••• Table of Contents ••••

Foreword ····	1
Number and Type of Public Employees · · · · · · · · · · · · · · · · · ·	
An Introduction to the NPA ·····	5
Volume 1 - Personnel Administration	7
Part 1. Major Trends in Personnel Administration in the Past Year	9
Chapter 1. Ensuring Proper Remuneration for Public Employees ·····	9
1. Recommendation and Report	
2. Treatment of the Remuneration Recommendation	
3. Submission of the Opinion by the NPA on the Revision of the National Public Serv	vice
Act, etc. to Gradually Raise the Mandatory Retirement Age to 65	
Chapter 2. Reform of Working Styles and Improvement of Working Environments · · ·	18
1. Correction of Working Long Hours	
2. Launch of Leaves for Part-time Employees	
3. Preventive Measures against Sexual Harassment	
4. Preventive Measures against Power Harassment	
5. Revision of the Guideline on Disciplinary Actions for Improper Handling of Offi	cial
Documents (Revision of the "Guidelines on Disciplinary Actions")	
Chapter 3. Securing and Development of Diverse Human Resources	22
1. Securing of Human Resources	
2. Development of Human Resources	
Chapter 4. Measures for Employment of Persons with Disabilities	
in the Public Sector ·····	26
1. Securing of Working Environment Friendly to Persons with Disabilities	
2. Measures to Appoint Persons with Disabilities	
Chapter 5. International Cooperation in Personnel Administration	30

Part 2. To Create an Open Workplace Environment – In Consideration of the	
Actual Situation of Public Service Workplace Based on the	
Employees' Voices ····	33
Introduction	33
Chapter 1. Status of Complaint Consultation	34
Section 1. Status of Complaint Consultation	
1. Establishment of the Complaint Consultation System	
2. Overview of the Measures through the Complaint Consultation System	
Section 2. Trends in the Total Number of Complaint Consultation Cases	
Section 3. Overall Trend of the Content of Complaint Consultation	
Chapter 2. Content of Individual Complaint Consultation Cases	40
1. Work-life Balance of an Employee Facing Various Circumstances	
2. Sexual Harassment and Power Harassment (bullying by boss)	
3. Personnel Evaluation	
4. Others (Appointment/Remuneration)	
Chapter 3. Issues and Measures	54
Section 1. Issues Identified in Complaint Consultation	
1. Changes in the Situation Surrounding the Public Service	
2. Changes in Employees' Consciousness	
3. Changes in the Abilities Managerial Personnel Are Expected to Have	
Section 2. Measures	
1. Provision of a Workplace Environment Friendly to Employees	
2. Enhancement of Young Employees' Motivation	
3. Improvement of Management Ability of Managerial Personnel	
Conclusion ····	71
Part 3. NPA Activities in FY2018·····	72
Chapter 1. Appointment and Dismissal of Employees ······	72
Section 1. Securing Human Resources	
Section 2. Recruitment Examinations	

Section 3. Appointment
1. The Initial Appointment in FY2018
2. Appointment Status Survey of National Public Employees in Regular Service
3. Appointment to Specified Government Positions (Division Directors at the HQ)
4. Appointment for Senior Officials
5. Enlargement of Initial Appointment and Promotion of Female National Public
Employees
6. Promotion of Employees Appointed Through Level II and III Examinations to Senior
Positions
7. Dispatch to Law Schools, etc.
Section 4. Promoting Appointment of Human Resources from the Private Sector
1. Appointment of Private Sector Personnel to Invigorate the Public Service
2. Fixed-term Appointment
3. Fixed-term Appointment of Researchers
4. Personnel Exchange between the Government and the Private Sector
Section 5. Situation Related to Changes in Status
1. Demotion and Dismissal
2. Administrative Leave
3. Pay Reduction
Chapter 2. Human Resources Development
Section 1. Outline of Training Systems Conducted by the NPA
Section 2. Training by Level of Position
1. Administrative Training
2. Experience-based Training at a Consultation Service Counter for the Newly Promoted
to the D. D. G. Level
3. Training for Employees of Regional Offices
Section 3. Dispatch Training
1. Overseas Fellowship Programs
2. Domestic Fellowship Programs
3. Overseas Study Costs Repayment System
Section 4. Training Courses per Theme
1. Training Courses per Theme
2. The Instructor Training Programs

Section 1. Recommendation and Report on Remuneration
1. Mechanism for Remuneration Recommendation
2. 2018 Report and Recommendation
3. Survey of Remuneration of National Public Employees (Survey of National Public
Employees)
4. Survey of Job-by-Job Pay Rates in Private Enterprises (Survey of Private Industry)
Section 2. Implementation of the Remuneration Act
1. Revision of Rules in Conjunction with the Establishment of Administrative Organizations
2. Revision of the Fixed Numbers of Officials in Each Grade of Salary Schedules
3. Disclosure of Remuneration Levels of Incorporated Administrative Agencies, etc.
Chapter 4. Life Planning for Public Employees
Section 1. Situation of Mandatory Retirement and Reappointment System
1. Situation of Mandatory Retirement and Employment Extension
2. Implementing the Reappointment System
Section 2. Implementation of Life Planning Seminar
Chapter 5. Public Employees' Working Environment
Section 1. Working Hours and Leave
1. Situation of Overtime Work and Annual Leave Taken
2. Research and Study Regarding the System of Working Hours and Leave

Section 2. Health and Safety Measures

- 1. Promotion of Health Management
- 2. Ensuring Safety
- 3. Instructions and Enlightenment on Health and Safety Management

Section 3. Measures to Prevent Harassment

- 1. Holding of the Meeting for personnel in Charge of Preventive Measures against Harassment
- 2. Harassment Prevention Week for National Public Employees
- Situation of the Training for the Prevention of Sexual Harassment in the Cabinet Office and Each Ministry

Section 4. Childcare Leave System

- 1. Promotion of Proper Utilization of the Childcare Leave System
- 2. Childcare Leave Actually Taken

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

Section 6. Accident Compensation
1. Revision of the Accident Compensation System
2. Status of the Implementation of Accident Compensation System
Section 7. Audits
1. Payrolls Audits
2. Audit of Health and Safety Management
3. Audit of Implementation of Accident Compensation
Section 8. Service Discipline and Disciplinary Action
1. Service Discipline
2. Disciplinary Action
3. The Concurrent Holding of Positions
Chapter 6. Employee Organization
Section 1. Range of Managerial Personnel
Section 2. Registration of Employee Organizations
Section 3. Officials' Acts on Behalf of Employee Organization
1. Exclusive Engagement
2. Short Term Engagement
Section 4. Meetings with Employee Organizations
Chapter 7. Equity Process ·
Section 1. Appeals against Disadvantageous Disposition
Section 2. Requests for Administrative Action on Working Conditions
Section 3. Appeals for Review Related to Implementation of Accident Compensation
and Appeals for Measures Related to Welfare Services
Section 4. Appeals for Reviews Related to Remuneration Decisions
Section 5. Consultation on Complaints
Chapter 8. International Cooperation
Section 1. Status of Personnel Dispatches Based on the Employee Dispatching Act
Section 2. International Cooperation and Exchange
1. Invitation of Foreign Government Executives
2. Invitation of Officials from the Personnel Administrative Agencies of the Asian
Countries
3. International Cooperation with the ASEAN countries
4. Cooperation with Developing Countries

5. The China-Japan-Korea Personnel Policy Network	
6. Mike Mansfield Fellowship Program	
7. Research Groups from Abroad	
Chapter 9. Promotion of IT for Personnel Management Duties ····· 12	28
Chapter 10. NPA President's Award ····· 12	28
Volume 2 - Activities of the National Public Service Ethics Board · · · · 13	31
Chapter 1. Cultivation of Employees' Ethics Awareness and Creation of Ethic	al
Organization Climate	34
1. Cultivation of Employees' Ethics Awareness	
2. Creation of Ethical Organization Climate	
3. Public Relations Activity and Opinion Hearing Concerning Public Service Ethics	
Chapter 2. Status of the Reporting System under the Ethics Act	35
1. Outline of the Reporting System	
2. Reports Submitted in Recent Years	
Chapter 3. Strict and Prompt Response to Violation of the Ethics Act	37
1. Outline of Investigation and Disciplinary Procedure	
2. Status of Investigations and Disciplinary Actions for Suspected Violations of the Ethi	cs
Act	
3. Measures in Response to Violation of the Ethics Act by Executive Officials	
Appendix	39
Appendix 1: Incumbents in Each Salary Schedule	
Appendix 2: History of NPA Remuneration Recommendations	
Appendix 3: Organization Chart of the Japanese Government	
Appendix 4: Organization Chart of the NPA	