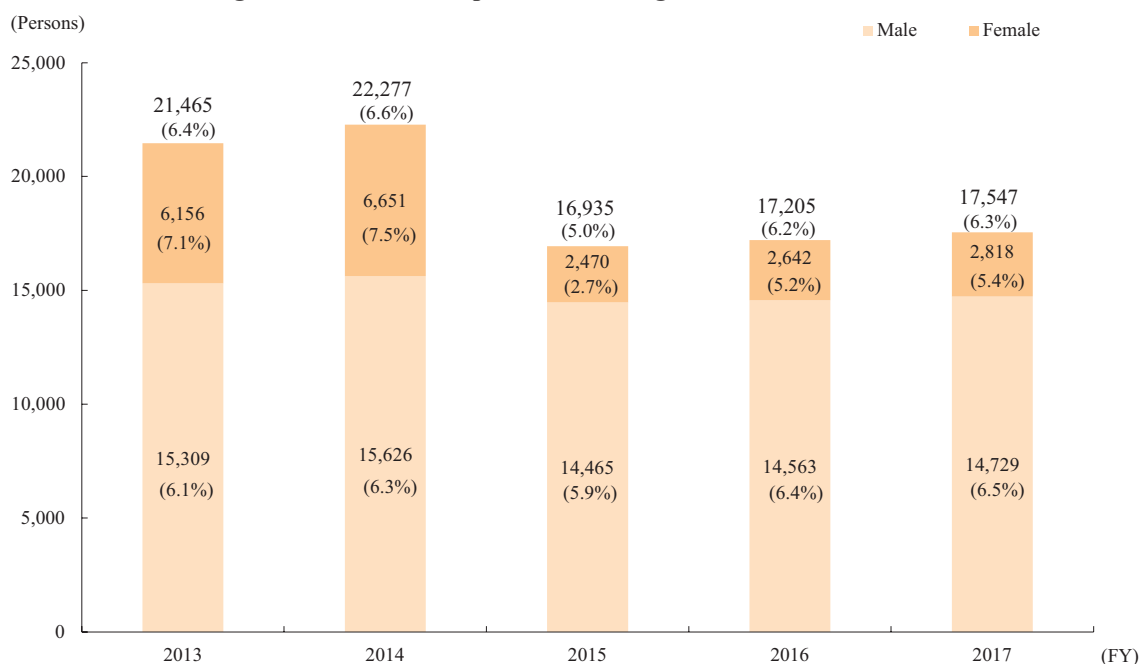
(3) Separation

Separation from service means that an employee loses his/her status as an employee through such events as mandatory retirement, resignation (including due to personnel exchange), dismissal, or forfeiture of position.

The total number of separation in FY2017 was 17,547 (14,729 men and 2,818 women), representing an increase of 342 (166 men and 176 women) from that of FY2016.

Separation rate in FY2017, which was calculated as the ratio of the number of separations in FY2017 to the number of incumbents as of Jan. 15, 2017, was 6.3% (6.5% for men and 5.4% for women).

Figure 3 Number of Separations During Most Recent Five Years



(Note) Figures in parentheses are separation rates, i.e., the ratios of the number of separations in the fiscal year to the number of incumbents as of Jan. 15th of the previous year.

3. Appointment to Specified Government Positions (Division Directors at the HQ)

When there is a promotion, initial appointment, or reassignment of an employee to a government position of division-director level and above at the HQ, or to any government position equivalent to that at local branch offices or organs such as facilities, or to a government position at Agencies Engaged in Administrative Execution designated by the NPA (hereinafter referred to as “specified government positions”), it is essential that appointment is processed fairly in consideration of the high level of responsibilities of the position. Appointment must not be inappropriately influenced by any pressure or demands based on favoritism or other unfair actions. Candidates’ knowledge, experience, and ability to manage and supervise, which are required for performance of the duties of the position, must be verified fairly through a career evaluation, results of personnel evaluation, and other objective selection methods. In such cases of initial appointment through a selection process for specified government positions other than those for which the Prime Minister administers the integrated personnel management, consultation with the NPA in advance is required.

Also, appointers must report to the NPA after filling the specified government positions through initial appointment, promotion (except when they have consulted with the NPA in advance).

The total number of specified government positions designated by the NPA is 2,455 as of Mar. 31, 2019. The NPA received reports on 442 persons and consultations on 2 persons from the ministries regarding the initial appointment, promotion, etc., to the specified government positions during FY2018.

4. Appointment for Senior Officials

Regarding eligibility screening for initial appointment of those who are not national public employee, “Cabinet Order on the Appointment of Senior Officials (Cabinet Order No.191 of 2014)” stipulates that the opinions of people who can make a neutral and fair judgement from objective point of view with a high level of knowledge or sufficient experience in personnel administration should be considered. Under this framework, the Chief Cabinet Secretary asks for the opinion of the commissioner of the NPA on appointees from outside the public service. In FY2018, however, the commissioners were not asked their opinions.

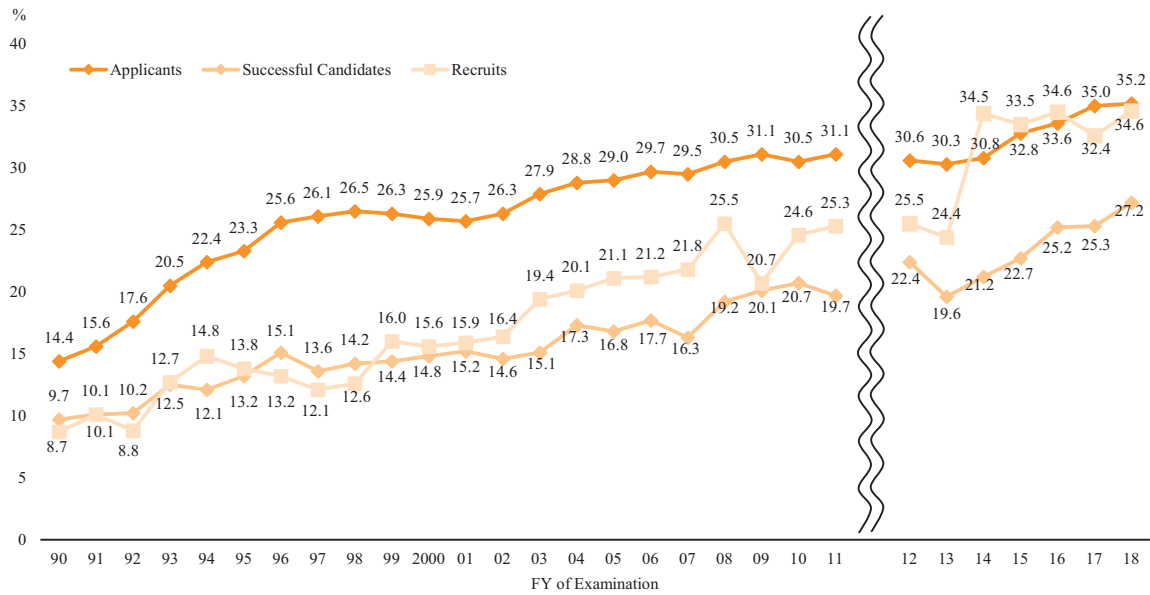
5. Enlargement of Initial Appointment and Promotion of Female National Public Employees

Female participation in national administration is an important issue that should be actively addressed by the government as a whole in order to realize a gender-equal society.

The government as a whole addresses the expansion of the initial appointment and promotion of female national public employees based on the “Guidelines for the Initiative to Promote Active Participation of Women and Work-Life Balance of National Public Employees” (revised in Jan. 2016) through the “Council for Female National Public employees’ Active Participation and Work-life Balance,” which consists of the head of the Cabinet Bureau of Personal Affairs as the chair and the administrative vice-ministers of all the ministries and the Cabinet Office.

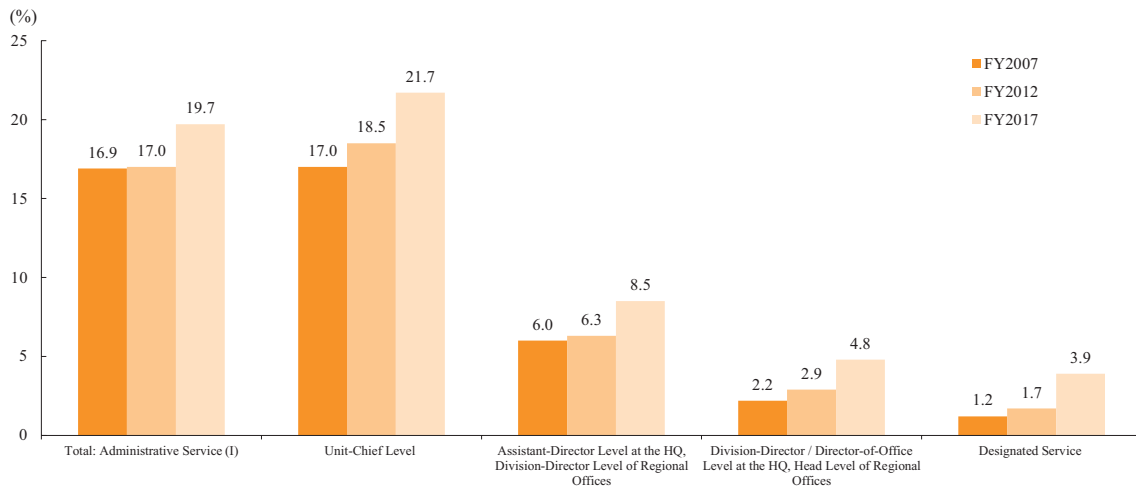
In FY2018, the rate of female applicants of the Examination for Comprehensive Service (excluding legal division and liberal arts division) was 35.2%, and that of the General Service (for the university graduate level) was 35.8%. Both of the rates were the highest after the revision of examination in FY2012. The rate of women appointed in FY2018 was 34.6% and the rate of women among those who were offered an appointment in FY2019 is 34.6%. Further efforts should be continuously made to secure human resources in cooperation with the ministries, for the purpose of attracting competent female students to the public service.

Figure 4 Trend in the Ratio of Women Among Applicants, Successful Candidates and Recruits in Level I Examination / Examination for Comprehensive Service



With regard to promotions to managerial positions, the ratio of female officials in each senior position was the highest in FY2017 in the past as illustrated in Figure5. It is necessary for the Cabinet Office and each ministry to make more efforts continuously so that the initial appointment of female national public employees leads to the promotion of that.

Figure 5 Ratio of Women in Senior Positions (Administrative Service (I) and Designated Service)



The NPA engages in recruitment activities in partnership with each ministry. In addition, the NPA is taking approaches for managerial personnel and female employees in order to raise awareness and improve the working environment for female employees.

6. Promotion of Employees Appointed Through Level II and III Examinations to Senior Positions

In order to steadily pursue the promotion of outstanding employees appointed through the Level II and III Examinations with motivation and ability to senior positions, each ministry is endeavoring to select and cultivate “planned trainees” based on the “Guidelines concerning the Promotion of Employees Appointed through the Level II and III Examinations, etc. to Senior Posts” (a notice issued by the NPA Secretary-General in 1999). Each ministry is making efforts according to their individual circumstances, such as promotion of such employees to positions previously held by employees who passed the Level I Examination and expanding the seconded positions in other ministries. The NPA conducts “Administrative Training (special course)” for the officer level (three times a year), the unit chief level (three times a year) and the assistant director level (twice a year), with a view to contributing to the promotion of “planned trainees.” In FY2018, 116 employees from 25 ministries participated in the officer level courses, 121 employees from 23 ministries participated in the unit chief level courses, and 72 employees from 26 ministries participated in the assistant director level courses.

In order to give opportunities for overseas training to employees appointed through the Level II and III Examinations who have until now had few opportunities for overseas assignment or overseas training and to improve their fundamental knowledge so as to deal with the globalization of administration, 4 employees selected from participants in the Administrative Training (special course for the unit chief level) were dispatched for overseas training through a special framework of the Short-Term Overseas Fellowship Program in FY2018.

At the end of FY2017, there were a total of 256 newly appointed senior officials (division director level and above at the HQ in each ministry) who were appointed through the Level II and III Examinations, of whom 24 were appointed to posts in Designated Service, 121 to division directors at the HQ, 37 to heads of local branch offices, and 74 to officials of the Ministry of Foreign Affairs (ambassadors / consuls general).

7. Dispatch to Law Schools, etc.

The Cabinet Office and each ministry have been dispatching employees with their consent to law schools, the Fukushima Soso Reconstruction Corporation, the Tokyo Organising Committee of the Olympic and Paralympic Games and the Rugby World Cup 2019 Organising Committee based on the Act on the Dispatch of Judges, Public Prosecutors and Other Regular Service National Public Employees to Law Schools, the Act on Special Measures for the Reconstruction and Revitalization of Fukushima, the Act on Special Measures for the Tokyo Olympic Games and Tokyo Paralympic Games of 2020 and the Act on Special Measures for the Rugby World Cup 2019.

Table 2 shows the number of employees who were dispatched to the law schools and the aforementioned corporations in FY2018.

Table 2 The Number of Dispatched Employees in FY2018

(Unit: persons)

Dispatch Destinations	Number of Dispatched Employees
Law Schools	27 (23)
Part-time based dispatch	11 (7)
Full-time based dispatch	16 (16)
Tokyo Organising Committee of the Olympic and Paralympic Games	57
Rugby World Cup 2019 Organising Committee	13
Fukushima Soso Reconstruction Corporation	47

(Note) The figures in parentheses indicate the number of prosecutors included in the total.

Section 4. Promoting Appointment of Human Resources from the Private Sector

There are various systems to utilize personnel from the private sector in the public service, including (a) an appointment of private sector personnel to invigorate the public service; (b) a fixed-term appointment; (c) a fixed-term appointment of public employees specializing in research; (d) personnel exchange between the government and the private sector.

1. Appointment of Private Sector Personnel to Invigorate the Public Service

Rule 1-24 (Special Rule for Appointment of Personnel from the Private Sector for the Invigoration of the Public Sector) provides a flexible appointment system. This rule is designed to appoint personnel with advanced expertise and a wide variety of experience smoothly from the private sector, who cannot be fostered in the public service, and to contribute to the vitalization of the public service.

The targets of the Rule are: (i) personnel in the private sector having a high level of professional expertise and experience, through business experience, (ii) personnel in the private sector having useful qualities for the public service through business experience to meet the new demands of public administration, and (iii) personnel in the private sector having useful qualities for the public service through diverse experience in a field different from the public service. In concrete terms, atomic-energy specialists, medical information managers, and people with business experience in finance are appointed. Based on this system, 44 personnel were appointed in FY2018.

2. Fixed-term Appointment

The fixed-term appointment system, based on the Fixed-term Employees Act, is a system to allow appointment of regular service employees, excluding researchers at research institutes, etc., for a fixed term. This system is applied on two occasions: (i) when there are duties for which there is a significant need to engage those with a high level of professional expertise and experience or great insight for a certain period of time; and (ii) when it is necessary for efficient functioning of the public service to engage personnel with professional expertise and experience for a fixed period of time. Those appointed for a fixed term under (i) may receive remuneration appropriate for their highly professional expertise.

In recruiting employees under this system, it is necessary to go through the fair procedure for open

recruitment or the one equivalent to open recruitment in addition to proper demonstration of abilities to prove that a candidate has a high level of specialized knowledge and experiences.

Based on this system, 488 personnel were appointed in FY2018.

3. Fixed-term Appointment of Researchers

The fixed-term appointment system of researchers based on the Act concerning Fixed-term Researchers is a system to appoint employees in the regular service who engage in research activities at national research institutes, etc., on a fixed-term basis. The system consists of two types of appointment: (i) the “invitation type” to appoint especially competent researchers to engage in research duties requiring advanced expertise, and (ii) the “young researcher fostering type” to appoint young researchers who are recognized as having the ability to carry out duties independently and have excellent nature as researchers in order to engage in research activities that will contribute to the cultivation of the abilities required for becoming promising researchers to perform leading roles in their respective research fields.

In FY2018, 22 researchers were appointed for type (i) and 23 researchers were appointed for type (ii) under this system.

Incidentally, besides the Fixed-term Employees Act or the Act concerning Fixed-term Researchers, the fixed-term appointment may be allowed based on Article 42 of Rule 8-12 (Appointment and Dismissal of Employees) for the following government positions:

- (a) Government positions which are planned to be abolished within three years, and
- (b) Government positions which engage in science technology, etc. which are planned to end within five years, pertaining to a research project to be implemented based on a special plan.

No one was appointed to a government position at officer level under the category (a), and no one was appointed under the category in (b), either.

4. Personnel Exchange between the Government and the Private Sector

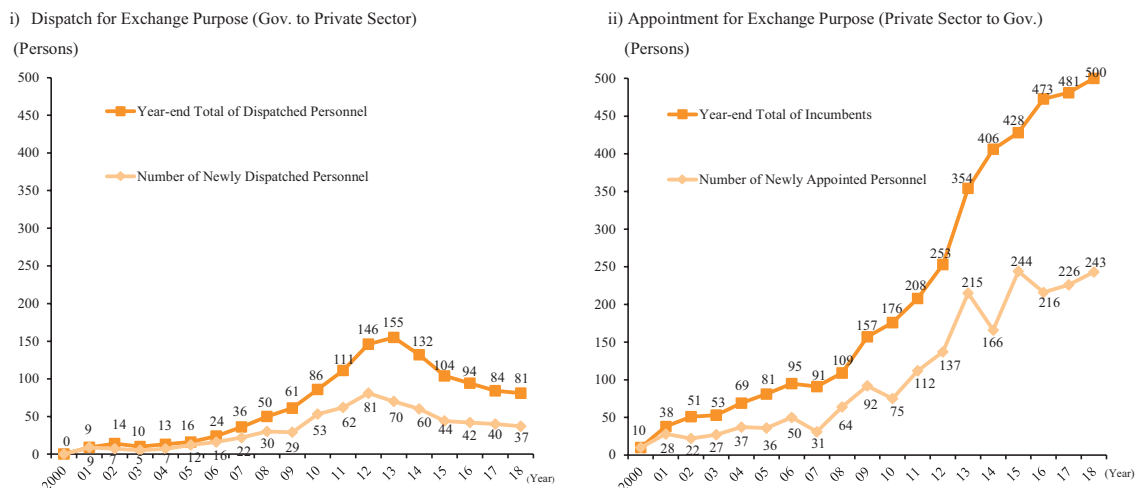
The system under the Act on Personnel Exchange between the Government and the Private Sector aims to deepen their mutual understanding and to promote human resource development and vitalization of organizations by personnel exchange between the public and private sectors, while ensuring the fair operation of the public service. There are two exchange cases: (i) government officials are dispatched to private enterprises and (ii) the government appoints private enterprises' workers on a fixed-term appointment basis.

On Mar. 27, 2019, the NPA submitted a report based on Article 23, Paragraph (2) of the said Act to the Diet and the Cabinet concerning the state of personnel exchange between the government and the private sector carried out in 2018.

In 2018, 120 officials were dispatched for exchange purposes, and 717 personnel were appointed for exchange purposes. During the period between 2016 and 2018, 142 officials returned to their original duties from the dispatch for exchange purposes.

In 2018, 37 officials were newly dispatched from the government to the private sector for exchange purposes, and 243 personnel in the private sector were newly appointed to the government for exchange purposes.

Figure 6 Personnel Exchange Between the Government and Private Sector



Section 5. Situation Related to Changes in Status

“Changes in status” refers to the implementation of demotion, dismissal, administrative leave, and pay reduction to maintain the efficiency of public duties, when employees fall under certain cases which related laws and regulations stipulate, regardless of the employee’s responsibilities.

1. Demotion and Dismissal

In the event that an appointer demotes or dismisses an employee against his / her will, under Rule 11-4 (Guarantee of Status of Employees), the appointer is supposed to submit to the NPA a copy of the written explanatory statement issued to the employee. In FY2018, 9 persons were dismissed and no person was demoted. Among the reasons for dismissal, the leading reason was “Lack of Qualifications Required for Government Positions” (5 persons). (Reference 1)

Reference 1 Status of Demotions / Dismissals against Employee’s Will in FY2018

(Unit: Persons)

Reason Type	Poor Work Performance	Difficulties to Perform Duties Due to Mental / Physical Disorders	Lack of Qualifications Required for Government Positions	Abolition of Position or Staff Redundancy	Total
Demotion	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Dismissal	1 (2)	3 (4)	5 (4)	0 (0)	9 (10)

(Notes) 1. The numbers in parentheses indicate the numbers in FY2017.
 2. When the reason of demotion/dismissal is both “poor work performance” and “lack of qualifications required for government positions,” it is included in “poor work performance.”

2. Administrative Leave

As of Jul. 1, 2018, 1,653 employees were on administrative leave. Among them, 1,292 employees (78.2%) were on administrative leave due to illness. (Reference 2)

Reference 2 Status of Administrative Leave (as of Jul. 1, 2018)

(Unit: Persons)

Need to get long-term rest due to mental/physical disorders	Injury/disease related to accidents on duty	1 (2)
	Injury/disease related to accidents while commuting	5 (5)
	Tuberculosis	0 (1)
	Diseases other than tuberculosis	1,286 (1,246)
	Subtotal	1,292 (1,254)
Indictment on criminal charges	4 (4)	
Research engagement, etc.	357 (365)	
Partnership research engagement, etc.	0 (0)	
Holding concurrent positions as executive members and so on in enterprise utilizing research results	0 (0)	
Support for establishment of public institution	0 (0)	
Missing due to disaster	0 (0)	
No vacancy at time of reinstatement	0 (0)	
Total	1,653 (1,623)	

(Notes) The numbers in parentheses indicate the numbers as of Jul. 1, 2017.

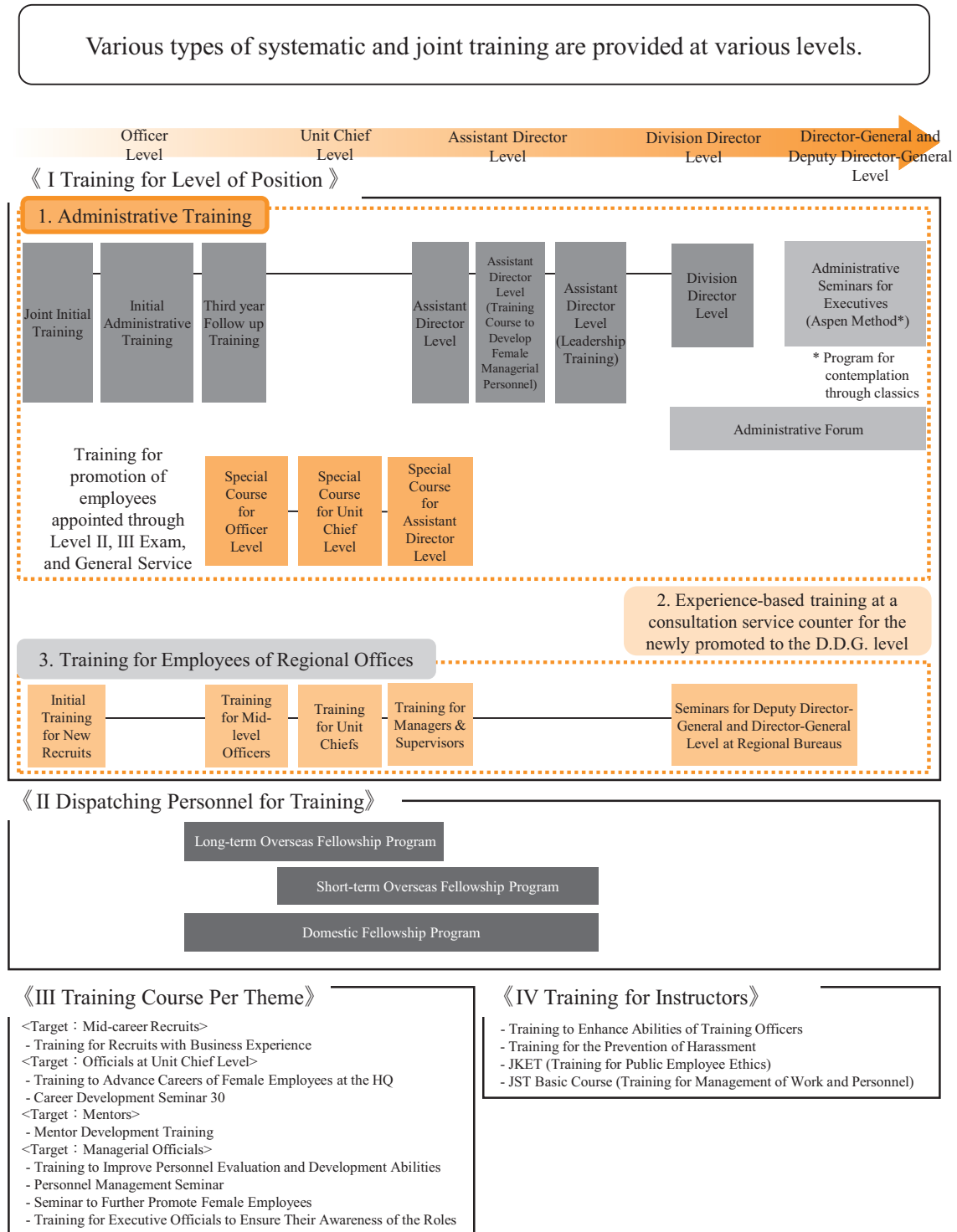
3. Pay Reduction

In the event that an appointer implemented “Pay reduction” (pay grade decrease / pay step decrease) against the employee’s will, under Rule 11-10 (Pay Reduction of Employees), the appointer is supposed to submit to the NPA a copy of the written explanatory statement issued to the employee. In FY2018, no person was subject to pay reduction.

Chapter 2. Human Resources Development

The NPA plans and provides training courses as below. (Figure 7)

Figure 7 Principal Training Courses Provided by the NPA



Section 1. Outline of Training Systems Conducted by the NPA

The NPA provided 199 training courses for employees of each ministry in which a total of 8,168 regular service employees (a total of 9,399 including special service employees) participated in FY2017. The role of Off-JT becomes increasingly important with the changing circumstances surrounding the public service as a backdrop, and the NPA is working to enhance and strengthen various types of training, including the one to ramp up management skills.

In response to requests from each ministry, the NPA dispatches its personnel as instructors for training courses conducted by each ministry. The NPA dispatched its personnel to a total of 42 training courses at 35 organizations in FY2018.

Section 2. Training by Level of Position

1. Administrative Training

The NPA carries out Administrative Training for employees who are expected to play a core role in the administrative operations of each ministry. The basic purpose of this Administrative Training is to improve employees' sense of mission as servants of the whole community based on a strong ethical awareness; to raise the level of qualification / ability required to represent viewpoints of the people as a whole, such as a broad perspective and flexible ideas; and to build mutual trust enabling policies to be carried out through cooperation among national public employees.

Administrative Training includes Joint Initial Training provided at the time of initial appointment, Initial Administrative Training, Third Year Follow-up Training, training courses for personnel at the unit chief level, assistant director level or division director level at the HQ and Administrative Forum for division director and above levels. These courses focus on three core curriculum, namely, (i) to contemplate the mission and responsibilities of servants of the whole community, (ii) to examine ideal public policies through multiple verifications, and (iii) to learn about fair public service management. In addition, the participants engage in discussions and opinion exchanges through residential training in order to enhance mutual understanding and trust as they enlighten each other.

In order to broaden participants' horizons and promote mutual understanding through exchanges with people from various fields, participants from private enterprises and foreign governments are invited to training courses for personnel at the assistant director level or division director level.

The NPA carries out administrative training of a total of 40 training courses in FY2018.

(1) Joint Initial Training

The NPA conducts three-day Joint Initial Training for newly appointed employees who are assumed to engage in operations such as policy planning in each ministry.

(2) Initial Administrative Training

The NPA offered five courses of five-week Initial Administrative Training for employees who participated in the Joint Initial Training explained in (1), and are assumed to engage in operations such as policy planning at the HQ.

(3) Third Year Follow-up Training

The NPA conducts four-day Third Year Follow-up Training for employees who, in principle, participated in the Initial Administrative Training explained in (2), are in their 3rd year after their initial appointment, and are assumed to engage in operations such as policy planning at the HQ.

(4) Administrative Training (for the Assistant Director Level)

The NPA offered five courses of four-day training targeting personnel at the assistant director level at the HQ in charge of operations such as policy planning who were promoted to this level over the past year in general.

(5) Administrative Training (for the Assistant Director Level) - International Course

The NPA implemented one international course (four-day training) which aims to help participants enhance their communication and persuasive skills in English through presentation and discussions in English in order to develop human resources who can respond to the globalization of public administration in each field.

(6) Administrative Training (for the Assistant Director Level) – Female Manager Training Course

The NPA implemented one female manager training course to exchange ideas with female leaders in the public and private sectors and to consider management of subordinates and their own working style targeting female employees who are expected to be responsible for administrative management as managerial officials at the HQ in the near future and to become role models for the future female managerial officials who follow them.

This training was designed as a commuting-style program to facilitate the participation of employees and carried out for a total of four days.

(7) Administrative Training (for the Assistant Director Level) – Dispatch Training Course to China and Dispatch Training Course to Korea

With help from the Chinese government, the NPA organized a dispatch training course to China targeting employees at the assistant director level at the HQ. Delegates visited various agencies of the central government to exchange ideas on a variety of policy agendas and the Japan-China relationship. They also visited the local government in Guangxi Zhuang Autonomous Region to gain an understanding of the actual situation of the economy, society and administration in China.

The NPA has also conducted the dispatch training courses to the Republic of Korea since FY2006, targeting personnel at the assistant director level at the HQ. In the course, trainees visited the National Human Resources

Development Institute, which is a training institute for national public employees in Korea, exchanged opinions between Japanese administrative officials and their counterparts in Korea, and studied the administrative situation in Korea.

(8) Administrative Training (for the Assistant Director Level) – Leadership Training

From Aug. 2018 to Jan. 2019, the NPA conducted one leadership training course for a total of 13 days, targeting officials at the assistant director level at the HQ, who are expected to play a central role as executive officials at the HQ.

(9) Administrative Training (for the Division Director Level)

The NPA conducted four courses targeting officials at the division director level at the HQ in FY2018, including the course to dispatch trainees to China and the one to visit the disaster-affected areas in Fukushima Prefecture.

(10) Administrative Training (Special Course for the Officer Level)

The NPA conducts this course for personnel who were initially appointed through the Level II or III Examinations, or Examination for General Service and will shortly be promoted to unit chief positions, and whose work performance is outstanding so that they can be considered as candidates for selection for high level positions. The NPA implemented three of these courses in FY2017.

(11) Administrative Training (Special Course for the Unit Chief Level)

The NPA conducts this course for personnel at the unit chief level at the HQ who were initially appointed through the Level II or III Examinations and whom each ministry are planning to systematically foster as future executive officials. The NPA implemented three courses in FY2018.

(12) Administrative Training (Special Course for the Assistant Director Level)

The NPA conducts this course for personnel at the assistant director level at the HQ who were initially appointed through the Level II or III Examinations and whom each ministry is planning to systematically foster as future executive officials. The NPA implemented two courses in FY2018.

(13) Administrative Forum (for the Division Director Level and Executives at the HQ)

The NPA holds two-hour forums at the HQ of NPA for the purpose of providing training opportunities for personnel at the division director level and above at the HQ with the aim of providing lectures by distinguished intellectuals in various fields and opportunities to exchange opinions with them. The NPA implemented six forums in total in FY2018.

(14) Administrative Seminar for Executives (Aspen Method)

The NPA conducted one course called Administrative Seminar for Executives (Aspen Method) for personnel at the deputy director-general level and lead division director level at the HQ for three days in FY2018. The Aspen Method is a method of training conducted by the Aspen Institute in the US. It is thinking-based training using various classics, aiming at training high-level leadership through conversations among participants.

2. Experience-based Training at a Consultation Service Counter for the Newly Promoted to the D. D. G. Level

This training was carried out jointly with the Consumer Affairs Agency for officials at the deputy director-general level at the HQ who were promoted over the past year. The training aims to change the attitude of the national public employees in charge of consumer-oriented administration, and to provide them with opportunities to consider the future state of administration and public employees.

In FY2018, 85 persons from 23 organizations participated.

3. Training for Employees of Regional Offices

The NPA's regional bureaus (local office) implement training courses for level of position, which are designed to enhance qualifications/abilities required for each position level and to thoroughly raise awareness as servants of all citizens on the basis of actual circumstances of each ministry's regional offices. Additionally, administrative seminars for executives are also carried out aiming at making trainees consider the ideal state of administrative management and a sense of ethics which is expected of executive administrators.

Section 3. Dispatch Training

The NPA organizes and conducts training programs in which administrative officials at each ministry are dispatched to domestic or overseas graduate schools. The NPA makes efforts to strictly operate through a tough screening process analyzing the research plan of the applicants and their characteristics. The NPA is making efforts to operate this system thoroughly such as by rigorously reviewing the applicants from various aspects including their understanding of being servants of the whole community, the usefulness of their research, and their motivation to reflect the results of their study in public service.

1. Overseas Fellowship Programs

(1) Long-term Overseas Fellowship Program for Administrative Officials

This is a program in which the NPA dispatches administrative officials at each ministry to overseas graduate schools for a period of two years to allow them to engage in research activities. The program is designed to foster administrative officials who have an international perspective and can appropriately respond to the international environment, which has been becoming more and more complex and diverse in the wake of the ongoing globalization of public administration.

The researchers dispatched are administrative officials whose length of service is less than 10 years. They are selected through the NPA screenings from those recommended by each ministry, and have to go through a selection process of each graduate school.

A total of 149 researchers were dispatched in FY2018 including two being dispatched to a doctoral course.

Table 3 Number of Personnel Dispatched Under the Long-term Overseas Fellowship Program in FY2018

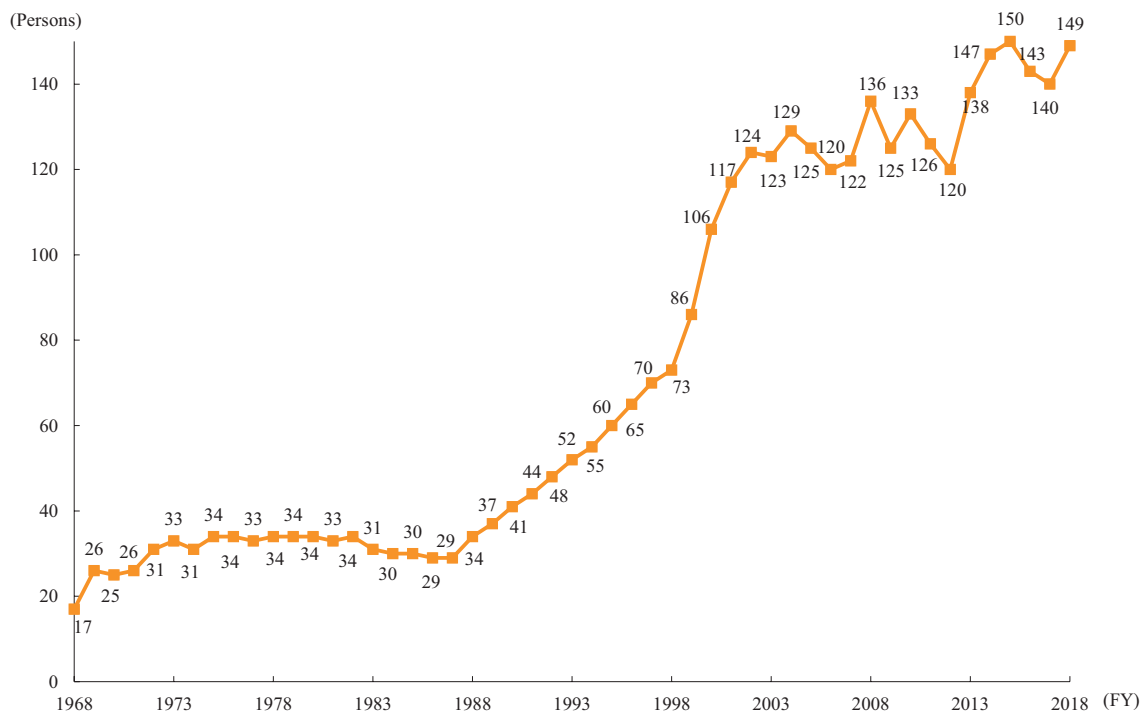
(Unit: persons)

US	UK	France	Germany	Australia	Canada	Singapore	Total
97 (1)	39 (1)	4	4	2	2	1	149

(Notes) The numbers in parentheses indicate the numbers of the researcher who was dispatched to a doctoral course.

A total of 3,784 researchers have been dispatched since FY1966, when the program started, until FY2018. The number of newly dispatched researchers has increased steadily since FY1987 and has been at least 120 per year since FY2002.

Figure 8 Number of Researchers on Long-term Fellowship Program



The breakdown of the total number of researchers by country (region) is: US: 2,742, UK: 643, France: 172, Germany: 83, Canada: 51, Australia: 33, China: 23, Singapore: 13, the Netherlands: 9, Korea: 5, and others: 10. The NPA makes efforts to diversify the countries to dispatch officials to in collaboration with the embassies of various countries, National University of Singapore and Paris Institute of Political Studies.

(2) Short-term Overseas Fellowship Program for Administrative Officials

The NPA dispatches administrative officials in each ministry to foreign governmental organizations for a period of six months or one year to foster personnel who can handle ever-increasing international duties appropriately and promptly by allowing them to obtain expertise and skills in foreign countries.

Personnel dispatched are administrative officials at the rank of 3rd grade or above on Admin (I) (or the equivalent rank when other salary schedules are applied) and whose length of service is roughly six years or more. They are selected by the NPA, which screens candidates recommended by each ministry. Selected personnel are dispatched to overseas government organizations and international organizations to engage in research and study for their own subject.

In FY2018, 19 researchers were dispatched. The breakdown by country is in Table 4.

A total of 1,515 researchers were dispatched from FY1974, when the program started, to FY2018. The breakdown by country (region) is: US: 719, UK: 307, Australia: 98, France: 68, Germany: 61, Canada: 55, and others: 207.

Table 4 Number of Personnel Dispatched Under the Short-term Overseas Fellowship Program in FY2018

(Unit: persons)

US	Belgium	France	UK	Germany	Korea	Singapore	Switzerland	Total
8	3	2	2	1	1	1	1	19

2. Domestic Fellowship Programs

The NPA dispatches administrative officials from each ministry to domestic graduate schools to allow them to engage in research activities. In order to deal with increasingly complicated and sophisticated administrative demands, this program aims at fostering personnel with highly specialized knowledge and advanced skills.

(1) Domestic Fellowship Program for Administrative Officials (Doctoral Course)

The NPA dispatches administrative officials to doctoral courses at domestic graduate schools for a period of up to three years to allow them to engage in research activities.

The personnel dispatched are administrative officials at the ranks of 2nd grade to 9th grade on Admin (I) (or the equivalent rank when other salary schedules are applied) and whose length of service is roughly 2 years or more and less than 25 years, and are selected from those recommended by each ministry through the NPA screenings and entrance examinations of graduate schools.

In FY2018, the NPA dispatched one researcher each to the graduate school of the Tokyo University of Marine Science and Technology and the National Graduate Institute for Policy Studies.

(2) Domestic Fellowship Program for Administrative Officials (Master's Course)

The NPA dispatches administrative officials in each ministry to master's courses at domestic graduate schools for a period of up to two years to allow them to engage in research activities.

The personnel dispatched are administrative officials at the ranks of 1st grade to 6th grade on Admin (I) (or the equivalent rank when other salary schedules are applied) and whose length of service is roughly 2 years or more and less than 18 years. They are selected from those recommended by each ministry through the NPA screenings and entrance examinations of graduate schools. In FY2018, 9 researchers were dispatched.

3. Overseas Study Costs Repayment System

The Act on Reimbursement of National Public Employees' Expenses for Studying Abroad was enacted on Jun. 19, 2006 in order to ensure effectiveness of the overseas study system of national public employees and to contribute to ensuring citizens' trust of the system. If an employee leaves his/her job during the period of overseas study or within five years in principle after the end of the study, he/she must repay the government all or part of the costs incurred in studying abroad.

In FY2017, 47 employees (including 16 employees in special service) got newly obliged to repay the costs.

Section 4. Training Courses per Theme

1. Training Courses per Theme

(1) Training to Improve Personnel Evaluation and Development Abilities

The NPA has been implementing training to Improve Personnel Evaluation and Development Abilities since Oct. 2008, which is designed so that managers who are supposed to serve as evaluators at each ministry can acquire practical knowledge and techniques for evaluation and interviews.

The training consists of two courses: "Lecture and debate," which provides lectures with the aims of facilitating trainees to understand the framework of the Personnel Evaluation system and to utilize it for human resource development; and "Role-playing Course," which gives trainees an opportunity to experience simulated interviews. The NPA's officials work as instructors so that managers from each ministry can raise their evaluation ability adequately and utilize it for developing their subordinates. The NPA conducted 18 courses and 784 employees participated in them in total in FY2018.

(2) Personnel Management Seminar

The NPA has carried out the Personnel Management Seminar since FY2010 targeting managerial personnel. The purpose of this seminar is to promote/support efforts of the Cabinet Office and each ministry to develop human resources through offering participants the opportunities to confirm key points that managerial personnel should keep in mind when making improvement to enable their subordinates to fulfill their abilities; as well as the opportunities to develop mutually by sharing experiences and exchanging opinions. The NPA conducted 6 seminars and 323 employees participated in them in total in FY2018.

(3) Seminar to Further Promote Female Employees

As part of measures to further promote female employees, the NPA has conducted the seminar to further

promote female employees since FY2014, which takes place at the HQ and regional bureaus of the NPA targeting managerial officials. The objective of this seminar is to raise awareness of managerial officials who are responsible for human resource management / development at each workplace with a view of reviewing the factors which prevent the promotion of female employees in each ministry and creating an environment to promote female employees. The NPA conducted 10 seminars and 305 employees participated in them in total in FY2018.

(4) Training for Recruits with Business Experience

The NPA has conducted a training course for recruits from private sector with business experience since FY2002. This training course aims at giving them knowledge about service discipline that public employees need “as servants of the whole community,” and thorough understanding of ethics that must be maintained by public employees.

The NPA implemented two courses in FY2018 targeting the employees recruited through similar appointment styles. The participants totaled 131 employees from 26 organizations. In addition, the NPA carried out the follow-up training after six months, in which a field trip to the public service was designed, targeting the employees who had participated in the said training above. The participants totaled 27 employees from 9 organizations.

(5) Training for Female Employees

With the aim of urging the enhancement of female employees’ promotion in public service, the NPA has conducted training to advance careers of female employees.

These training courses provide trainees with opportunities to enhance their ability by enlightening one another, develop management abilities, and form a personal network through inter-ministerial joint training.

The NPA conducted 11 courses and 381 employees participated in them in total in FY2018.

(6) Mentor Development Training

Since FY2006, as part of the support to implement the “mentor system (a system in which elder employees provide advice or other support to their junior colleagues upon request from the latter with a certain involvement of the personnel authorities)” in the Cabinet Office and each ministry, the NPA has conducted the Mentor Development Training for the employees who are expected to become a mentor in order to allow them to acquire the basic knowledge about mentors or mentoring at workplace and communication skills.

The NPA conducted 11 courses and 501 employees participated in them in total in FY2018.

(7) Training for Executive Officials / Managerial Personnel

In the light of the recent undermining of trust in public employees as described in Part 1, the NPA carried out the training programs for executive officials, who should serve as models for other employees, with the aim of reminding them of the role of public employees as the servants of all citizens. Among them, the training targeting

newly appointed officials at the Deputy Director-General level were carried out twice attracting 86 participants in total, and the training for officials at the Director-General level was carried out once attracting 39 participants.

(8) Career Development Seminar 30

As described in Part 1, “Career Development Seminar 30” was newly developed with a view to supporting career development of employees at the Unit Chief level in their 30s. The seminar was held on a trial basis four times in total (including one follow-up seminar), and 97 employees from 31 organizations participated in the seminar.

2. The Instructor Training Programs

Table 5 shows the objectives and implementation status of the instructor training programs, which were implemented by the NPA in FY2018.

Table 5 The Objectives and Implementation Status of the Instructor Training Programs

Name of Training Programs	Objectives	Duration (Unit: days)	Number of Implementation (Unit: times)	Participants (Unit: persons)
Training to Enhance Abilities of Training Officers	Mainly targeting newly-appointed officers in charge of training planning in each ministry, the program aims to help them acquire the basic knowledge that is required to perform their duties and to enhance their planning ability.	1	1	36
Training for the Prevention of Harassment	This training aims to raise employees' awareness about harassment prevention; to ensure understanding of managers and supervisors about their duties and roles; and to develop their practical abilities.	1	9	461
JKET (Training for Public Employee Ethics)	The program aims to cultivate a sense of ethics and to develop their practical abilities by considering public employee ethics.	3	5	92
JST Basic Course (Training for Management of Work and Personnel)	The program aims to help trainees to understand the principles concerning work management and instruction of subordinates in an organizational and systematic manner and to provide them with practical abilities.	4	5	86

Chapter 3. Remuneration of Employees

Section 1. Recommendation and Report on Remuneration

1. Mechanism for Remuneration Recommendation

(1) Significance and Role of the Remuneration Recommendation

Article 28 of the National Public Service Act stipulates that the remunerations of national public employees may be changed at any time by the Diet in accordance with general conditions in society, that the NPA must make an appropriate recommendation to the Diet and the Cabinet, and that the NPA must report to the Diet and the Cabinet simultaneously on the propriety of the current salary schedules not less than once each year.

In light of the distinctive features of the status of national public employees and the public nature of their duties, their basic labor rights guaranteed under the Constitution are restricted. The NPA remuneration recommendation plays a role to secure appropriate remuneration of national public employees corresponding to the general conditions of society in compensation for the restriction of basic labor rights. The remuneration recommendation has conventionally dealt with the review on the systems for salary and other various allowances, in addition to the revision of the remuneration level.

Article 3 of the said Act stipulates that the protection of the welfare of officials is one of NPA's basic roles. Securing appropriate treatment of national public employees through the NPA recommendation elevates the morale of diligent national public employees. At the same time, it is useful in securing human resources in the public service and stabilizing the labor-management relationship, which serves as a platform to maintain efficient administrative management.

(2) Making Recommendations Based on the Principle of Balancing Working Conditions with Those in the Private Sector

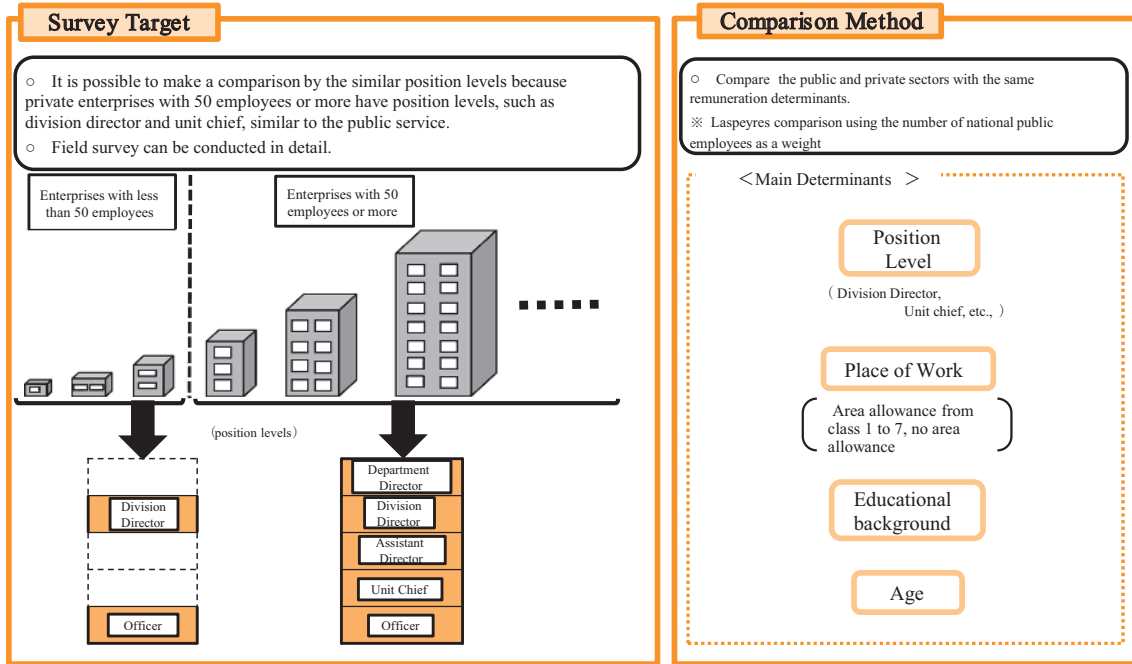
The reasons why the NPA makes a recommendation based on the above principle is as follows. National public employees are workers to whom the proper amount of remuneration needs to be paid as compensation for their work. Unlike the private sector, there is no limitation in the form of the market acting as a deterrent regarding decision of remuneration in the public sector. Accordingly, it is most rational to decide remuneration levels in the public sector by following remuneration trends in the private sector, which are determined through labor-management negotiations reflecting the economy / employment conditions of the time.

With regard to comparisons between the remuneration of national public employees and that of private company workers, the NPA precisely compares the remuneration for the month of Apr. of the employees in both sectors having the same main remuneration determinants. The NPA carries out the "Survey of Private Industry" targeting offices with 50 or more employees on an enterprise scale basis and 50 or more employees on an office scale basis for the purpose of making comparisons with the remuneration of private company workers working at these offices.

In general, a remuneration level is set based on the factors, such as job category, position level, place of work, educational background and age. Therefore, it is not appropriate to use average salaries to compare remunerations between the public service and private companies. Instead, a combination of remuneration determinants should be used as a basis for the comparison (the comparisons of same category and same rank).

Concerning the survey target, most of the private companies with 50 employees or more on the enterprise scale basis have position levels, such as department director, division director and unit chief, similar to the public service. Thus, it is possible to make a comparison between national public employees and their counterpart in the same category in such private companies. In addition, with the current number of offices subject to the survey, field surveys can be conducted in detail and survey accuracy can be maintained. Because of these reasons, the current survey target is appropriate (Figure 9).

Figure 9 Comparison with Remuneration in the Private Sector



(3) Comparison with Private Enterprise Pay Levels

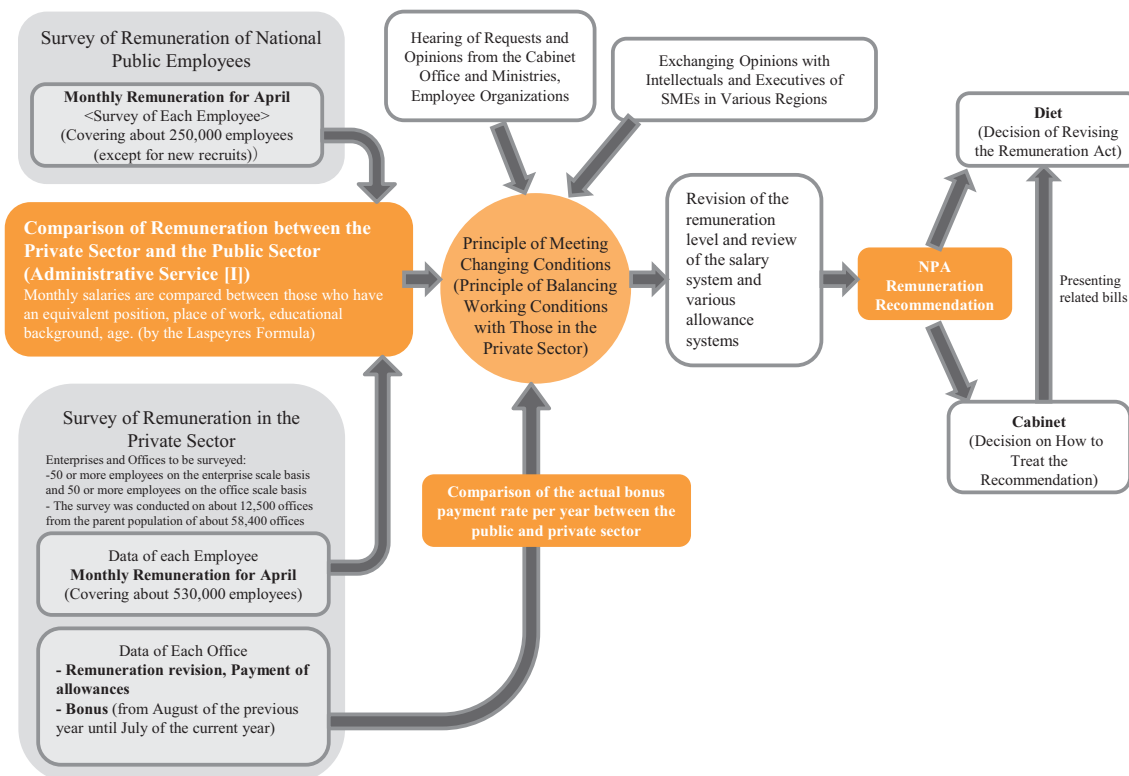
[Comparison of Monthly Wages]

The NPA conducts the “Survey of National Public Employees” and the “Survey of Private Industry” each year in order to precisely ascertain salary levels in both the public and private sectors for the month of Apr. Then, the NPA makes comparisons between public employees and private sector workers using the aforementioned method and submits its recommendation formed on the basis on balancing remuneration levels of public employees with those of private sector workers (Figure 10).

[Comparison of Special Remuneration (Bonus)]

Regarding special remuneration, through the “Survey of Private Industry,” the NPA grasps the accurate amount of special remuneration in the private sector (bonus) paid during one year from Aug. of the previous year to Jul. of the current year. The NPA submits a recommendation to make the number of months of the special remuneration (end-of-term allowance and diligence allowance) paid as a yearly bonus to public employees, the same as the number of months of bonus paid in the private sector (Figure 10).

Figure 10 Process of Remuneration Recommendation



2. 2018 Report and Recommendation

The NPA submitted its report and recommendation on the remuneration of regular service employees to the Diet and the Cabinet on Aug. 10, 2018. Details of the report are described in Chapter 1 of Part 1.

3. Survey of Remuneration of National Public Employees (Survey of National Public Employees)

With the cooperation of each ministry, the NPA conducts the “Survey of National Public Employees” every year to ascertain remuneration levels for national public employees. It serves as a basis for the comparison with remuneration levels for private sector workers.

Survey target: Incumbent employees to whom the Remuneration Act, the Act Concerning Fixed term Researchers or the Fixed-term Employees Act applies as of Jan. 15 (excluding employees on administrative leave, dispatched employees who exclusively engage in duties in the workplace to which they are dispatched, and employees serving at diplomatic missions abroad)

Survey items: Receipt status of salary and allowances, age, educational background, type of recruitment examination they passed

Survey calculations: Remuneration calculated as of Apr. 1

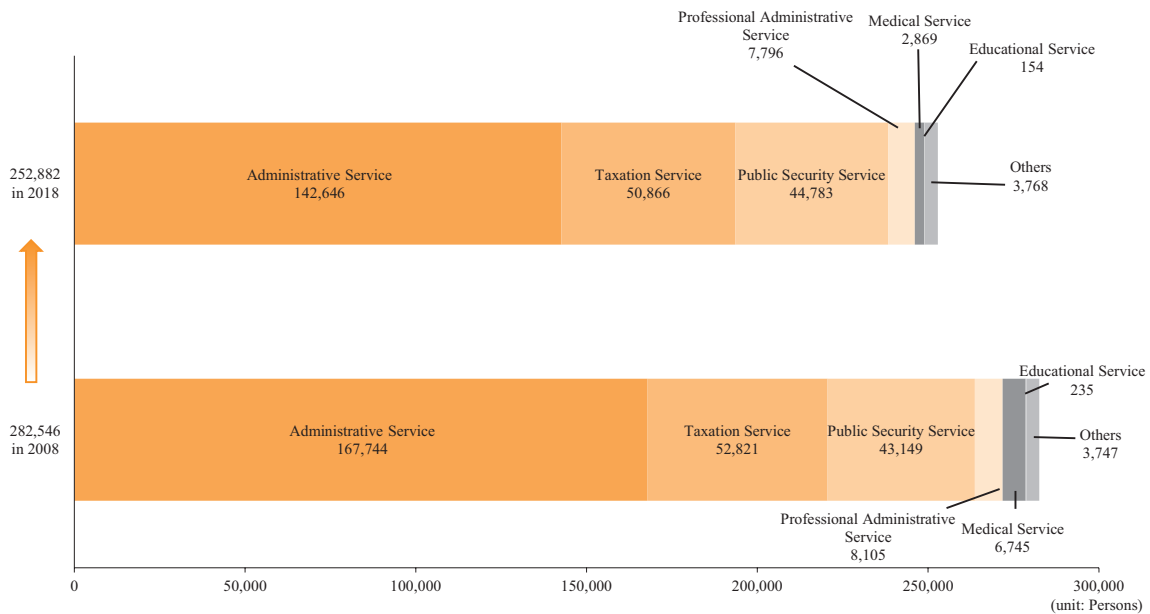
The outline of results of the 2018 Survey of National Public Employees is as follows.

(1) Composition of National Public Employees

The number of national public employees has been decreasing year after year as a result of continued personnel reduction. It has decreased by approx. 30,000 from 2008.

The average age is 43.1, which is 0.1 year younger than that in 2017.

Figure 11 Number of Employees by Job Type in 2018 and 2008



- (Notes) 1. The “Number of Employees” refers to the incumbent employees as of April 1 of each year (excluding new recruits, reappointed employees, those on administrative leave, those who are dispatched to other organizations, and those who work at diplomatic establishments abroad).
2. In the “Administrative Service,” the numbers of employees under the Administrative Service (I) were 140,093 (55.4%) in 2018, and 162,960 (57.7%) in 2008.

(2) Remuneration of Employees

The average remuneration amount per month and the receipt status of various allowances as of Apr. 1, 2018, are as follows. (Table 6)

Table 6 Average Monthly Remuneration by Item

(Unit: yen)

Item	All Employees	Employees to whom Admin (I) is Applied
Salary	339,120	329,845
Area Allowance	42,546	43,062
Managerial Allowance	11,883	12,481
Family Allowance	10,649	10,429
Housing Allowance	5,453	5,893
Others	7,529	9,230
Total	417,230	410,940

(Note) “Others” includes the HQ duty adjustment allowance, family-unattended-transfer allowance, cold area allowance and remote area allowance, but does not include compensation of actual expenses or performance-based allowances such as commuter allowance, hardship duty allowance and overtime allowance.

4. Survey of Job-by-Job Pay Rates in Private Enterprises (Survey of Private Industry)

For the purpose of acquiring the basic data to decide the appropriate remuneration of public employees, the NPA conducts the “Survey of Private Industry” each year in conjunction with personnel commissions of each prefecture and cabinet order-designated cities and ascertains the actual remuneration of workers in the private sector who engage in duties similar to public duties.

(1) Outline of the 2018 Survey

A. Private Sector Offices the Survey Covered

Private sector offices targeted by the survey were those with 50 or more employees on the enterprise scale basis and 50 or more employees on the office scale basis. A total of 58,351 offices were targeted.

B. Private Sector Offices Actually Surveyed

A total of 12,479 private sector offices were randomly selected from all offices the Survey covered, by stratifying them into 914 groups by prefecture and cabinet-order-designated cities and also by organization, scale and industry, using the stratified random sampling method.

C. Survey Method and Content

The Survey was jointly conducted with personnel commissions of prefectures and cabinet order-designated cities during the period from May 1 to Jun. 18, 2018, by way of site surveys held at the offices on monthly wages paid for the month of Apr. 2018.

D. Calculation Method

In calculating totals and average values, consideration was given to avoid results that are skewed to specific areas, scales, or industries, by multiplying the result by the reciprocal of the sampling rate for offices or employees

to obtain the population again.

(2) Results of the 2018 Survey

A. The Total Number of the Survey Completed Offices

10,896 offices (a completion rate of 88.2%)

B. The Actual Number of Employees Actually Investigated in the Individual Survey

The personnel actually investigated in the survey targeting 76 job types (comprising 22 job types equivalent to those subject to the Admin (I) and 54 other job types), which is deemed similar to those in the public service, totaled 479,937 employees in the job types equivalent to the ones subject to Admin (I) (33,313 employees for the initial salary survey and 446,624 for other surveys); and 54,194 employees in other job types (2,865 employees for the initial salary survey and 51,329 for other surveys).

The number of the employees in the job types subject to the surveys, excluding the initial salary survey, is assumed to be 4,043,463. Among them, 3,247,603 employees are in the job types equivalent to those subject to Admin (I).

Section 2. Implementation of the Remuneration Act

1. Revision of Rules in Conjunction with the Establishment of Administrative Organizations

In order to change the range of application of the Salary Schedule for Professional Administrative Service in conjunction with the establishment, revision and abolition of administrative organizations along with the launch of new government positions, Rule 9-2 (Applicability of Salary Schedule) was partially amended and Rule 9-6 (Salary Adjustment Pay) and Rule 9-17 (Managerial Allowance) were revised partially and successively.

2. Revision of the Fixed Numbers of Officials in Each Grade of Salary Schedules

(1) Submission of opinions about Revision of the Fixed Numbers of Officials in Each Grade of Salary Schedules

Remuneration of public employees is paid on the basis of salary schedules and grades, which are decided in accordance with the duty and responsibility he/she is assigned. The grade of each employee is decided within the range of the number in the grade to which he/she is rated. The fixed number of officials in each grade of salary schedule is decided by classifying individual duties based on the degree of complexity, difficulty, and responsibility on the basis of standard duties by grade of each salary schedule and then designating the number of officials in each grade (the limit) by budget account, organization and position title. The fixed numbers of officials in each grade take a role in ensuring uniformity and fairness in grading so that the appropriate grading of duties might be performed in each ministry. In concrete terms, the fixed number of officials in each grade is decided, based on the standard duties by grade, as well as the degree of complexity, difficulty, and responsibility of the duties employees are assigned, considering qualifications, abilities and experience required to execute the said duties.

The authority to set and revise the fixed number of officials in each grade of salary schedules resides in the Prime Minister on the grounds that it is related to organization management. However, the fixed number of officials in each grade is a factor of working conditions which plays a fundamental role in deciding employees' remuneration. Therefore, the Remuneration Act specifies "when setting or revising the fixed number, the Prime Minister is to hear and fully respect the opinions of the NPA with a view to securing appropriate working conditions for employees," for the purpose of ensuring the compensatory function for the restriction of basic labor rights.

The NPA's opinions are submitted to the Prime Minister with a view to securing appropriate working conditions for employees as the compensatory function for restriction of basic labor rights, which are guaranteed in the Constitution. The NPA's opinions share the same characteristics with the NPA Recommendation, which requests full implementation to the Diet and the Cabinet.

With regard to the fixed numbers of officials in each grade of salary schedules, necessary revisions have been made each year in order to respond to the changes in duties associated with expanding administrative demands and complication / sophistication of administration; to promote efficient administrative management; and to ensure appropriate and stable personnel management.

In FY2018, during the budgeting process that started with a request of the Cabinet Office and each ministry at the end of Aug. 2018, the NPA heard the opinions of both the labor and management and drafted the proposal on the setting and revision of the fixed numbers of officials in each grade of salary schedules. The proposal was submitted to the Prime Minister as the opinion on Dec. 20, 2018 prior to the Cabinet decision on the budgetary request. On Mar. 28, 2019, the NPA submitted to the Prime Minister the opinion concerning the fixed numbers of officials in each grade of salary schedules which added the matters necessary for the operation of this fixed number in the Cabinet Office and each ministry with a view to passing the budget reflecting the said opinion of the NPA. The Prime Minister set and revised the fixed numbers of officials in each grade of salary schedules in accordance with the opinion submitted by the NPA.

In preparing the opinion, the NPA gives consideration to the smooth operation of public organizations and the necessity to maintain and enhance the morale of employees. The NPA also pays attention so as not to cause major disparity between generations or significant imbalances between ministries. At the same time, the NPA makes an evaluation on appropriate remuneration commensurate with the content / degree of duty and responsibility along with qualifications, ability and experience necessary for the performance of duties. In addition, the NPA proactively cuts the fixed numbers of officials of less necessity to make the opinion reflecting the actual circumstances of the Cabinet Office and each ministry.

Besides, the NPA submitted its opinions on 20 cases related to the setting and revision of the fixed numbers of officials in each grade of salary schedules in response to the new establishment of the organizations and the increase/decrease in the ceiling of the number of officials, which were carried out by the government during FY2018. The Prime Minister set and revised the fixed numbers of officials in each grade of salary schedules in accordance with the NPA's opinion. Furthermore, the NPA submitted the view on the operation of the pay steps of

designated service officials. In response this, the Prime Minister provided a separate operation according to the view submitted by the NPA.

(2) Examination of Decision on Grades of Duty

Regarding the remuneration decision at the time of initial appointment, grade increase and pay step increase, the Cabinet Office and each ministry can make decisions by themselves in accordance with the standards set in Rule 9-8. However, consultation with the NPA is required for the exceptional cases where a remuneration decision is not based on the standards in deciding grade increase to Grade 7 or above of Admin (I), which are the grades for standard duty of Directors of office at the HQ; and the cases where a special decision is made in deciding initial salary of those who have extremely useful knowledge and experience in the private sector. Thus, the NPA responded to individual cases of consultation from the Cabinet Office and each ministry and conducted examinations.

3. Disclosure of Remuneration Levels of Incorporated Administrative Agencies, etc.

The remuneration levels of incorporated administrative agencies, national university corporations, special corporations and authorized corporations are disclosed based on the guidelines for the remuneration level disclosure established by the Minister of Internal Affairs and Communications. As a specialized agency, the NPA provided these corporations (192 corporations in FY2018) disclosing the remuneration levels with necessary cooperation for instance through creating and providing the indexes to compare remuneration of each corporation with that of national public employees.

Chapter 4. Life Planning for Public Employees

In response to the full-fledged aging of Japanese society, the NPA has promoted measures to ensure smooth implementation of the reappointment system and provide the information necessary to enable public employees to plan their post-retirement lives.

Section 1. Situation of Mandatory Retirement and Reappointment System

1. Situation of Mandatory Retirement and Employment Extension

The National Public Service Act stipulates the mandatory retirement age to be 60 as a general rule with some exceptions. In cases of positions that do not conform to the mandatory retirement age of 60 due to the particularity of duties and responsibilities, the Act provides the range of 61 to 65 as an alternative (special mandatory retirement age) (e.g. doctors: 65, administrative vice-ministers: 62).

In addition, for exceptional cases of mandatory retirement, where it is recognized that the employee's retirement would have a significant adverse effect on the administration of public service, the employment extension system is provided to enable employees to continue to work. In this system, the employment period can be extended up to one year. It can be extended again up to a total of three years.

The situation of mandatory retirement and employment extension are shown in Table 7 and Table 8 respectively.

Table 7 The Number of Employees Mandatorily Retired in FY2017

(Unit: persons)

Total	Employees Subject to the Remuneration Act	Employees of the Agencies Engaged in Administrative Execution
4,578	4,400	178

Table 8 Number of Employees Who Continued to Work in FY2018 by Employment Extension

(Unit: persons)

	Total	First-time Extension	Second-time Extension	Third-time Extension
Employees Subject to the Remuneration Act	990	964	19	7

(Note) No employees at the agencies engaged in administrative execution continued to work in FY2018 by employment extension.

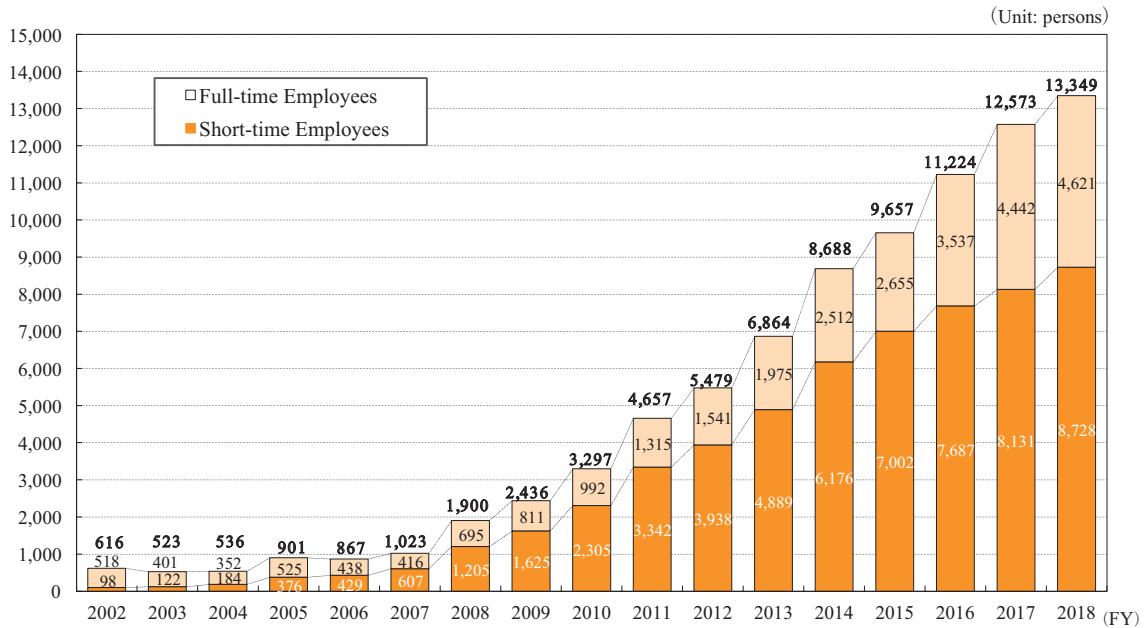
2. Implementing the Reappointment System

The current reappointment system was introduced in FY2001 with the expectation that it would enable employees to devote themselves to their duties without any anxiety regarding their life after mandatory retirement. The system combines employment and pension to allow employees to make effective use of the capabilities and experience they have cultivated over many years, and helps them deal with the gradual raising of the starting age for receiving the portion of public pension equivalent to the basic pension.

The number of employees newly reappointed in FY2017 was 13,340. (The number of employees under the Remuneration Act was 12,573 and the number of employees at the agencies engaged in administrative execution was 767.) The number of employees who were to be reappointed in FY2018 was 14,022. (The number of employees under the Remuneration Act was 13,349 and the number of employees at the agencies engaged in administrative execution was 673.)

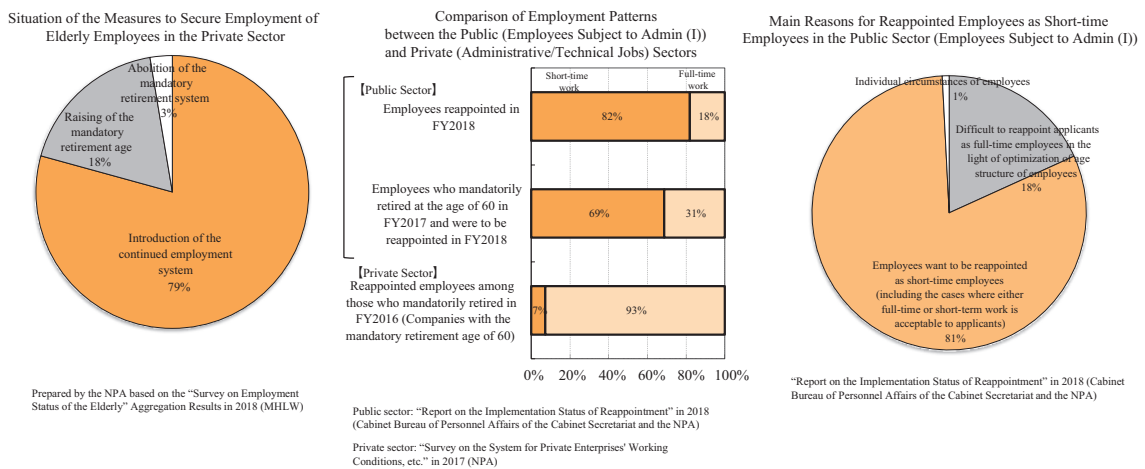
As a recent trend, employees are reappointed mainly as short-time work employees, which is very different from the situation in the private sector, where reemployment is based on full-time employment.

**Figure 12 The Number of Reappointed Employees by Fiscal Year
(Employees Subject to the Remuneration Act)**



※ The figures of FY2018 are those as of May 2018 and include the number of employees to be reappointed in FY2018.

Figure 13 The Current Status of Employment of Elderly Employees in the Public and Private Sectors



Section 2. Implementation of Life Planning Seminar

The NPA holds the "life planning seminars" to consider life planning through providing participants with knowledge and information on the reappointment system and the pension system, as well as carrying out discussions among the participants. The seminars are designed for employees in their 40s and 50s.

In FY2018, "Life planning Seminars" were held 29 times with 1,408 participants.

In addition, the NPA produced and distributed a booklet, titled "How to Take the Next Step (FY2018 edition)," which contains specific information useful for household finances and health management after retirement and so on.

Chapter 5. Public Employees' Working Environment

Section 1. Working Hours and Leave

Working hours and leave are basic working conditions. Details of these working conditions are stipulated in the Working Hours Act based on the principle of meeting changing conditions in Article 28 of the National Public Service Act. The NPA, which is responsible for implementing the Working Hours Act, established Rule 15-14 (Working Hours, Holidays, and Leave of Absence of National Public Employees) and has made efforts to ensure appropriate working conditions for public employees in cooperation with each ministry that actually puts the system into operation.

According to the Working Hours Act, when it comes to changing the system of working hours and leave, the NPA is to carry out researches on the system, report the results to the Diet and the Cabinet, and if necessary, recommend appropriate revisions of the said Act.

1. Situation of Overtime Work and Annual Leave Taken

In principle, the employees' regular working hours are 7 hours and 45 minutes per day and 38 hours and 45 minutes per week. Overtime work can be ordered when there is a temporary or urgent need. According to the 2018 Survey of National Public Employees, the average number of overtime hours worked across all the ministries in 2017 was 228 hours. By organization, the average number of overtime hours in 2017 worked at the HQ was 350 hours, and the average at offices other than the HQ was 201 hours. Regarding the "Guidelines to Reduce Overtime Work" (notice by Director-General of Employee Welfare Bureau of the NPA in 2009), which stipulates the overtime work ceiling of 360 hours per year, the average rate of employees who exceeded the ceiling was 21.9% across all the ministries. In particular, at the HQ, where a large amount of heteronomous duties are handled, 43.8% of employees exceeded 360 hours and 7.0% of employees exceeded 720 hours.

In principle, employees' annual leave is 20 days a year. According to the above survey, the average number of days of annual leave taken was 14.4 days in 2017 with 13.1 days at the HQ and 14.6 days at offices other than the HQ.

2. Research and Study Regarding the System of Working Hours and Leave

(1) Survey on the Actual Application of the System of Working Hours and Leave in the Public Service

The NPA conducts surveys on the actual application of working hours and leave among national government offices, to promote the appropriate use of the working hours and leave system in the public service, and to contribute to reviews of the system.

In FY2018, the NPA conducted a field survey of 49 offices in 16 ministries (including 10 agencies as external organs attached to ministries), with a focus on government offices with a department that has adopted the shift work system, and ascertained the actual status of the application of the working hour and leave system. In addition, when the NPA found inappropriate cases, it gave them instructions and advice to improve such cases.

(2) Survey on the system of Private Enterprises' Working Conditions

The NPA conducts the "Survey on the system of Private Enterprises' Working Conditions" every year to obtain basic data for deliberating systems of working hours, leave, etc. of national public employees.

In 2017, the NPA surveyed systems of working hours, leave, etc. as of Oct. 1 at 7,399 enterprises randomly selected from enterprises with 50 or more employees on an enterprise basis located throughout Japan.

Section 2. Health and Safety Measures

1. Promotion of Health Management

(1) Mental Health Measures

Recently, the number of employees who take long-term sick leave due to mental illness has been over 60% of all the employees who take long-term sick leave. It has been becoming the important issue to ensure health of employees such as prevention of "Karoshi (death from overwork)."

In response to this situation, the NPA has been taking measures as below focusing on employees' mental health, in accordance with "Guidelines for the Mental Health Care of Employees" (notice issued by Director-General of Working Conditions Bureau of the NPA [issued in 2004, revised in Aug, 2017]).

- Conducting mental health training courses.
- Establishing "Counseling Offices for Mental Health Care." (10 places in Japan) In FY2018, 183 requests for consultation were received.
- Establishing "Counseling Offices for Returning to Work concerning Mental Health Care" (10 places in Japan). In FY2018, 206 requests for consultation were received.

(2) Survey on the Number of Employees Who Take Long-term Sick Leave due to Mental and Behavioral Disorders

In order to contribute to considering measures regarding employee's health management, the NPA conducted the "Survey on the Number of Employees Who Take Long-term Sick Leave due to Mental and Behavioral Disorders" for national public employees in regular service who had not worked for more than one month continuously in FY2017.

In FY2017, the number of employees who took long-term sick leave for mental and behavioral disorders was 3,841 (1.39% of all the employees), an increase of 354 (its rate against the total increased 0.12 points) compared with FY2016.

(3) Survey on the Number of Deaths among National Public Employees

In order to contribute to improving employee's health and safety management, the NPA conducted the "Survey on the Number of Deaths among National Public Employees" for national public employees in regular service who died in FY2017.

In FY2017, the number of deaths of employees while incumbent was 243 (the death rate, the number of

deaths per 100,000 people, was 88.3), a decrease of 15 compared with FY2016 (a decrease of 5.8 points in the death rate).

2. Ensuring Safety

Prevention of Accidents in the Workplace

In FY2017, 205 employees took leave for at least one day due to an accident in the workplace, a decrease of 29 people compared with FY2016. Among them, three persons died.

3. Instructions and Enlightenment on Health and Safety Management

The NPA conducts training seminars for personnel in charge of health and safety management at each ministry, in order to raise the awareness and to deepen the understanding of practices related to health and safety management. In FY2018, the NPA held seminars at HQ and all regional bureaus and local office.

Section 3. Measures to Prevent Harassment

1. Holding of the Meeting for personnel in Charge of Preventive Measures against Harassment

The NPA held meetings for personnel in charge of preventive measures against harassment twice at the HQ of the NPA along with the regional bureaus and local office in order to deepen awareness of personnel in charge and to improve the measures taken in the Cabinet Office and each ministry.

In addition, the NPA held seminars for the counselors, who receive harassment-related complaints, at the NPA's HQ as well as the regional bureaus and local office in an effort to improve the knowledge and skills of counselors and to create a system to facilitate consultation.

Furthermore, the NPA carried out courses to train instructors for the "Training for the Prevention of Harassment" targeting employees in charge of personnel management in the Cabinet Office and each ministry for the purpose of raising the awareness of employees regarding harassment prevention and of ensuring understanding of the duties and roles that should be fulfilled by managerial personnel and supervisors.

2. Harassment Prevention Week for National Public Employees

The NPA designated a period from Dec. 4 to Dec. 10 every year as the "Harassment Prevention Week for National Public Employees" with the aim of enabling the Cabinet Office and each ministry to systematically and effectively work on the harassment preventive measures. The NPA calls on the Cabinet Office and each ministry to make further efforts such as awareness raising and enlightenment during the prevention week. As part of the initiatives during the prevention week, the NPA has held lecture meetings to contribute to awareness raising, advice and information provision concerning the prevention of harassment. In FY2018, lecture meetings took place in Saitama City, Hiroshima City and Fukuoka City.

3. Situation of the Training for the Prevention of Sexual Harassment in the Cabinet Office and Each Ministry

With regard to sexual harassment, efforts have been made to prevent the harassment through stipulating the responsibilities of the heads of ministries and agencies in Rule 10-10.

Article 7 of Rule 10-10 requires the heads of ministries and agencies to conduct training for employees in order to prevent sexual harassment. In FY2017, a total of 1,077 courses were held by the Cabinet Office and each ministry attracting 139,971 participants in total.

Moreover, Article 8 of Rule 10-10 requires the heads of ministries and agencies to establish a system to handle complaint consultation, for instance by assigning counselors to receive complaints from employees regarding sexual harassment. As of Jun. 1, 2018, a total of 11,867 counselors were assigned across the ministries.

Section 4. Childcare Leave System

1. Promotion of Proper Utilization of the Childcare Leave System

From the perspective of balancing work and childcare, the childcare leave system for public employees was established to support employees who are raising children as they continue their jobs, thereby enhancing their welfare, and contributing to smooth operation of the public service, pursuant to the Childcare Leave Act.

Against the backdrop of the aging population combined with the diminishing number of children, several measures have been taken since the system was established in 1992, such as providing economic assistance for employees who are on childcare leave, and raising the maximum age of employees' children for which employees can request childcare leave or part-time childcare leave (currently "childcare hours") from below one year of age to below age three.

In Aug. 2007, the short-time working system for those with childcare responsibilities was introduced under which working hours could be shorter than the normal working hours to enable them to care for their children until they reach the age when they begin attending elementary school. In addition, the maximum age of targeted children for the childcare hours system was raised from younger than age three to the age when they begin attending elementary school.

In Apr. 2011, the system was revised to enable part time employees to take childcare leave if they meet certain conditions.

Moreover, the NPA launched the "Guidelines for Utilization of the Support System for Balancing Work with Childcare / Nursing Care" (Notice issued by the Director-General of the Employee Welfare Bureau in 2018) in Mar. 2018 and issued a notice to the Cabinet Office and each ministry. The guidelines stipulated a comprehensive review of the other guidelines regarding the use of the work-life balance support systems already presented to the Cabinet Office and each ministry; and clarification of the basic concept common to the work-life balance support systems as well as the roles of personnel departments and managerial personnel.

2. Childcare Leave Actually Taken

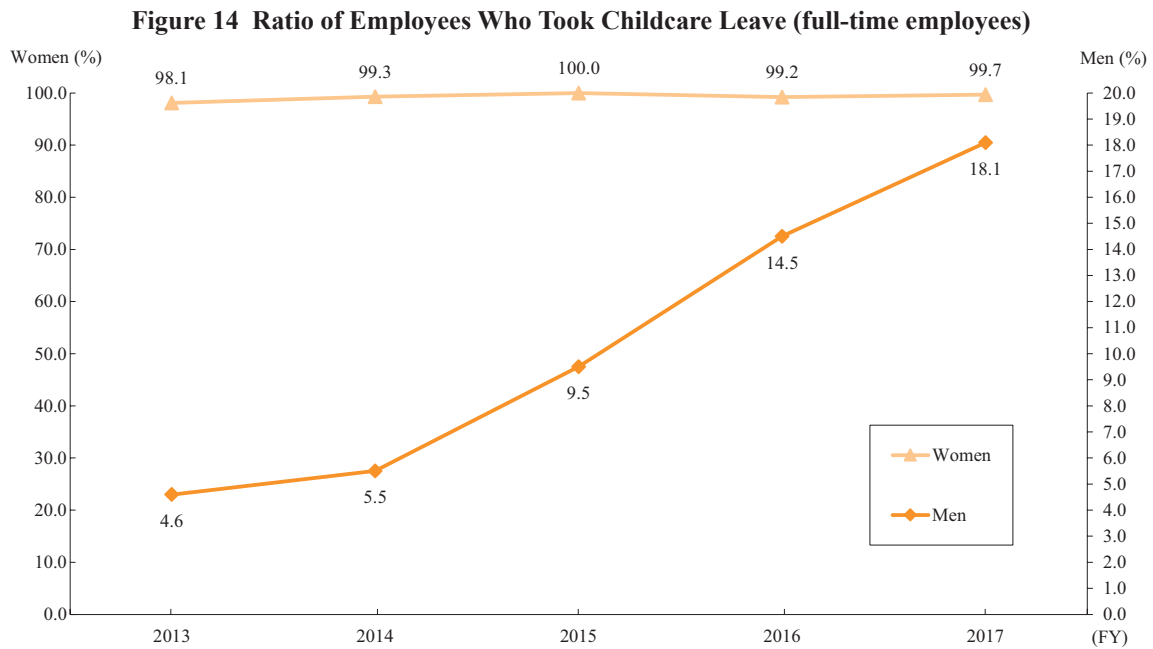
(1) Childcare Leave

A. Number and Ratio of Employees Who Newly Started Childcare Leave

The number of full-time employees who newly started childcare leave in FY2017 was 3,277 (1,182 men and 2,095 women), an increase of 340 (an increase of 207 men and an increase of 133 women) from that in FY2016.

The ratio of employees who took childcare leave in FY2017 is shown in Figure 14. The ratio of male employees was 18.1% (14.5% in FY2016) and the ratio of female employees was 99.7% (99.2% in FY2016). The ratio of male employees was the highest compared to the past.

In addition, the number of part-time employees who started childcare leave in FY2017 was 242 (7 men and 235 women), an increase of 10 (an increase of 7 men and an increase of 3 women) from that in FY2016. The ratio of part-time employees who took childcare leave was 43.8% for men and 100% for women.



B. Period of Childcare Leave of Those Who Newly Started Childcare Leave

The average period of childcare leave was 10.7 months (men: 1.8 months, women: 15.8 months) in FY2017 (11.7 months in FY2016).

C. Substitute Measures for Employees Taking Childcare Leave

Regarding substitute measures for employees taking childcare leave, 'changing duty allocation' accounted for the largest ratio (60.4%), followed by 'appointing fixed-term employees' (20.2%) in FY2017.

D. Return to Work

Among the full-time employees whose childcare leave expired in FY2017, 1.2% of them retired in the middle of their childcare leave or on the date when they were originally supposed to return to work. In total, 98.8% of employees whose childcare leave expired in FY2017 returned to work (FY2016 was 98.9%).

(2) Paternity Leave for Childbirth and Leave for Participating in Childcare

A. Paternity Leave for Childbirth

Among full-time male employees whose child was born in FY2017 (6,530 employees), 5,630 employees (86.2%) used the paternity leave for childbirth (5,508 employees [82.2%] in FY2016) for 1.8 days on average (1.8 days in FY2016).

B. Leave for Participating in Childcare

Among full-time male employees whose child was born in FY2017 (6,530 employees), 5,065 employees (77.6%) used the leave for participating in childcare (4,423 employees [66.0%] in FY2016) for 4.0 days on average (3.8 days in FY2016).

C. Combined Use of Paternity Leave for Childbirth and Leave for Participating in Childcare

Among full-time male employees whose child was born in FY2017 (6,530 employees), 5,861 employees (89.8%) used paternity leave for childbirth or the leave for participating in childcare (5,718 employees [85.3%] in FY2016). In addition, 4,247 employees (65.0%) took both types of leave for a total of more than 5 days (3,513 employees [52.4%] in FY2016).

(3) Childcare Short-Time Work

The number of full-time employees who began childcare short-time work in FY2017 was 157 (21 men, 136 women), an increase of 12 (5 men increased, 7 women increased) from that in FY2016.

(4) Childcare Hours

The number of full-time employees who newly attained approval for childcare hours in FY2017 was 1,408 (145 men, 1,263 women), an increase of 30 (27 men increased, 3 women increased) compared with FY2016.

The number of part-time employees who newly started childcare hours in FY2017 was 31 (all women), a decrease of 1 (1 woman decreased) from that in FY2016.

Section 5. Self-Development Leave System and Leave System to Accompany a Spouse

The self-development leave system is an unpaid leave system under the Act on National Public Employees' Leave for Self-Development, etc. to allow highly-motivated employees who hope to study in universities or participate in international cooperation projects to maintain their status as national public employees without

engaging in their duties, in view of the necessity of promoting capacity development among national public employees in order to enable them to cope with increasingly complicated and sophisticated administrative tasks.

In FY2017, 27 employees (14 men, 13 women) newly started to take self-development leave, it is an increase of 17 (an increase of 10 men, an increase of 7 women) from FY2015. The reasons for the leave are studying at an university, etc. (23 employees) and participating in activities for international cooperation (4 employees). The average duration is one year and nine months (one year and eight months in FY2015).

The leave system to accompany a spouse is an unpaid leave system to exempt an employee, who hopes to live in a foreign country together with his / her spouse who is working abroad, from attending to his / her duty while still retaining his / her status as a national public employee pursuant to the Act on the Leave System to Accompany a Spouse. The objective of this system is to promote continued employment of competent employees who are expected to play an important role in the public service, and contribute to smooth administration of the public service.

In FY2017, 67 employees (7 men, 60 women) newly started to take the leave to accompany a spouse, it is an increase of 4 (an increase of 3 men, an increase of 1 woman) from FY2016. The reasons for their spouses' staying abroad are overseas assignment (53 employees) and studying abroad (14 employees). The average duration is two years (one year and eleven months in FY2016).

Section 6. Accident Compensation

The accident compensation system aims to provide compensation and welfare services when public employees are involved in accidents on duty or accidents while commuting. Compensation is meant to compensate losses suffered by accidents, and welfare services is aimed at promoting rehabilitation of afflicted employees and to provide support for the employees or the bereaved. The National Public Service Accident Compensation Act and other regulations stipulate 12 types of compensation and 18 types of welfare services. Compensation and welfare services are provided directly by Implementing Organizations (ministries/agencies). The NPA carries out overall coordination for compensation and welfare services by Implementing Organizations and establishment of standards related to implementation in order to ensure that compensation and welfare services are completely implemented pursuant to the said Act.

1. Revision of the Accident Compensation System

The items described below were amended and came into effect as of Apr. 1, 2018.

◎ Nursing Care Compensation

2. Status of the Implementation of Accident Compensation System

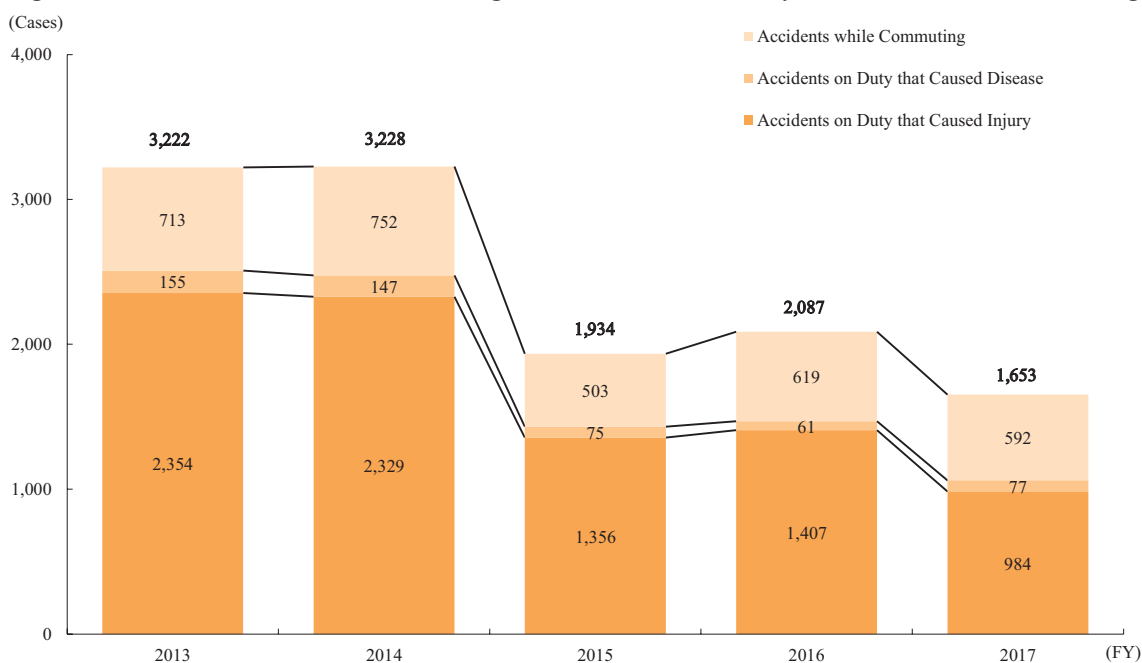
The NPA receives reports about the implementation of compensation and welfare service in the previous FY from each Implementing Organization.

The National Public Service Accident Compensation Act applies to national public employees in regular

service, regardless if full-time or part-time, and the number of employees subject to the Act is currently approx. 440,000 (as of Jul. 2017).

In FY2017, a total of 1,653 cases were recognized by the Implementing Organizations as accidents on duty or accidents while commuting (1,061 accidents on duty and 592 accidents while commuting) (Figure 15).

Figure 15 Trends in the Number of Acknowledgements of Accidents on Duty and Accidents While Commuting



Section 7. Audits

1. Payrolls Audits

The NPA conducts payroll audits every year, aiming to ensure that payments and records of remuneration to employees are carried out in accordance with laws and regulations. When the NPA finds inappropriate actions, it provides necessary guidance in order to ensure rectifying them.

In FY2018, payrolls audits were carried out at 519 organizations focusing on the application status of the new salary system based on the Revised Remuneration Act of 2005, certification of various allowances and revised points due to comprehensive revision of the remuneration system based on the Revised Remuneration Act of 2014.

2. Audit of Health and Safety Management

Audits of health and safety management are conducted by the NPA every year with the aim of ascertaining the situation with respect to compliance of laws and regulations concerning health and safety at each ministry. When the NPA finds inappropriate actions, it provides necessary guidance in order to ensure rectifying them.

In FY2018, the NPA audited 56 organizations with a focus on organizations which handle a large number of hazardous materials and equipment.

3. Audit of Implementation of Accident Compensation

The NPA conducts an audit of implementation of accident compensation every year with the aim of ensuring appropriate implementation of compensation and welfare services for accidents on duty or accidents while commuting in compliance with laws and regulations. When the NPA finds unjust matters, it provides necessary instructions in order to ensure rectifying them.

In FY2018, the NPA audited 17 organizations to confirm recognition of accidents on duty or while commuting and the implementation of compensation and welfare services associated with such accidents dated on and after Apr. 1, 2016.

Section 8. Service Discipline and Disciplinary Action

Article 96, Paragraph (1) of the National Public Service Act stipulates, as the basic standard of service discipline, that “Every official, as a servant of all citizens, must serve the public interest, and devote the utmost effort in the performance of duties.” To concretely realize the purpose of this basic standard, the act requires public employees to obey laws, regulations and orders of their superiors in the course of their duties, and to preserve secrets obtained in the course of duties. The act also prohibits employees from involvement in acts of dispute such as strikes, and any acts causing discredit, restricts their political activities, and excludes them from private enterprises. The disciplinary action system has been established to maintain service discipline in government organizations.

1. Service Discipline

Among the issues relating to the employees’ service discipline, the restriction on political activities and exclusion from private enterprises are directly under the jurisdiction of the NPA.

In addition, the NPA conducted seminars on the service discipline / disciplinary action system for personnel in charge of personnel management at the HQ and regional bureaus of each ministry in order to enhance their understanding of the objectives of the service discipline / disciplinary action system. In FY2018, seminars were held at the HQ of the NPA (111 participants) and 9 locations throughout Japan (512 participants).

2. Disciplinary Action

(1) Outline of the Disciplinary Action System and Giving Instructions on Disciplinary Actions

As stipulated in Article 82, Paragraph (1) of the National Public Service Act, appointers of the Cabinet Office and each ministry can take disciplinary action against an employee, either through dismissal, suspension from duty, reduction in pay or reprimand if (i) the employee has violated the said Act, the National Public Service Ethics Act or orders issued pursuant to these acts, (ii) the employee has breached his/her obligations in the course of his/her duties or has neglected his/her duties, or (iii) the employee is guilty of such malfeasance rendering himself/herself unfit to fulfill his/her role as a servant of all citizens. Concrete procedures are specified in the National Public Service Act and Rule 12-0 (Disciplinary Action).

The NPA discloses the situation of disciplinary actions each year and enforces strict operation of the disciplinary action system by the Cabinet Office and each ministry taking the opportunity of the meeting of responsible personnel.

(2) The Situation Relating to Disciplinary Action

The total number of employees against whom disciplinary action was taken in 2018 was 300 (18 dismissals, 71 suspensions from duty, 149 reductions in pay, and 62 reprimands), a decrease of 28 compared with 2017.

The Ministry of Justice accounted for the largest ratio of all disciplinary actions, followed by the Ministry of Land, Infrastructure, Transport and Tourism and the National Tax Agency. The major reason for disciplinary actions was misconduct outside the public service (e.g. theft, assault) followed by general disciplinary matters (e.g. absence, inappropriate working attitude), and traffic offence and contravening traffic regulations (Reference 3).

Reference 3 Status of Disciplinary Actions by Type and Cause (2018)

(Unit: persons)

Type of disciplinary actions Cause	Dismissal	Suspension from duty	Reduction in pay	Reprimand	Total
Irregularity related to general service discipline (absence, inappropriate working attitude)	1	12 (22)	37 (53)	17 (22)	67 (97)
Irregularity related to transactions in daily work (improper business processing, failure to report)	1 (1)	11 (3)	12 (12)	8 (3)	32 (19)
Irregularity related to handling of public money or property (loss, wrongful handling)		(3)	(20)	1 (18)	1 (41)
Embezzlement	4 (3)	5 (1)	4 (5)	1	14 (9)
Acceptance of bribes, entertainment or being treated to food / drink (violations of the Ethics Act)	(4)	1 (2)	6 (1)	5 (1)	12 (8)
Traffic offence and contravening traffic regulations	1 (1)	19 (10)	27 (25)	11 (13)	58 (49)
Misconduct outside the public service (theft, assault)	11 (3)	23 (17)	61 (70)	9 (12)	104 (102)
Lack of supervisory responsibility			2 (1)	10 (2)	12 (3)
Total	18 (12)	71 (58)	149 (187)	62 (71)	300 (328)

(Notes) 1. A case which has several causes is categorized by the main cause.

2. The figures in parentheses are for 2017.

3. The Concurrent Holding of Positions

(1) Concurrent Engagement in the Operation of Business on an Employee's Own Account

According to Article 103 of the National Public Service Act and Rule 14-8 (Concurrent Positions as Executives, etc. in Profit-making Enterprises), employees may operate a profit-making enterprise on their own account with the approval of the head of a government agency.

The total number of approvals reported to the NPA by each ministry was 262 in 2018. Major contents pertaining to that include the leasing of condominiums / apartments, parking lots / land, and the sale of solar electricity.

(2) Reports on Participating in the Management of Profit-making Enterprises through the Holding of Stocks

According to Article 103 of the National Public Service Act and Rule 14-21 (Reports, etc. by Employees in a Position to be able to Participate in the Management of Profit-making Enterprises through the Holding of Stocks), employees are to report to the NPA through the head of a government agency if they are able to manage profitmaking enterprises through the holding of stocks. If the NPA considers that this is not appropriate in light of performing public duties, it is to notify the employees to that effect. In 2018, no employee made such a report.

Chapter 6. Employee Organization

Article 108-2 of the National Public Service Act allows national public employees in regular service (excluding employees of agencies engaged in administrative execution), other than employees working in police departments, the Japan Coast Guard and penal facilities (referred to as “police officials, etc.” in Section 1 of Chapter 6), to form an employee organization for the purpose of maintaining and improving their working conditions.

Section 1. Range of Managerial Personnel

Article 108-2 of the National Public Service Act defines officials making important administrative decisions, holding managerial or supervisory positions and officials whose duty should be performed from the standpoint of proper authorities in their relationship with employee organizations as “managerial personnel, etc.”

This article prohibits “managerial personnel, etc.” from forming an employee organization with other employees.

The range of managerial personnel, etc. is specifically defined in the appendix of Rule 17-0 (Range of Managerial Personnel, etc.) according to the classification of organizations. When there is any revision or abolition of administrative organizations or positions, the NPA revises the appendix to this rule accordingly. The NPA made four amendments in FY2018.

The total number of managerial personnel, etc. stood at 38,086, or 16.2% of all 234,702 personnel (the ceiling of the number of officials (excluding police officials, etc.)) at the end of FY2018.

Section 2. Registration of Employee Organizations

A registration system was established to allow the NPA to certify an employee organization as a democratic and voluntary organization that satisfies the requirements specified in the National Public Service Act, for the purpose of promoting better relationships between proper authorities and employee organizations in negotiations and establishing stable labor-management relationships.

A total of 8 organizations were newly registered and 32 organizations were deregistered in FY2018, based on the provisions of Article 108-3 of the said Act and Rule 17-1 (Registration of Employee Organizations). As a result, the total number of registered organizations stood at 1,344, with the total number of members amounting to 79,098 (78,696 excluding the members of 10 organizations comprised of managerial personnel, etc.) at the end of FY2018.

There were 1,137 cases of changes in registration due to changes in registered constitutions.

Section 3. Officials' Acts on Behalf of Employee Organization

1. Exclusive Engagement

No official may engage exclusively in any business of an employee organization, while holding a position as an official. However, it is possible for an official, with the permission of the head of a government agency, to engage exclusively in such business as an officer of a registered employee organization (so-called exclusive engagement) (Article 108-6 of the National Public Service Act). Article 18 of the Supplementary Provisions of the said Act stipulates that the longest period an employee may engage in such a role is to be within the range of not more than 7 years for the time being. This time period is stipulated as 7 years in Article 8 of Rule 17-2 (Officials' Acts on Behalf of Employee Organization). At the end of 2018, the number of employees in exclusive engagement was 97.

2. Short Term Engagement

Other than exclusive engagement, officials may engage, with prior permission of the head of a government agency, in short term duties in employee organizations within the range of 30 days per year for one day or one hour as a unit, as an officer of a registered employee organization or a member of a decision-making body (Article 6 of Rule 17-2). The number of officials in short term engagement in 2018 was 249, their total engagement period was 1,927 days and 5 hours.

Section 4. Meeting with Employee Organizations

When making a recommendation or establishing/revising/repealing any rule regarding employees' working conditions, the NPA holds a meeting with employee organizations for the purpose of hearing opinions or demands and allowing an opportunity for those opinions and demands to be reflected in the NPA's measures.

In 2018, the NPA held a total of 213 meetings (75 at the HQ and 138 at regional bureaus) with employee organizations. Of these meetings, 110 (51.6%) related to collective demands at the time of the annual spring labor

negotiation or requests for the NPA recommendation, 97 (45.5%) were on revisions of the fixed number of officials in each grade of salary schedules, 5 (2.3%) on gender equality, 1 (0.5%) on various allowances.

Chapter 7. Equity Process

The NPA starts an equity process, as soon and as appropriately as possible, in accordance with prescribed quasi-judicial procedures of review whenever an employee files with the NPA an appeal against disadvantageous disposition, a request for administrative action concerning working conditions, an appeal for review concerning implementation of the accident compensation, or an appeal for review on a remuneration decision. In conducting such a process, the NPA sets the target for each case's review process, grasps the situation of progress periodically, and streamlines procedures, so that early processing of each case can be achieved. In addition, the NPA widely offers complaint counseling, and takes necessary measures including necessary actions to each ministry.

The NPA, as a neutral third-party organization, is to protect the welfare of employees, ensure the fairness of the personnel administration, and contribute to efficient operation of the public service through the equity process. Along with the system of remuneration recommendations and reports, the system of the request for administrative action regarding working conditions is also positioned as one of the compensatory measures for the restriction of basic labor rights of employees. This system is significant to improve and optimize the working conditions.

Section 1. Appeals against Disadvantageous Disposition

Based on the review system associated with disadvantageous dispositions (Article 90 of the National Public Service Act), the NPA sets up a Board of Equity for each case to review the case and, based on a report prepared by the board, the NPA approves, revises or rescinds the original disposition when an employee requests a review of a disadvantageous disposition such as reduction in pay, demotion, administrative leave, or dismissal against his/her will.

The NPA itself takes measures to restore the employee's damage caused by the disposition or instructs the person who took the disposition to take necessary measures when the NPA revises or rescinds the disposition. The determination made by the NPA is the final one in the administrative organization.

The NPA reviews appeals against disadvantageous dispositions in accordance with the procedures specified in Rule 13-1 (Appeal against Disadvantageous Disposition). When reviewing cases, the NPA tries to process each case in an expeditious way by proactively using an intensive hearing method.

In FY2018, a total of 19 cases, including 11 cases carried over from FY2017, were on the table. Among them, 9 cases were determined (7 approvals, 2 rescissions), 4 cases were withdrawn or rejected, and 6 cases were carried over to FY2019.

Section 2. Requests for Administrative Action on Working Conditions

The system for requesting administrative action (Article 86 of the National Public Service Act) is designed

to allow the NPA to make a determination after conducting a necessary review or to resolve a case through mediation or by using an equivalent measure when an employee submits a request for an administrative action on working conditions. Under the system, employees are guaranteed to actively request improvement and optimization of their working conditions.

Requests for administrative action are reviewed in accordance with the procedure specified in Rule 13-2 (Requests for Administrative Action on Working Conditions).

In FY2018, a total of 15 requests, including 6 requests carried over from FY2017, were on the table. Of these requests, 2 were determined, 8 were withdrawn or rejected, and 5 were carried over to FY2019.

Section 3. Appeals for Review Related to Implementation of Accident Compensation and Appeals for Measures Related to Welfare Services

The NPA forwards an appeal for review to the Accident Compensation Review Committee for deliberation and decides the case based on the committee's report when an employee files an appeal related to a decision on an accident on duty, an accident while commuting, recognition of healing, a decision on the grade of disability, and other implementations of compensation made by Implementing Organizations under the accident compensation review system (Article 24 of the National Public Service Accident Compensation Act) and when an employee files an appeal on operation of welfare services under the appeal system for measures related to welfare services (Article 25 of the said Act).

Reviews of accident compensation are conducted in accordance with the procedure specified in Rule 13-3 (Appeals for Reviews Related to Accident Compensation).

In FY2018, a total of 20 cases, including 14 cases carried over from FY2017, were on the table. Of these cases, 11 were determined, 3 were withdrawn or rejected, and 6 were carried over to FY2019.

Section 4. Appeals for Reviews Related to Remuneration Decisions

The review system for a decision on remuneration (Article 21 of the Remuneration Act) is designed to allow the NPA to take a decision after reviewing the case when an employee who has an objection against a decision on his/her remuneration (including decisions on salary corrections) files an appeal for review. The NPA reviews such cases in accordance with the procedure specified in Rule 13-4 (Appeals for Reviews Related to Remuneration Decisions).

In FY2018, a total of 22 cases, including 10 cases carried over from FY2017, were on the table. Of these cases, 7 were determined, 3 were withdrawn or rejected, and 12 were carried over to FY2019.

Section 5. Consultation on Complaints

When the NPA receives complaints or requests for advice from employees regarding working conditions or other matters related to personnel management, it appoints a counselor to provide the employee concerned with advice and carry out any necessary measures such as the provision of guidance and mediation for the persons

concerned. This system is implemented in accordance with the procedure specified in Rule 13-5 (Complaints Counseling).

In FY2018, the NPA received 1,443 complaints, an increase of 332 from that in FY2017.

Also, the NPA held “Liaison Conference concerning Complaint Counseling,” and “Training for Officers in Charge of Complaint Counseling,” at the HQ, regional bureaus and local office.

Chapter 8. International Cooperation

Section 1. Status of Personnel Dispatches Based on the Employee Dispatching Act

As part of international cooperation based on the Employee Dispatching Act, each ministry dispatches personnel to international organizations of which Japan is a member or with which Japan has international commitments such as treaty obligations, as well as to foreign government agencies. This occurs upon the receipt of a request from such organizations and is subject to the consent of the personnel chosen to be dispatched.

In FY2017, 167 persons were newly dispatched to international organizations, an increase of 29 persons from that in FY2016. Meanwhile, 126 persons returned to Japan in FY2017. As a result, the total number of dispatched personnel was 411 as of the end of FY2017, an increase of 28 from that in FY2016.

The status of such dispatches by organization and by area at the end of FY2017 are shown in Figures 16 and 17.

Figure 16 International Dispatch by Organization in FY2017

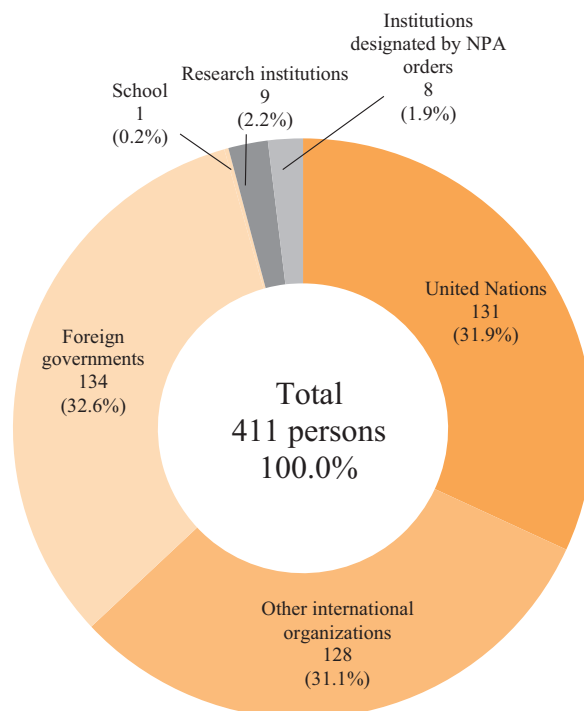
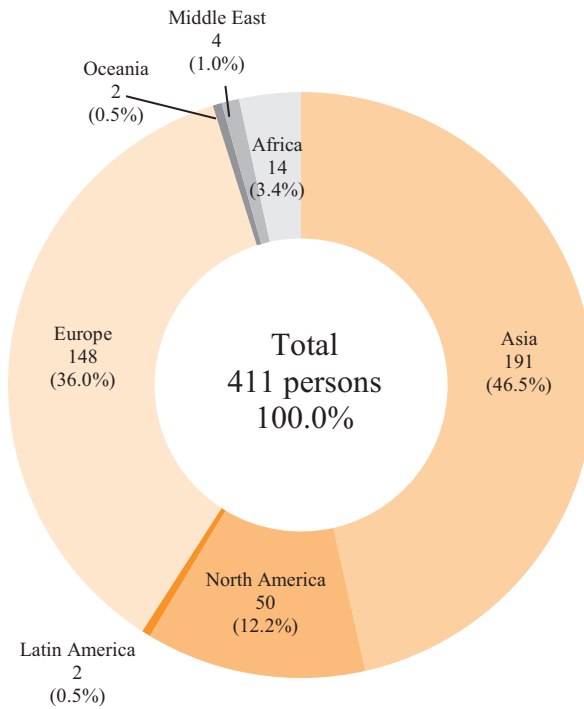


Figure 17 International Dispatch by Region in FY2017



Section 2. International Cooperation and Exchange

1. Invitation of Foreign Government Executives

As a specialized agency on personnel administration, the NPA annually invites executive officials from personnel administration 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 administration organizations in foreign countries, and to derive suggestions from other countries' experiences/initiatives on issues which the Japanese public employee system is facing.

In FY2018, the NPA invited Mr. Ansgar Hollah, Director-General, Public Service Directorate-General, Federal Ministry of the Interior, Building and Community from Germany and Mr. Tristan Pedelty, Director, Public Bodies, Propriety & Ethics, Cabinet Office from the UK and held an international lecture meeting titled "Maintaining the Ethical Awareness and Preventing Misconduct by Senior Officials" in collaboration with the Japanese Society for Public Administration.

The lecture meeting featured the system and initiatives to maintain the ethics of senior officials and prevent misconduct of them in both countries, people's view on the ethics of public employees and the current issues.

2. Invitation of Officials from the Personnel Administrative Agencies of the Asian Countries

For the purpose of supporting civil service reform in Asian nations on a continuous basis and expanding a personal network with the countries having a strong interest in the public employee system in Japan, the NPA has

invited experts of the personnel administrative agencies in Asian countries and exchanged ideas with them since FY2017.

In FY2018, the NPA invited Mr. Irham Dilmy, Vice Chair and Commissioner, Civil Service Commission of Indonesia; Dr. Aizalyasni Anuar, Senior Principal Assistant Director, Research, Planning and Policy Division, Public Service Department of Malaysia; Director IV Editha Lorence M. Dela Peña, Director, Office for Human Resource Management and Development, Civil Service Commission of the Philippines; Ms. Lim Puay-Sze, Director of Human Capital, Public Service Division, Prime Minister's Office of Singapore; and Ms. Piyasurang Kuljittiprasit, Head of Talent Management Group, Senior Executive Service Center, Office of the Civil Service Commission of Thailand and exchanged opinions concerning "Recruiting and Developing Talented Human Resources in the Public Service" through the presentations, questions and answers among the participants.

3. International Cooperation with the ASEAN countries

ASEAN has been holding the ASEAN Cooperation on Civil Service Matters since 1981 with the aim of promoting inter-regional cooperation related to civil service systems and personnel management of civil servants. With the involvement of Japan, China and Korea, ASEAN has been holding the ASEAN +3 Cooperation on Civil Service Matters every two years since 2008. A four-year cooperation plan is formulated at this meeting, and various cooperation projects have been implemented based on this plan. The NPA has attended this meeting as a representative of Japan and supported the implementation of various cooperation projects.

In FY2018, the 4th Ministerial Meeting of the ASEAN + 3 Cooperation on Civil Service Matters was held in Singapore. At the meeting, the participants confirmed the results and progress of the cooperation plan over the past two years since its establishment in 2016; made necessary revisions; and discussed the future status of inter-regional cooperation in the field of public service.

4. Cooperation with Developing Countries

Developing countries, as they work on national development, are faced with the common issues of establishing public employee systems that will act as the basis of their administration and of improving their governance. These countries have frequently asked Japan to share its experiences in these areas. In response to such requests, the NPA cooperates in the implementation of training courses for government employees of developing countries, which are hosted by Japan International Cooperation Agency (JICA).

(1) Training Course on Human Resources Management

To contribute to improving personnel administration in developing countries, the NPA has assisted two courses. One is the "Seminar on Governmental Human Resource Management for Senior Officials," for senior officials of central personnel administrative agencies, and the other is the "Seminar on Public Personnel Administration for Middle Level Officials," for the assistant director level employees of central personnel administrative agencies.

A. Seminar on Governmental Human Resource Management for Senior Officials

In FY2018, 9 officials from 9 countries participated in the 2-week seminar. A total of 262 officials from 66 countries (regions) participated in this seminar during the period from FY1991, when this seminar started, to FY2018.

B. Seminar on Public Personnel Administration for Middle Level Officials

In FY2018, 14 officials from 14 countries participated in the 3-week seminar. A total of 213 officials from 70 countries (regions) participated in this seminar during the period from FY1999, when this seminar started, to FY2018.

(2) Seminar on National Government Administration for Senior Officials

The NPA has assisted seminars for senior officials from the central government organizations of each country. In these seminars, participants share the background to the development of governance and socioeconomic development in Japan, and discuss various policy issues. Through the discussions held on these issues, participants consider how public administration should be run in order to effectively contribute to the socioeconomic development of each country.

In FY2018, 9 officials from 9 countries participated in the 3-week seminar. A total of 339 officials from 79 countries (regions) participated in this seminar during the period from FY1986, when this seminar started, to FY2018.

(3) Support for some countries

A. Afghanistan

Aiming at supporting the development of Afghanistan's economic society and securing the country's independence and stability in terms of public safety, economy and society, the NPA cooperated and assisted JICA's visit-Japan training program relating to governance reform for Afghan government officials. In FY2018, the NPA provided explanation on the systems for appointment, remuneration, human resource development, service discipline and ethics of national public employees in Japan as well as the operation of such systems, and group-based discussions on the issues of personnel administration systems targeting officials responsible for personnel management at each ministry (The training attracted 10 participants).

B. Cambodia

The NPA cooperated and assisted JICA's visit-Japan training program for Cambodian government officials. Specifically, the training was conducted to provide the personnel in charge of reforming the remuneration system for civil servants with explanation of the survey methods to compare the remuneration of national public employees with that of private sector workers in Japan; explanation of the cases of remuneration reform; and to make them learn consensus building processes among the parties concerned. (The training attracted 12 participants).

5. The China-Japan-Korea Personnel Policy Network

At the China-Japan-Korea Summit Meeting held in Nov. 2004, the “Action Strategy on Trilateral Cooperation among the People’s Republic of China, Japan and the Republic of Korea,” which includes a concept of a framework for the China-Japan-Korea Personnel Policy Network as part of the cultural and human exchanges, was approved. In Jan. 2005, in response to that, the China-Japan-Korea Personnel Policy Network was realised between the NPA, the Ministry of Personnel (present the National Civil Service Administration) of China, and the Civil Service Commission (present Ministry of Personnel Management) of Korea.

Based on the agreement which stipulates a four-year cooperation concluded by the three countries in Sep. 2015 and the 8th cooperation plan formulated in Dec. 2017, the NPA has been conducting various cooperation projects.

The major projects held in FY2018 are as below.

(1) The 11th Joint Training for Young/Mid-Level Public Employees

In Dec., young and mid-level employees of the central personnel agencies in Japan, China and Korea jointly organized a training program in Beijing and discussed various personnel administrative issues of each country.

(2) Exchange for Administrators of Each Ministry

A. Dispatch from Japan

As the trainees from NIPA, 14 officials at the division director level of each ministry were dispatched to China in Sep.; 14 officials at the assistant director level of each ministry were dispatched to Korea in Oct.; and 14 officials at the assistant director level of each ministry were dispatched to China in Nov.

B. Acceptance to Japan

In Dec., the NPA accepted 20 Korean government officials and provided them with the training program including a lecture concerning personnel administration in Japan and an opinion exchange session between the administrators in Japan and those in Korea.

(3) The 11th Joint Symposium

The symposium was held in Tokyo in Jun. on the theme of “The Ethics Systems in the 3 Countries.”

6. Mike Mansfield Fellowship Program

The Department of State in the US has conducted the Mike Mansfield Fellowship Program on the basis of the Mike Mansfield Fellowship Act (enacted in Apr. 1994), in order to foster U.S. federal government officials who have a deep understanding of Japan. Fellows are widely selected from federal government organizations and they are sent to Japan. After undertaking a homestay in Ishikawa prefecture for about two months, they participate in training programs for about 10 months while being involved in daily duties at each ministry, Diet members’

offices, private enterprises, and so forth.

In cooperation with the Ministry of Foreign Affairs, the NPA makes arrangements for the acceptance of fellows into each ministry, plans and implements common programs such as orientation, survey tours, and participating in Administrative Training conducted by NIPA.

In FY2018, 9 fellows were accepted for the 23rd program in Japan for 10 months, starting in Sep.

7. Research Groups from Abroad

To understand personnel management and human resource development in the Japanese public service, in FY2018, a total of 199 foreign government officials visited the NPA.

Chapter 9. Promotion of IT for Personnel Management Duties

The personnel and remuneration duties information system was developed based on the “Optimization Plan for Personnel and Remuneration System”, which was decided by the Chief Information Officers (CIO) Liaison Conference of the Cabinet Office and each Ministry (decided on Feb. 27, 2004 and finalized on Feb. 28, 2017). It is a standard system that integrates various functions for national public employees such as personnel management, remuneration management and mutual aid management, notifications and applications by employees. The NPA is responsible for building and operating this system.

In FY2018, the system at the House of Council went into parallel operation in Apr. and was put into full-scale operation in Sep. As a result, a range of coverage of this system expanded to all the employees of 29 organizations, which totaled approx. 275,000 (full-time employees).

Chapter 10. NPA President’s Award

The NPA President’s Award was established in 1988 on the 40th anniversary of the NPA, for the purpose of rewarding employees or occupational groups that have exercised diligence in duties with awareness as servants of the whole community, and made an outstanding contribution to the enhancement of the public understanding and trust of public service and public employees.

The NPA President organizes the selection committee (In FY2018, the Chair: Kazuo Tsukuda, Senior Executive Advisor of Mitsubishi Heavy Industries, Ltd. with six members) to examine and select employees or occupational groups recommended by the ministries and Agencies Engaged in Administrative Execution. The awardees are decided by the President of the NPA based on the result of impartial examination and selection.

The 31th NPA President’s Award in FY2018 was presented to one employee and four groups. The award ceremony was held in Tokyo on Feb. 14, 2019, and following the ceremony, the awardees and the representatives of the awardee groups had an audience with their Majesties the Emperor and Empress at the Imperial Palace.

A total of 64 individuals and 94 occupational groups have received the NPA President’s Award from FY1988, when this award started, to FY2018.

Column: NPA's 70th Anniversary Memorial Project

The NPA was founded in 1948 and celebrated its 70th anniversary on Dec. 3, 2018.

In 2018, along with the launch of the commemorative page on the NPA's website, the NPA held an international lecture meeting and called for / commended commemorative papers as follows in commemoration of the 70th anniversary of its foundation.

International Lecture Meeting Commemorating the NPA's 70th Anniversary

The NPA held an international lecture meeting on Dec. 18, 2018 targeting intellectuals such as university researchers, those in Japan involved in Japan-France relations and the administrators of the Cabinet Office and each ministry.

Mr. Jean-Baptiste Lesecq, Minister Counsellor of the French Embassy in Japan, was invited to the meeting as a lecturer and gave a lecture to approx. 100 audience members concerning the current state of personnel administration such as personnel allocation and promotion management of the Ministry of Foreign Affairs, as well as the initiatives he had actually worked on as an executive official in the French government. After the lecture, some of the audience asked questions about the mobility of human resources among ministries/agencies and between the public and private sectors, along with the quota system in France.

Papers Commemorating the NPA's 70th Anniversary

The NPA called for "Papers Commemorating the NPA's 70th Anniversary" with the theme of the national public service system or personnel management of public employees from the public under 40 years of age. As a result of selection, the best award (Presidential Award) was given to the following paper, and the award ceremony was held on Dec. 3, 2018. The selection committee evaluated this as an ingenious and valuable paper discussing the remuneration system of national public employees in Japan in comparison to the civil service system in Germany.

[Best Award (Presidential Award)]

"Study on the Remuneration Determination System for National Public Employees

– In Consideration of the Recent Trend in Germany –"

HAYATSU Hirotaka (Graduate School of Law, Nagoya University)