

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

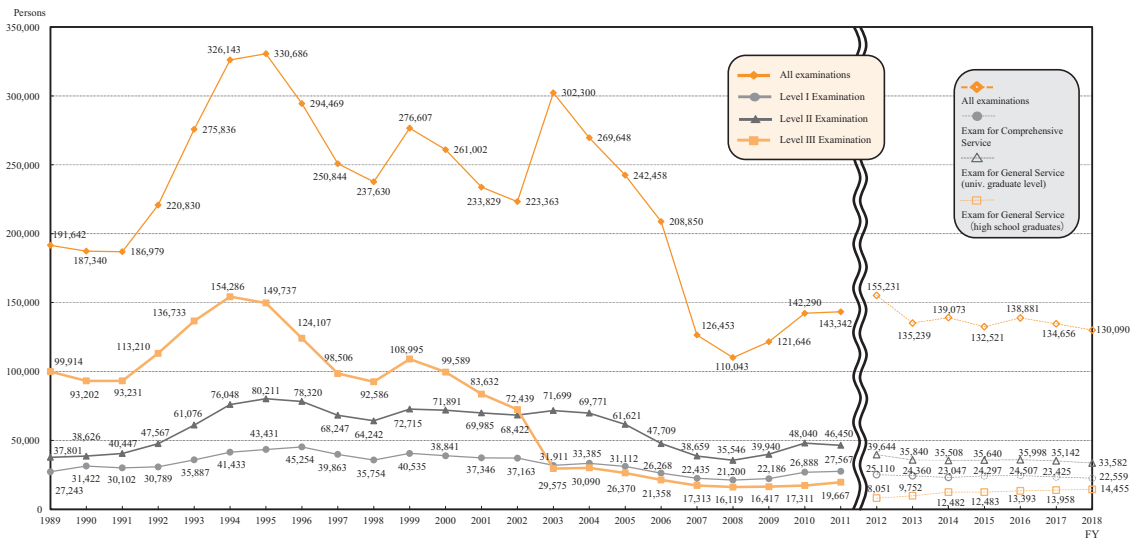
The overview of the recruitment examinations conducted in FY2018 is presented in Table 1.

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

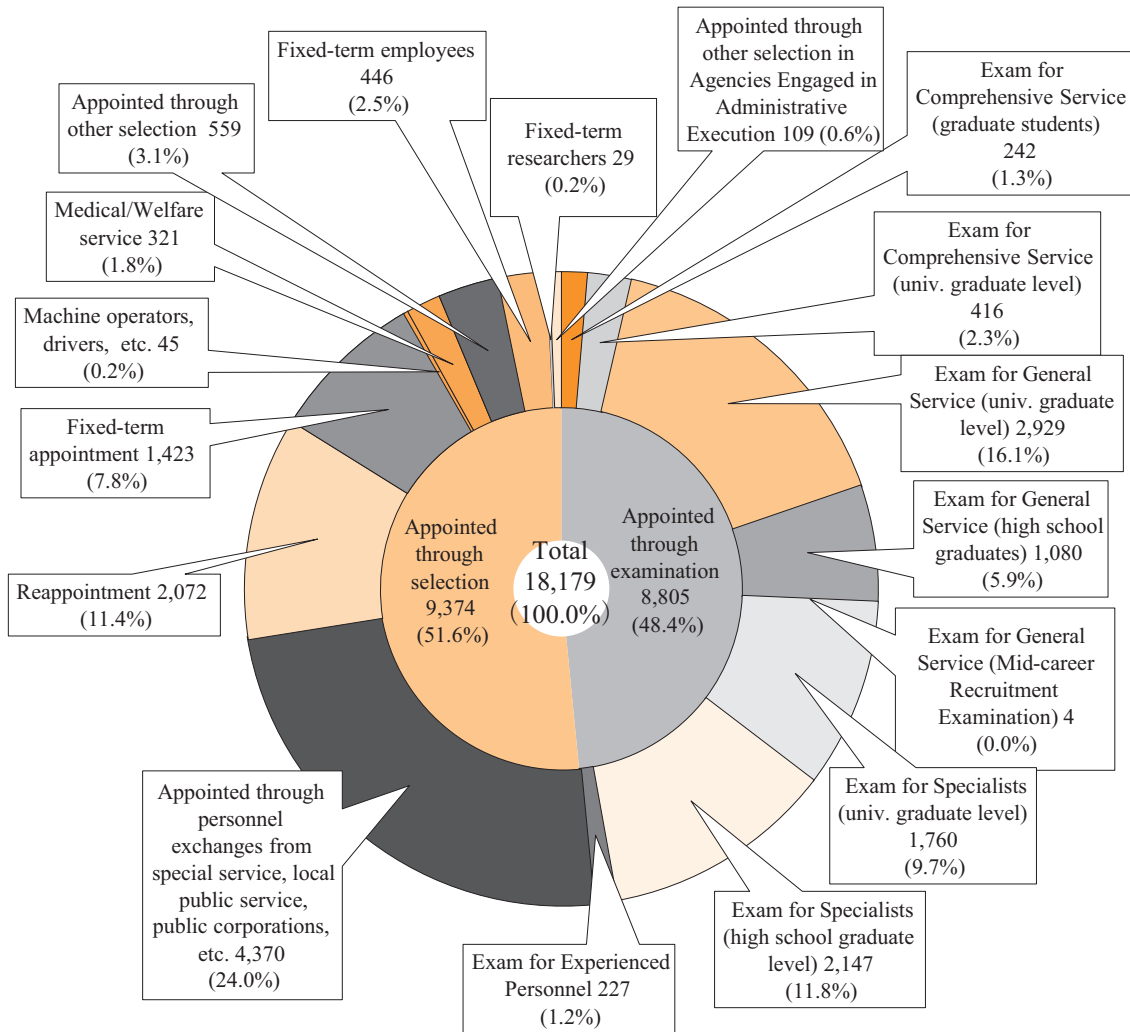
As of Jan. 15, 2018, the number of incumbent regular service employees was 279,463, which included personnel on administrative leave, full-time personnel on administrative leave engaged exclusively in the business of employee organizations, personnel dispatched to international organizations, personnel 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%).

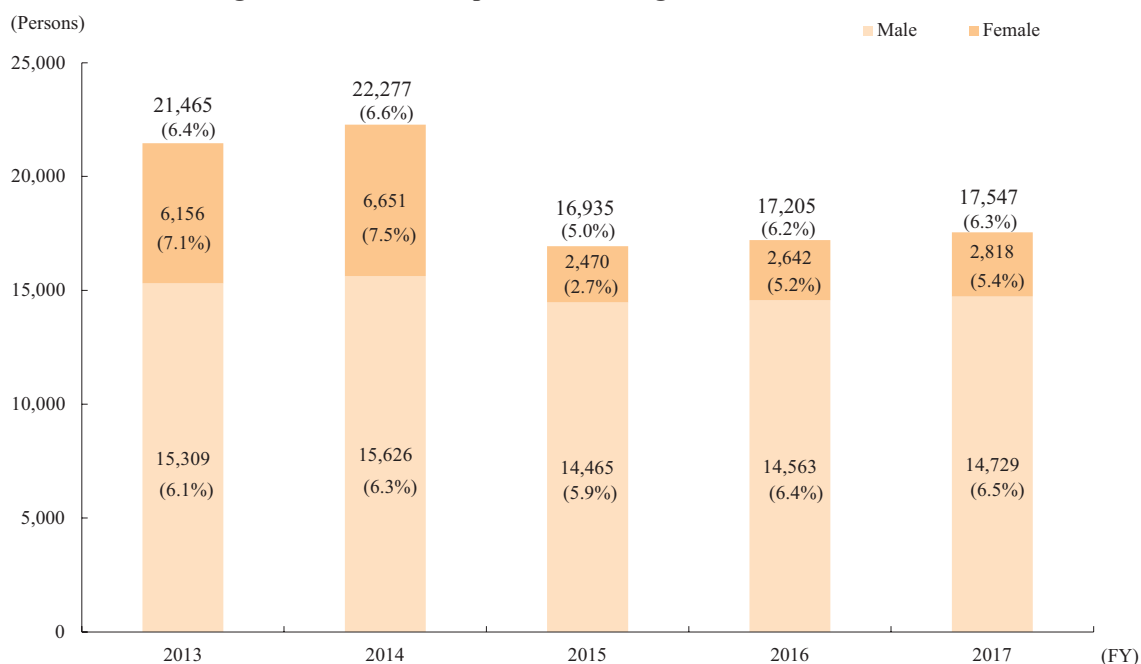
(3) Separation

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.

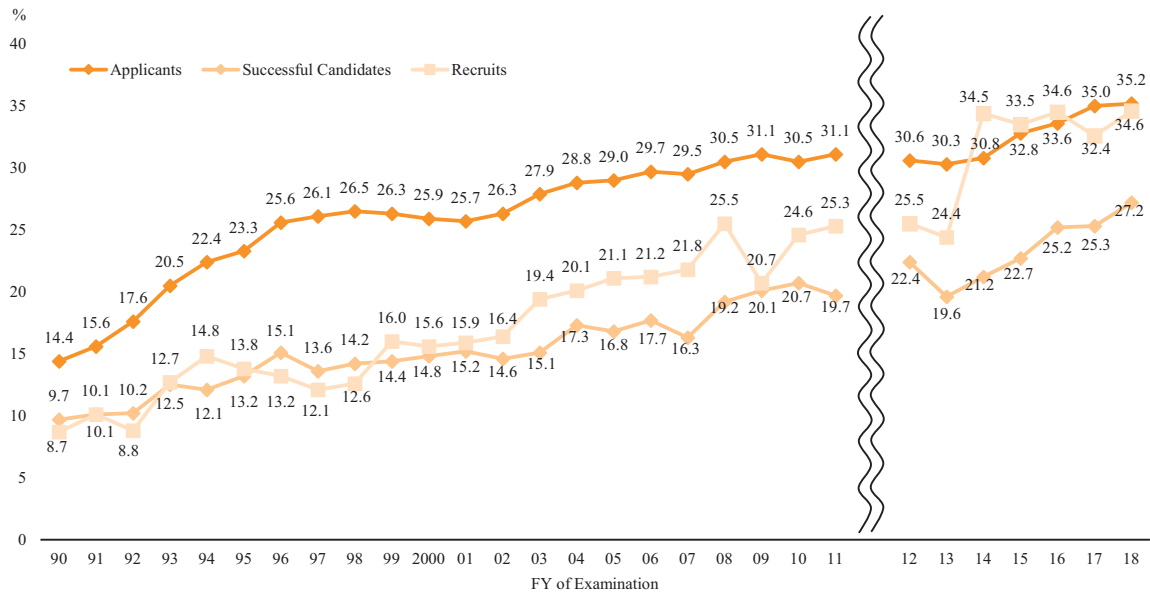
5. Enlargement of Initial Appointment and Promotion of Female National Public Employees

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.

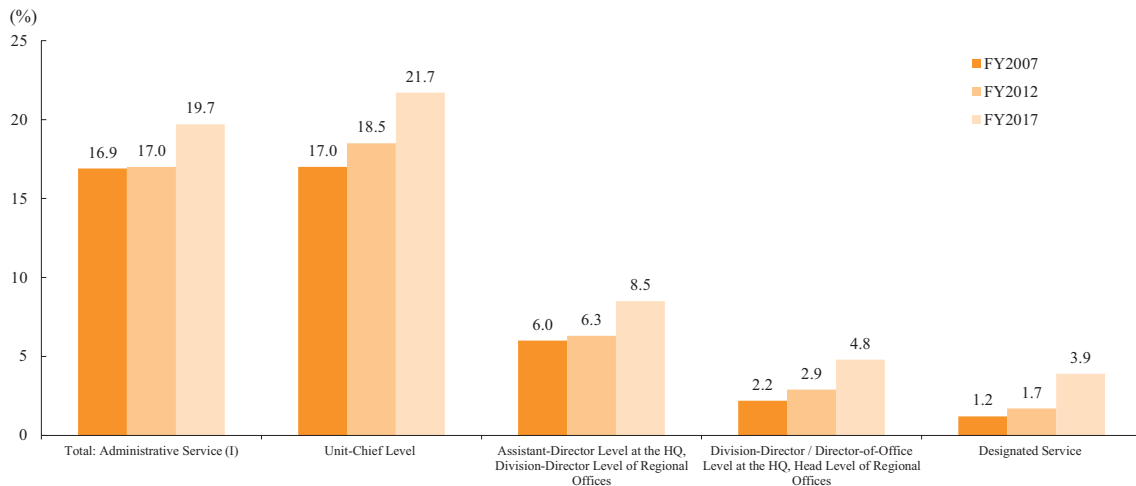
In FY2018, the rate of female applicants of the Examination for Comprehensive Service (excluding legal division and liberal arts division) was 35.2%, and that of the General Service (for the university graduate level) was 35.8%. Both of the rates were the highest after the revision of examination in 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

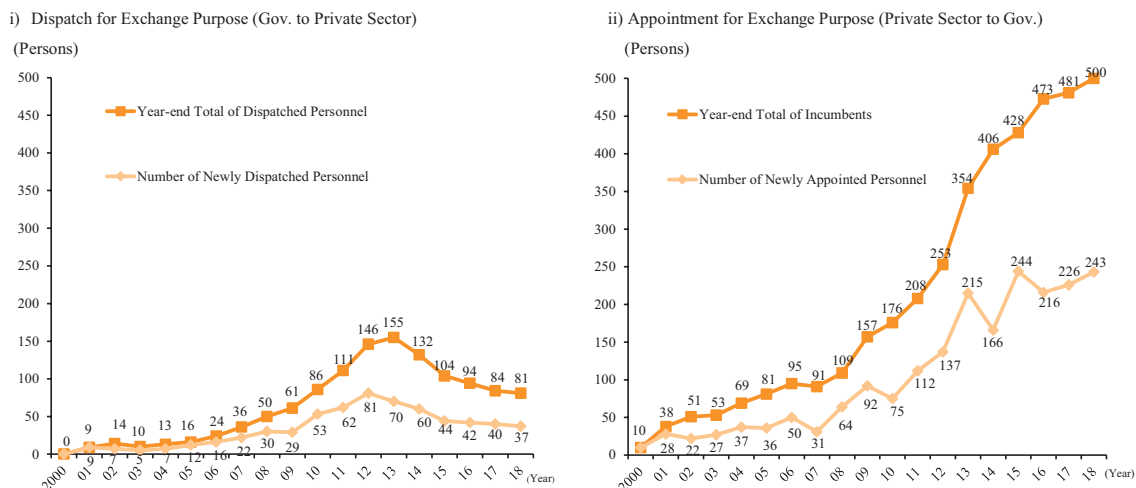
The system under the Act on Personnel Exchange between the Government and the Private Sector aims to deepen their mutual understanding and to promote human resource development and vitalization of organizations by personnel exchange between the public and private sectors, while ensuring the fair operation 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.