

ACCSM+3

WORKSHOP

ON

WORK ENGAGEMENT AND WELL-BEING
IN THE PUBLIC SERVICE

Summary Report

DATE: 10-11 October 2024

VENUE: Sapporo, Japan



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1. Photos



Opening message by Ms. KAWAMOTO Yuko, President of the NPA



Opening remarks by Mr. HIRANO Ryuichi, Director-General for International Affairs and Training, NPA



Panel discussion moderated by Ms. YAJIMA Eriko, NPA



Keynote speech by Mr. Daniel Gerson, OECD



Panel discussion



Keynote speech by Ms. AOKI Naomi, the University of Tokyo



Country presentation by Mr. MEAS Ngounkheang, Cambodia



Keynote Speech



Question time from the audience



Young Leaders' Roundtable



Discussion at the Roundtable



Group Photo

2. Executive Summary

(1) Background

The ASEAN+3 process plays a key role in regional community-building efforts and in promoting peace, stability, and security in the East Asian region with ASEAN as the driving force. Within this important framework, the ACCSM+3 is a valuable platform for strengthening networks and learning about issues common to all countries as partners who respect each other, and through this, it is hoped that the civil service systems and their operations in each country will be updated in line with the current social and economic environment.

Last year, which marked the 50th anniversary of the friendship and cooperation between Japan and ASEAN, the National Personnel Authority (NPA) held a symposium in Tokyo, and representatives from each country engaged in a frank exchange of opinions on the “Future of Public Service” and shared good practices. At that meeting, work engagement and well-being were often discussed from the perspective of securing talents and improving motivation, and many ASEAN member states seemed to feel challenged in terms of how to tackle these matters. Therefore, this year the NPA decided to take up these themes, i.e. work engagement and well-being, and hold an ACCSM+3 international workshop in Sapporo, Hokkaido.

(2) Overview

In addition to officials at the director level from the ministries and agencies in charge of personnel management of ASEAN member states, Timor-Leste, China, the Republic of Korea, Australia, and Japan, the workshop also invited an official from the ASEAN Secretariat, an expert from the Organisation for Economic Co-operation and Development (OECD) Public Governance Directorate, and an academic from the University of Tokyo Graduate School of Public Policy. Three sessions were held in accordance with the three sub-themes related to the overall theme, and each session included a keynote lecture, presentations by participating countries, and a panel discussion. In addition, a roundtable was held as a side event of the third session, with accompanying staff from each country.

(3) Opening remarks

In the video message shown at the beginning of the workshop, Ms. KAWAMOTO Yuko, President of the NPA, emphasized that every organization is operated by the

people, which is to say employees, and the performance of an organization depends on the motivation, creativity, and initiative of each and every employee. She also stressed that the HR strategy of each organization affects whether the organization can improve work engagement and well-being.

In his video message, Dr. Kao Kim Hourn, Secretary-General of ASEAN, advocated that fostering work engagement and well-being in the public service is not merely a matter of improving job satisfaction but also a strategic imperative for building a resilient and effective workforce, and that prioritizing the mental health and well-being of public servants not only enhances their productivity and dedication but also strengthens the trust and confidence of the communities they serve.

In his opening remarks, Mr. HIRANO Ryuichi, Director-General for International Affairs and Training of the NPA, pointed out that, in a situation where the issues that public service is forced to deal with are becoming more sophisticated and complex, it is all the more important for governments to attract diverse and talented people, and for each employee to be highly motivated and ambitious in their daily duties and to use their abilities to the fullest. He highlighted that policy measures related to the work engagement and well-being of each employee are key for the coming age of human resources management in the public service.

(4) Sessions

In his keynote lecture on the theme of the first session, “Leadership and Work Engagement for High-performing and Innovative Civil Service,” Mr. Daniel Gerson of the OECD introduced various engagement models, and then, referring to the results of research conducted by the OECD, he discussed three factors that drive engagement: mobility and career variety, learning cultures, and leadership. He emphasized the importance of leadership, advocating to ensure learning opportunities for leaders and creating a supportive operating environment that allows them to fully demonstrate their capabilities. In the country presentations, there were explanations of the current situation and policies in each country regarding the motivation of employees in rural areas, leadership assessment and talent development, and engagement surveys, as well as the effects of these policies. In the subsequent panel discussion, diverse issues were discussed such as how to deal with the engagement of public servants working at the local levels, how to motivate the younger generation and digital talents, and how to develop leadership to the fullest in a restricted situation.

The theme of the second session was “Diverse Workstyles and Employees’ Well-being.” In her keynote speech, Ms. YAJIMA Eriko, Director of the International Affairs

Division of the NPA, gave an overview of the current situation in which well-being is attracting worldwide attention, and then introduced the effects of measures aimed at realizing diverse work and lifestyles in Japan. She also discussed the current situation and background in which securing human resources remains a crucial issue, and explained the direction of several important measures that the NPA is working on or planning such as the reduction of overtime work. The country presentations covered topics such as the current situation and issues relating to measures for mental health, psychological safety, work-life balance, and Diversity, Equity, Inclusion (DEI), as well as the living standards, vacations, and accident compensation of public servants, etc. In the panel discussion, there was an exchange of opinions about the organizational culture that fosters well-being, and various topics were raised such as the importance of empowering staff, the positive impact of digitalization on culture, the greater openness and flexibility on the relationship between hierarchical levels as a side effect of the pandemic.

In the keynote lecture on the theme of the third session, “Leadership in Support of Work Engagement and Well-being,” Associate Professor AOKI Naomi of the University of Tokyo introduced the various meanings of work engagement and the multi-dimensional construct of well-being. She also explained the types of leadership that promote both work engagement and well-being, such as transformational, authentic, ethical, and servant leadership, and emphasized that there is no one-size-fits-all intervention, and that numerous factors are beyond a leader’s control. In the country presentations, there were presentations and discussions on the current situation and future directions regarding talent management based on transformative leadership, staged leadership development with competency frameworks and so on. In the panel discussion that followed, the participants exchanged opinions on the importance of leadership in building trust in the workplace, which may lead to giving feedback between superiors and subordinates, as well as the role of leaders in overcoming the challenges in implementing organizational measures to improve work engagement and well-being.

As a side event to the third session, accompanying staff from each country participated in a roundtable discussion under the guidance of Ms. AOKI Naomi. There, based on the discussions in the third session, they engaged in a free and lively exchange of opinions on the theme of “Ideal leadership image envisioned by the participants and their own efforts to become ideal leaders in the future.”

(5) Closing remarks

In his closing remarks, Mr. HIRANO Ryuichi highly appreciated the many enthusiastic comments from the participants, not only on the realities on the ground rooted in the circumstances of each country, but also on common issues and advanced initiatives that transcend national boundaries. He also acknowledged that the workshop provided a good opportunity to share different cultures and perspectives and deepen understanding of each other. He expressed his hope that the ACCSM+3 countries will continue to have opportunities like this workshop to help them take new steps forward in human resource management and further cooperation.

3. Agenda

ACCSM+3 WORKSHOP
ON
WORK ENGAGEMENT AND WELL-BEING IN THE PUBLIC SERVICE
10-11 October 2024
Sapporo, Japan

Day One: 10 October 2024		
Time	Topic	Presenters/Panelists
Opening Remarks		
10:00-10:20	Opening Video Message	- H.E. Ms. KAWAMOTO Yuko, President of the National Personnel Authority (NPA) of Japan - H.E. Dr. Kao Kim Hourn, Secretary-General, ASEAN
	Opening Remarks	Mr. HIRANO Ryuichi, Director-General for International Affairs and Training, NPA
Session 1 Theme: Leadership and Work Engagement for High-performing and Innovative Civil Service		
10:20-10:50	Keynote Speech	Mr. Daniel Gerson, Head, Public Employment and Management Team, Public Governance Directorate, Organisation for Economic Co-operation and Development (OECD)
10:50-11:20	Country Presentation	- Mr. Anolack SITHIDETH, Deputy Director General, Civil Service Department, Ministry of Home Affairs, Lao PDR - Mrs. Sharon Kumari Sandanasamy, Principal Assistant Director, Research, Planning and Policy Division, Public Service Department, Malaysia - Miss Snehsuda Saenprasarn, Human Resource Officer (Senior Professional), Public Sector HR Data Analytics Unit, Office of Civil Service Commission, Thailand
11:20-11:40	Coffee Break	
11:40-12:20	Panel Discussion	Moderated by Mr. Daniel Gerson

		- Three presenters (Lao, Malaysia, Thailand) - Mr. TOKUYAMA Atsuki, International Personnel Administration Analyst, International Affairs Division, NPA
12:30-14:00	Lunch	
14:30-19:00	Study Tour	
19:00-21:00	Dinner	

Day Two: 11 October 2024

Time	Topic	Presenters/Panelists
9:00-9:20	Photo Session	
Session 2 Theme: Diverse Workstyles and Employees' Well-being		
9:20-9:50	Keynote Speech	Ms. YAJIMA Eriko, Director, International Affairs Division, NPA
9:50-10:50	Country Presentation	- Mr. Abdul Ghani Hj Othman, Director, Personnel Services, Public Service Department, Prime Minister's Office, Brunei Darussalam - Ms. Dian Adriani, HR Analyst - Lv. 1, Directorate of Civil Service Career, National Civil Service Agency, Indonesia - Mr. Andre Losare Ladigohon, Director II, Field Office, Antique, Civil Service Commission, The Philippines - Ms. FAN Chunhua, Division Director, Bureau I of Civil Service Management, National Civil Service Administration, China - Ms. Song Ji-yeon, Director, International Cooperation Division, Ministry of Personnel Management, Republic of Korea (ROK) - Ms. Christine Shannon, Executive Director, International, Australian Public Service Commission, Australia & Ms. Shannon Owen, Director, Capability and Workforce Committee Taskforce, Australian Public Service Commission, Australia

10:50-11:10	Coffee Break	
11:10-11:50	Panel Discussion	Moderated by Ms. YAJIMA Eriko - Five presenters (Brunei, Indonesia, Philippines, China, ROK) - Ms. Shannon Owen, Director, Capability and Workforce Committee Taskforce, Australian Public Service Commission, Australia
12:00-13:30	Lunch	
Session 3 Theme: Leadership in Support of Work Engagement and Well-being		
13:30-14:00	Keynote Speech	Ms. AOKI Naomi, Associate Professor, Graduate School of Public Policy, the University of Tokyo
14:00-14:30	Country Presentation	- Mr. MEAS Ngounkheang, Deputy Director General, General Department of Civil Service Policy, Ministry of Civil Service, Cambodia - Mr. Koh Chee Keat, Senior Director, People & Culture Group, Public Service Division, Singapore - Mr. Nguyen Hoai Thu, Vice Director, Department of Refresher Training Management, National Academy of Public Administration, Viet Nam
14:30-15:10	Panel Discussion	Moderated by Ms. AOKI Naomi - Three presenters (Cambodia, Singapore, Viet Nam) - Mr. Daniel Gerson
15:10-15:30	Coffee Break	
Young Leaders' Roundtable (Session 3 Side Event) Theme: Ideal leadership image envisioned by the participants and their own efforts to become ideal leaders in the future		
15:30-16:30	Roundtable	Moderated by Ms. AOKI Naomi Accompanying delegates from ASEAN member states, China, ROK, Australia, and Japan
Closing Remarks		
16:30-16:40	Closing Remarks	Mr. HIRANO Ryuichi, Director-General for International Affairs and Training, NPA
18:00-20:00	Official Dinner	

4. Profiles of Presenters

BRUNEI DARUSSALAM



Mr. Abdul Ghani Hj Othman

Director

Personnel Services, Public Service Department,
Prime Minister's Office

CAMBODIA



Mr. MEAS Ngounkheang

Deputy Director General

General Department of Civil Service Policy,
Ministry of Civil Service

INDONESIA



Ms. Dian Adriani

HR Analyst - Lv. 1

Directorate of Civil Service Career,
National Civil Service Agency

LAO PDR



Mr. Anolack SITHIDETH

Deputy Director General

Civil Service Department,
Ministry of Home Affairs

MALAYSIA



Mrs. Sharon Kumari Sandanasamy

Principal Assistant Director

Research, Planning and Policy Division,

Public Service Department

THE PHILIPPINES



Mr. Andre Losare Ladigohon

Director II

Field Office, Antique,

Civil Service Commission

SINGAPORE



Mr. Koh Chee Keat

Senior Director

People & Culture Group,

Public Service Division

THAILAND



Miss Snehsuda Saenprasarn

Human Resource Officer (Senior Professional)

Public Sector HR Data Analytics Unit,

Office of Civil Service Commission

VIET NAM



Mr. Nguyen Hoai Thu

Vice Director

Department of Refresher Training Management,
National Academy of Public Administration

CHINA



Ms. FAN Chunhua

Division Director

Bureau I of Civil Service Management,
National Civil Service Administration

REPUBLIC OF KOREA



Ms. Song Ji-yeon

Director

International Cooperation Division,
Ministry of Personnel Management

AUSTRALIA



Ms. Christine Shannon

Executive Director

International,
Australian Public Service Commission

TIMOR-LESTE



Ms. Sonia da Silva Soares

Inspector

Civil Service Commission

ASEAN SECRETARIAT



Ms. Mega IRENA

Assistant Director/Head

Labour and Civil Service Division,

ASEAN Socio-Cultural Community Department

JAPAN



Mr. HIRANO Ryuichi

Director General for International Affairs and Training

Secretariat of the National Personnel Authority

He was appointed to his present post in September 2024 after serving as Envoy Extraordinary and Minister Plenipotentiary, Deputy Chief of Mission, in the Embassy of Japan in Russia. Since joining the Ministry of Foreign Affairs, he has held many posts related to Japan's foreign policy for over 30 years, including in Japanese embassies, consulates general, the Cabinet Secretariat and the Cabinet Office.

JAPAN



Ms. YAJIMA Eriko

Director, International Affairs Division
Secretariat of the National Personnel Authority

Since her appointment to her current position in April 2024, she has been working on international cooperation and exchange related to personnel administration. In the NPA, she has experienced various posts, such as Principal Examination Officer and Director of the Office of Fellowship Programs. She was also working in New York as the First Secretary in the Permanent Mission of Japan to the United Nations.

OECD



Mr. Daniel Gerson

Head, Public Employment and Management Team, Public
Governance Directorate

He leads the OECD's work on Public Employment and Management, with a mission to help governments understand and shape the changing nature of work in their civil services. He manages the work of the OECD's Public Employment and Management working party (the PEM). Prior to joining the OECD, he was responsible for a range of projects in the Canadian Federal Public Service.

ACADEMIA



Ms. AOKI Naomi

Associate Professor
Graduate School of Public Policy
The University of Tokyo

She is an associate professor in the Graduate School of Public Policy at the University of Tokyo, Japan. She specializes in public management – a field encompassing organizational and human resource management in the public sector. Before assuming her current position in 2020, she was an assistant professor at the National University of Singapore. She received her master’s degree from the Johns Hopkins University School of Advanced International Studies and her PhD in public administration from Syracuse University.

5. Sessions

i. Opening Remarks

(1) Video message by Ms. KAWAMOTO Yuko, President of the National Personnel Authority (NPA)

She expressed her warm welcome to the participants of the workshop and emphasized the significance of the ACCSM+3 platform for strengthening networks and learning from each other and expected that this would lead to updating the civil service system and its operations in line with the current social and economic environment.

She praised the valuable work performed by national public servants in supporting the backbone of the nation and underlined that the performance of an organization depends on the motivation, creativity, and initiative of each and every employee since every organization is operated by the people, which is to say, employees.

She also highlighted the meaning of bringing together HR system experts from various countries to discuss work engagement and well-being because the HR strategy of each organization affects whether the organization can improve these matters.

Finally, she expressed her hope that this workshop would bring about a positive impact on the organizational strategies of each country's public service, and that public servants of each country would be more motivated and rewarded in their work.

(2) Video message by Dr. Kao Kim Hourn, Secretary-General of ASEAN

He extended his heartfelt thanks to the NPA for hosting the workshop on working engagement and well-being in the public service.

He highlighted mental health and well-being as critical topics because prospective employees consider how their work integrates into their lifestyles and goals. He stressed that the ASEAN member states have committed to enhancing workers' well-being and engagement through various declarations and frameworks.

He highly valued fostering work engagement and well-being within the public service because it is not merely a matter of improving job satisfaction but a strategic imperative for building a resilient and effective workforce. He also prioritized the mental health and overall well-being of public servants because it enhances their productivity and dedication and strengthens the trust

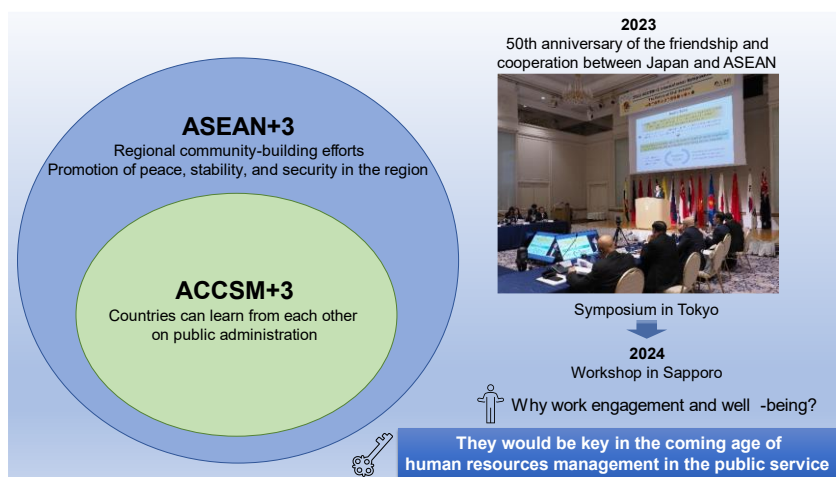
and confidence of the communities they serve.

He committed to creating work environments that support personal growth and advocated for building a public service that is efficient and responsive as well as a source of pride and fulfillment for those who dedicate their career to it.

(3) Opening remarks by Mr. HIRANO Ryuichi, Director-General for International Affairs and Training, NPA

He welcomed the workshop participants and emphasized the significance of the ASEAN+3 framework in playing an important role in regional community-building efforts and in promoting peace, stability, and security in the East Asian region.

He expressed his expectations for this year's workshop, referring to last year's symposium on the 50th anniversary of Japan-ASEAN relations, and explained the reasons for choosing work engagement and well-being for the workshop's themes by citing the great importance for governments to attract diverse and talented people, and for each employee to be highly motivated and ambitious in their daily duties and to use their abilities to the fullest. He also recognized the policy measures related to the work engagement and well-being of each employee as a key for the coming age of human resources management in the public service.



He presented the measures introduced by the NPA to promote work engagement and well-being, such as the flextime system permitting employees to work in accordance with their individual circumstances and wishes, and new rules for ministries and agencies to make efforts to ensure intervals between working hours, etc. He acknowledged, however, that the reforms are still only

halfway due to such problems as the falling birthrate and declining working-age population of Japan.

He introduced the three main policy pillars announced last year by the NPA with the aim of creating a public service that can attract diverse and talented people and empower each and every employee to perform their daily duties with high levels of motivation and ambition.

The first pillar is “Securing Diverse and Talented Human Resources”: updating the remuneration system such as raising the salary level of young employees for better hiring competition, reviewing recruitment examinations by creating new examination divisions and adjusting examination dates, etc.

The second pillar is “Support for Employees’ Growth and Improvement of Organizational Performance”: developing a guidebook for comprehensive and systematic career development support, providing opportunities for mid-career employees to gain diverse experiences through public-private personnel exchanges and fellowship opportunities home and abroad, etc.

The third pillar is “Improving Working Environment for the Realization of Well-being”: providing various initiatives on well-being, which would be discussed in detail in the keynote speech of Session 2.

He also explained the “Civil Service HRM Advisory Board,” which was established within the NPA, consisting of academics, executives and other experts from outside the public service, with the mission of discussing beyond the conventional framework, and introduced its interim report, which advocated the need to incorporate the concept of ‘human capital management’ into the public service.

ii. Session 1

(1) Keynote lecture on the theme of “Leadership and Work Engagement for High-performing and Innovative Civil Service” by Mr. Daniel Gerson of the OECD

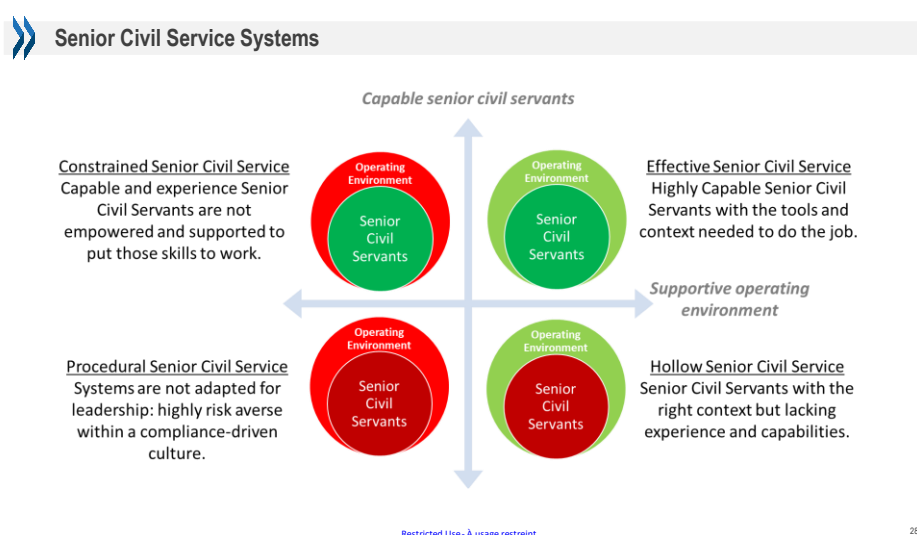
He first confirmed that attracting and retaining talented people is an important issue for the public service of many countries around the world and stated that providing fulfilling work or engagement can be one answer to this challenge based on the OECD model of employer attractiveness.

He explained that there are various models, definitions and factors to consider when it comes to engagement and referred to an OECD survey to present three drivers of engagement: mobility and career variety, learning cultures and leadership.

He pointed out that the public service has more areas of activities than the private sector, which matches the aspirations of the younger generation, who want diverse work experiences, but that this appeal is not being communicated well. He also talked about how mobility has significant advantages in terms of flexible organizational management and skills development, from the perspective of both top-down and bottom-up, but that there are problems caused by the transfer of personnel such as disruption of teams. According to an OECD survey, the number of countries that encourage or promote mobility is in the minority and the greatest obstacle cited is a lack of management, so he argued that it is necessary to work on management culture and leadership.

He also referred to the strategic mobility framework developed by the OECD, pointing out the importance of learning culture built into organizations, and explained the situation regarding learning incentives and informal or on-the-job training in the OECD member countries.

He explained four types of leadership capabilities and skills based on a framework developed by the OECD. The first is ‘value-based leadership,’ in which leaders need to manage the conflict between multiple competing values. The second is to use the tactics of ‘open inclusion’ to incorporate various opinions and data from outside. Thirdly, leaders should manage complex organizations through ‘organizational stewardship,’ and fourthly, they should work horizontally through ‘network collaboration.’



Finally, he emphasized the importance of ensuring opportunities for leaders to learn, and discussed leadership systems, particularly the need to consider not only whether leaders have necessary capabilities, but also an environment in

which they can fully demonstrate them. In this context, he presented a four-quadrant diagram with two axes, one for capabilities and the other for environment, and recommended analyzing one's own situation and consider the direction to take based on this.

(2) Country presentations

(a) Lao PDR: "Rural Retention of Civil Servants in Lao PDR" by Mr. Anolack SITHIDETH, Deputy Director General, Civil Service Department, Ministry of Home Affairs

He explained the challenge to attract and retain qualified human resources in remote, rural and underserved areas, especially for the Ministry of Education and the Ministry of Health.

He mentioned the decrees and regulations that have already been enforced to solve the problem and recognized the need for a mechanism to monitor and evaluate the recruitment system from the local (district) to national levels and to ensure that priorities are given to the civil servants who currently work or have decided to work in rural areas.

He also called for studies to assess the impact of the decrees and regulations related to incentive provision and to investigate the relationship between trends in the number of civil servants in rural areas and other potential factors such as socio-economic development.

He recommended making a study to develop appropriate incentive packages in order to attract and retain teachers and health workers in rural areas, focusing on boosting their motivation by means of financial and non-financial benefits.

(b) Malaysia: "Talent Management and Competency Development in the Malaysia's Public Service" by Mrs. Sharon Kumari Sandanasamy, Principal Assistant Director, Research, Planning and Policy Division, Public Service Department

She explained the outline of public service in her country, introducing the structure of its government as well as the profile of civil servants: types, levels, occupations, and numbers.

Then, she presented two main pillars of talent management: assessment and development. Regarding assessment, she explained the recent shift to a new performance assessment system called 'MyPerformance,' which is outcome-based with emphasis on the relationship between each employee's performance and departmental

performance.

Then, she explained leadership assessment, introducing the 'Leadership Assessment Programmes (LEAPS),' which are designed for the administrative and diplomatic officers in managerial positions and have four components of assessment: think, lead, speak, and act. They are used not only as a requirement for promotion but also for assessment of competency and potential gaps. The succession management is organized on four assessment levels. A main difference from the previous system is that they include assessments by third parties. She also mentioned an advanced type of leadership program, which is a mandatory course for the administrative and diplomatic officers and others and has different components to be assessed.

Then, she introduced the current situation where a talent pool of 1,190 people on different levels has formed from 10,426 officers.

She moved to discussing talent development, which consists of four modules: internal training programs, strategic personnel placement in international organizations, training opportunities at foreign training institutions and leadership and management courses at business schools.

She also explained an upcoming professional development plan for the administrative and diplomatic officers and concluded her presentation by elaborating on a professional development model with four components.

(c) Thailand: "Civil Servants Engagement" by Miss Snehsuda Saenprasarn, Human Resource Officer (Senior Professional), Public Sector HR Data Analytics Unit, Office of Civil Service Commission

She first explained in detail the practice of the engagement survey in the public service. This is conducted online every two years and consists of 60 questions of which 14 are related to 3 components that affect engagement (work engagement, organization engagement, and public service motivation) and the remaining 46 are related to 10 factors such as health and well-being. It includes open-ended questions, covering every type and level of ordinary civil servants across 143 government agencies.

In the most recent 2024 survey, the response rate was about 20% and the overall score for the 3 engagement indices (work engagement, organization engagement, and public service motivation) was 78.59. After the survey, a summary report was formulated and distributed to each agency in the hope of helping them understand the situation of

personnel and design suitable working environments and HR strategies.

She also outlined the new initiatives based on survey results: guidelines to enhance leadership for engagement and to conduct pulse surveys, as well as good practices provided by three high-scored government agencies of various sizes.

She also explained the activities related to organizational culture that have been carried out in her organization from three perspectives: work, team, and leader.

Finally, she raised challenges for the future: limited use of feedback, difficult control of each agency in improving engagement, and how to increase the response rate as well as how to secure young talents in a very competitive job market.

(3) Panel discussion moderated by Mr. Daniel Gerson

The moderator started with this question to each panelist: “What engages you the most in your job?” In response, the panelists gave answers individually such as “Working better through demonstrating my skills,” “Working as a member of organization while sharing information,” and “Making sure that my work is useful to other organizations and people,” etc.

Then, the moderator asked about opinions and experiences regarding how to raise motivation at the local level. The panelists gave answers such as job rotations with local public services, gathering information and opinions from local governments to create policies from the whole-of-government perspective, providing local civil servants with the same benefits as the central level, etc.

Next, the moderator asked about opinions and experiences of the generation gap in engagement or the impact of age on engagement over the course of a professional career. The panelists responded as follows:

- Young people seem to doubt working hard with only weekends off. Appropriate career guidance is needed for them.
- The young generation have a greater focus on digitalization. It is important to make them use the digital skills. Flexible working hours and locations should be considered for them.
- Engagement level tends to decline gradually over the first 10 years of each employee’s career. It is necessary to think about how to find meanings in their work from an early stage.
- Middle-aged managers are requested to advise their younger subordinates

regarding career development with a personalized approach. This may require a change in their mindset.

In this context, the moderator pointed out that it is not always salary but management culture that may demotivate digital talents, based on his exchange with digital professionals of the French public administration.

Then, the moderator asked the audience for questions, and in response, one participant submitted two questions: “How can leaders in the public sector exercise their leadership to the fullest, given various restrictions on them, including their relationship with politics?” and “How should we respond to the needs of young people in rural areas?”

The panelists responded to the first question as follows:

- Senior executives often have to deal with delicate situations in terms of politics. It is surely difficult, but also an innovative and engaging opportunity for them to develop their knowledge and skills fully.
- The 360-degree evaluation allows subordinates to evaluate their superiors. This may increase the transparency of senior executives’ behavior.
- Feedback from employees is crucial for leaders. The organization should utilize feedback data from surveys to improve leadership. There are also training courses provided for newly promoted leaders to learn their new role.

They responded to the second question as follows:

- It is important to extend technological advancement to rural areas such as digitalized school education.
- It is possible to attract employees to rural or remote areas in various ways such as providing allowances for family, covering transportation costs, etc. It is also possible to make arrangements for local employees to return to their original posts after working a few years in the central government.
- As civil servants move to the private sector in droves in search of better treatment, leadership is now needed to improve their conditions.

The moderator concluded the whole discussion by pointing out that one-size-fits-all solutions don’t work and that it is important to think about flexibility in the design of systems and the diversity of individuals such as age, area background and so on.

iii. Session 2

- (1) Keynote lecture on the theme of “Diverse Workstyles and Employees’ Well-being” by Ms. YAJIMA Eriko, Director, International Affairs Division of the NPA

She began by discussing the reasons for choosing this theme and explained that interest in well-being is increasing around the world, drawing on the examples of the OECD, the United Nations, etc. She then confirmed the aim of this session as sharing and learning about policies and examples of well-being and diverse workstyles in each country because the background circumstances and problems differ from country to country.

She highlighted the measures that have been developed by the NPA to promote well-being in the workplace in the public service of Japan, such as improvements of the working environment and work-life balance in response to the demands of the times. She cited several results of these measures such as the rate of childcare leave (particularly by men) and the promotion of women to management positions.

She acknowledged that there is still a crisis in terms of securing human resources, pointing out the declining labor force due to the low birthrate and aging population, and explained the difficulty in securing human resources in the public service based on the decreasing number of people applying for national public service examinations and the increasing number of public employees leaving their positions.

She showed that the number of Japanese public sector employees is relatively small, citing an outcome of international comparison, and also mentioned that many ministries and agencies consider that they were short of staff, referring to the results of a questionnaire survey.

She introduced the declining attractiveness of the public service in terms of the working environment and remunerations, the change in the attitude of young people towards workstyles and career development, and the common practice of long working hours (particularly high incidence of overtime work at the headquarters) as factors contributing to the crisis. She argued that it is essential to create an environment that promotes well-being in order to secure human resources.

She explained the following as the direction of future policy for the realization of well-being of national government employees in Japan.

- Reduction of overtime work: the role of managers, the work of the “Office

of Investigation and Guidance on Working Hours” and the problem of dealing with the Diet (the national parliament) related duties

- Zero harassment at the workplace: the role of managers, dealing with ‘customer harassment,’ i.e. excessive complaints from citizens
- Health management measures for employees: dealing with the increase in sick leave, measures to promote mental health
- Workstyles that fit the times: the introduction of intervals between working hours, reviewing the flextime system
- Remuneration system update: the introduction of a new allowance for employees in teleworking, the revision of allowances for spouses and dependents, the increase in initial salary

She concluded her presentation by stressing the importance of learning from each participant because each country has its own way of thinking about well-being and its own style for working environments.

(2) Country presentations

(a) Brunei Darussalam: “Work Engagement and Well-being in the Public Sector” by Mr. Abdul Ghani Hj Othman, Director, Personnel Services, Public Service Department, Prime Minister’s Office

He emphasized that his country has recently set the mental health of public employees as a national priority and is now working hard to strengthen mental health and well-being through the participation of various sectors. He then introduced the “Mental Health Action Plan 2022-2025,” a comprehensive strategy formulated by the Ministry of Health.

He introduced specific actions related to improving work-life balance such as flexible working hours, maternity leave, leadership training courses related to mental health, etc. He also explained the ACCSM workshop in June 2024 chaired by his country, where the participants discussed the formulation of a draft of ASEAN statements related to mental health and well-being, etc.

Furthermore, he introduced the activities that are being carried out in his country regarding work-life balance such as 14 days mandatory leave, self-certified medical leave, and digitization through health apps such as ‘BruHealth.’ He also stressed the importance of well-being of teachers in the public sector.

He then went on to explain the measures that are being taken in the

public sector to improve psychological safety, including educational events by the Ministry of Health, revisions to HR manuals, the formulation of new guidelines, and the enhancement of counseling services and hotlines.

Finally, he highlighted several challenges such as lack of awareness towards mental health and well-being issues, poor understanding of return on investment (ROI), and pointed out that the absence of knowledge on best practices can hinder efforts to cultivate a generation of public servants delivering productive and high-quality services. He concluded that promoting good mental health and emotional and behavioral well-being, can significantly enhance both employee's personal well-being and professional performance, and create a positive effect that benefits the entire workplace culture.

- (b) Indonesia: “Work-life Balance in Indonesia’s Public Sector” by Ms. Dian Adriani, HR Analyst - Lv. 1, Directorate of Civil Service Career, National Civil Service Agency

She started by outlining the general status of personnel in the public service sector (central/local, gender, education, age, years of service, and positions). She then discussed the definition and significance of work-life balance, emphasizing that it means a harmony in work between professional and personal aspects.

She also explained the characteristics of her country’s working culture such as diligence, work prioritized, and prevalent hierarchical structure. She introduced successful experiences during the COVID-19 pandemic and Generation Z’s preference for flexible working arrangements, etc.

She acknowledged that the government has already recognized the importance of work-life balance and implemented various support measures to promote labor rights, family welfare, and flexible working, but highlighted that implementation is still partial in the public sector.

She mentioned the formulation of national regulations on work-life balance and the commitment of leaders as actions for the future.

- (c) The Philippines: “Work Engagement and Well-being in Philippine Public Service” by Mr. Andre Losare Ladigohon, Director II, Field Office, Antique, Civil Service Commission

He emphasized the interconnection between well-being and engagement, and pointed out that engagement cannot thrive without

addressing well-being in the workplace, and that mental, physical, and emotional well-being can engage the workforce.

He acknowledged that work-life balance is a challenging issue for the civil servants, who have heavy workloads and demanding schedules, especially in critical services such as health, education, and law enforcement, and explained specific policies in his country such as flexible working arrangements, compressed workweeks, mental health programs, maternity and paternity leaves, etc.

He also emphasized the necessity of health management for civil servants due to their high level of stress and limited access to health facilities, and introduced the programs that are being implemented by his organization and others.

He then valued psychological safety because the difficulty of speaking up due to hierarchy may have a negative impact on innovation and morale. He explained his organization's initiatives regarding harassment and bullying, and grievance mechanisms.

He highlighted the importance of diversity, equity, and inclusion (DEI), particularly for the public sector, which has employees from various backgrounds, and explained measures such as reserving at least 1% of jobs for persons with disability (PWDs), encouraging hiring practice for marginalized groups. He also introduced gender development programs in the public sector and initiatives for institutionalized meritocracy.

Finally, he acknowledged the issues of limited resources in local governments and hesitation to change and discussed the potential for change through digital transformation and a greater investment in human resource development.

(d) China: "Improving the Welfare and Well-being of Chinese Civil Servants" by Ms. FAN Chunhua, Division Director, Bureau I of Civil Service Management, National Civil Service Administration

She started by explaining improvements in the living standard of civil servants in terms of salary systems (basic salary, allowances, bonuses), social security systems (pension insurance, health insurance, housing provident funds), etc. She also explained the compensation measures for civil servants working under difficult conditions or at the grass-roots level.

She then went on to explain in detail the working hours and leave systems (two days off per week, legal holidays, paid annual leave, etc.) and the vacations (sick, maternity, marriage, funeral leaves) for civil servants.

She then explained the issues of culture in state organs, including improvements in the office environment, opportunities to listen to suggestions from staff, as well as physical examinations, mental health lectures, and various cultural activities. She also mentioned a support mechanism for civil servants in difficult situations.

(e) Republic of Korea: “Diverse Workstyles and Employees’ Well-being” by Ms. Song Ji-yeon, Director, International Cooperation Division, Ministry of Personnel Management

She first introduced the history, functions, and structure of her organization, then explained the policies related to work-life balance in the public sector.

She explained the expansion of childcare leave benefits (up to 6 months at 100% monthly salary with an upper limit) and the extension of the paid period (from 12 to 18 months) as incentives for both parents to take leave. She also mentioned the expansion of childcare leave of up to 2 hours a day from children aged 5 years old and under to children aged 8 years old and under, etc.

She then explained the protection of pregnant women such as the improvement of eligibility criteria for maternity leave and the reinforcement of regulations on late-night work (from 22:00-6:00 to 21:00-8:00), as well as the expansion of leave related to infertility treatment.

She also introduced the enactment of a law establishing an accident compensation system for public servants, emphasizing this as a way to strengthen the government’s responsibility for those who dedicate themselves to the nation.

In addition, she explained the policy for mental health management, including mental health care centers, support to medical expenses of high-risk individuals of psychological trauma, and also introduced the enhancement of grievance management.

(f) Australia: “Building Psychological Safety in the Australian Public Service” by Ms. Christine Shannon, Executive Director, International, Australian

Public Service Commission & Ms. Shannon Owen, Director, Capability and Workforce Committee Taskforce, Australian Public Service Commission

Ms. Christine Shannon started by explaining the definition of psychological safety and highlighted that it is a belief that people are not punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk taking. She also introduced the commitment of the Secretaries Board to pro-integrity culture.

Then, Ms. Shannon Owen elaborated on a survey project regarding awareness and experience of psychological safety within the Australian public service and discussed issues such as the lack of understanding, the need for staff to build it in their team, and the role of leadership. She pointed out the necessity of considering measures to build psychological safety based on a common understanding of its concepts and practical guidance.

She also gave examples of additional benefits of psychological safety such as increasing employee engagement and satisfaction, strengthening diversity and inclusion at the workplace, enhancing innovation, improving performance and productivity, and effectiveness for retention and attraction.

(3) Panel discussion moderated by Ms. YAJIMA Eriko

The moderator asked the first question to each panelist: “What is well-being for you?” The panelists gave answers individually as follows:

- Physical, mental, emotional and social satisfaction.
- Healthy in every way and everywhere.
- Feeling and performing well in good relations with family and coworkers.
- Professional satisfaction, stable work, personal growth and social contribution.
- Managing family in peace for governing the country.
- Balancing work and life while accomplishing hard tasks.

Then, the moderator asked the second question: “Do you feel any changes recently about the organizational culture regarding well-being?” The panelists responded as follows:

- A shift is observed, particularly in prioritizing mental health and well-being. In this regard, leaders have an important role for the rest of the workforce, and a couple of initiatives are actually being taken.

- It is true that working more hours does not necessarily lead to an increased productivity. Work-life balance is increasingly recognized for its necessity and importance.
- Changes such as paying more attention to culture rather than relying on rules and regulations alone are being felt. Organizational culture is significant in many ways: mental health, innovation, well-being, and humanistic care, etc.
- An organizational culture that fosters well-being is a culture of empowerment. Empowering people can foster the commitment of personnel to the organization. They would find meanings in work and develop a culture of ownership and responsibility.
- Digitalization makes our lives more convenient. These experiences change our culture, systems and competencies.
- Experiences in the pandemic have changed the organizational culture, which now puts a greater emphasis on mental health, psychological safety and work-life balance, and encourages open dialogue and flexibility between hierarchical levels.

iv. Session 3

- (1) Keynote lecture on the theme of “Exploring Leadership that Can Promote Work Engagement and Well-Being in Our Public Services” by Ms. AOKI Naomi, Associate Professor, Graduate School of Public Policy, the University of Tokyo

She first set an agenda for the session as: 1) what actions and practices leaders can use to promote work engagement and well-being, and 2) what our organizations can do to help leaders put them into effect.

She then sought to clarify the meaning of work engagement and well-being. She took up the definition of work engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption,” and stressed that it is different from workaholism and burnout. Regarding well-being, she drew attention to the fact that it has a complex, multi-dimensional construct, and listed the following as its forms:

- Physical well-being
- Psychological well-being
- Affective well-being
- Social well-being
- Workplace well-being

- Objective well-being
- Subjective well-being
- Hedonic well-being
- Eudaimonic well-being

She then recommended not to understand well-being in terms of a single concept, but rather encouraged considering it with various concepts involved. She also pointed out the importance of considering the spillover effects between different types of well-being, and the ripple effects of promoting work engagement on well-being and vice versa.

Then, she moved on to explain leadership types. First, she outlined the characteristics of transformational leadership, including inspiring people with a vision, leading by providing a good model to follow, and fostering team spirit. She also listed the actions that this type of leaders should take such as setting high performance expectations, providing individualized support, and promoting intellectual stimulation. She then explained the possible effects of this style of leadership on work engagement.

Next, she explained authentic leadership, which is characterized by self-awareness as well as unbiased processing such as acceptance of one's positive and negative aspects, attributes, and qualities. She pointed out that this type of leaders takes authentic behavior such as acting in accordance with one's 'true self' and valuing openness and truthfulness in relationships. She also discussed the possibility that this form of leadership has a positive impact on the eudaimonic well-being of both leaders and followers.

As for other types of leadership that might positively affect well-being and work engagement, she mentioned ethical leadership, explaining its use by leaders who communicate ethical values to their followers and emphasize the importance of their work in achieving socially responsible goals.

Finally, she mentioned servant leadership, highlighting that this is about placing other people's needs, aspirations, and interests above the leader's own and seeking to help followers grow healthier, wiser, freer, and more autonomous.

She concluded her presentation by adding that there is no one-size-fits-all intervention, and that numerous factors are beyond a leader's control.

(2) Country presentations

- (a) Cambodia: "Leadership in Support of Work Engagement and Well-being"
by Mr. MEAS Ngounkheang, Deputy Director General, General Department

of Civil Service Policy, Ministry of Civil Service

He introduced the mission and three key measures of his organization and clarified that these measures are a prerequisite for his nation's vision of becoming a high-income country by 2050.

Then, he explained the number and types of public servants in his country, as well as the situation of employment for women and people with disabilities.

He also explained legal instruments and policy guidelines to promote well-being and work engagement, and mentioned the reforms related to organizational reviews of each ministry, capacity building, job descriptions, performance-based evaluations, and so on.

He also gave an overview of the pension, health care, occupational risk, and leave systems in relation to well-being.

He concluded his presentation by emphasizing that the government would carry out talent management based on the concept of transformative leadership.

(b) Singapore: "Singapore Public Service: Leadership in Support of Work Engagement and Well-being" by Mr. Koh Chee Keat, Senior Director, People & Culture Group, Public Service Division

He gave an overview of the government's overall initiatives on well-being and engagement, which are classified into three layers of service-wide support, agency & teams, and self-care. He emphasized the importance of the leadership role in employees' well-being and engagement, as well as empowering each employee with options and flexibility to enhance their own well-being and engagement. Some examples of flexibility include remote working from home or co-locations at various government agencies' premises, as well as opportunities for officers to gain varied work experiences within the wider public service and/or private sector. He also cited the use of digital and AI tools to promote employees' well-being, and support networks such as career coaches, wellness ambassadors, etc.

He then explained the four stages of equipping leaders to improve employees' engagement and well-being: awareness, motivation, development, and practice. He introduced various events and activities to improve leaders' awareness, and then explained in detail how to use data analytics such as engagement surveys to drive leaders' motivation. In

terms of leaders' development, he gave an overview of the leadership competency framework, which explicitly highlights the need for leaders to care for and inspire their employees. There are structured courses and programs as well as a digital learning app to help leaders be better in these areas.

Finally, he emphasized the importance of leaders' consistent behavior through day-to-day practice and shared an example of 'Focus Friday' (leaders will try not to have meetings on Friday afternoon to allow employees to focus on work that requires deep thinking as well as to set aside time for learning).

(c) Viet Nam: "Leadership in Support of Work Engagement and Well-being" by Mr. Nguyen Hoai Thu, Vice Director, Department of Refresher Training Management, National Academy of Public Administration

He first raised the problem of increasing employee turnover and acknowledged attracting and retaining talents in the public sector as an important issue.

He described the characteristics of engagement and listed three factors of the role of leaders for improvement: creating organizational culture, providing inspiration, and offering development opportunities.

Then, he explained recent government initiatives, including salary adjustments, improvements to welfare benefits, digital transformation, training programs, continuous learning (at least 160 hours of training per year), and improved job descriptions and performance evaluations. He also explained issues such as public hearings, surveys and empowerment as measures to enhance employees' participation.

He valued visionary leadership that may drive engagement and organizational success through dedication and forward-thinking and concluded his presentation by emphasizing the role of leaders.

(3) Panel discussion moderated by Ms. AOKI Naomi

The moderator first asked the panelists about their personal views and strategies regarding the leaders' actions to promote work engagement and well-being among employees. The panelists gave the following responses:

- Providing subordinates with opportunities to develop their capabilities for higher performance, etc. In doing so, it is important to ensure transparency.
- Respecting subordinates' well-being and private time, such as not having them work after 5pm.

- Encouraging making small wins and improvements, mitigating ‘empty work’ resulting from perfectionism in work by clearer direction from leaders, earlier discussions, etc.

In this context, one panelist discussed the importance of building trust with subordinates. He argued that if leaders recognize subordinates’ autonomy, their engagement will increase, and emphasized the importance of feedback to subordinates.

In response to this, one panelist pointed out the importance for leaders to create psychological safety for feedback from subordinates, and argued that there is, however, a limit to the extent to which leaders can respond to such feedback. In this regard, there was information provided that surveys conducted in the United States have shown that the subordinates who think that their superiors will take action based on feedback have higher engagement.

Next, the moderator asked the panelists what the organization can do to help leaders promote work engagement and well-being, whether they found any challenge in making an impact when implementing organizational measures, and what the role of leaders was to overcome these challenges. The panelists responded as follows:

- Organizational culture is not easily changed, such as taking few leaves. I personally try to give advice to my subordinates from the perspective of work-life balance or consideration for family.
- Leadership culture is attracting attention. It is hoped that leaders take positive behavior and show care and empathy towards subordinates. Structural learning based on leadership competency frameworks is effective.
- The role of leaders has two aspects, and it is necessary to assess their performance correctly.
- In the United States and the United Kingdom, they survey the situation of employees and provide the leaders with detailed data and insights. On the other hand, in the Netherlands, they focus on the well-being of leaders themselves and practice peer coaching among them.
- It is actually difficult to quantitatively evaluate the impact of measures to raise work engagement and well-being because of complexity of the concepts, etc.

v. Young Leaders’ Roundtable

The accompanying delegates from the ASEAN member states, China, the Republic of Korea, Australia and Japan participated in a roundtable discussion under the moderation of Ms. AOKI Naomi with the overall theme of “Ideal leadership image envisioned by the participants and their own efforts to become ideal leaders in the future.”

The moderator first asked the participants to introduce themselves, and then encouraged them to express their own ideas regarding an ideal leadership in support of work engagement and well-being while harboring the idea that they would become such leaders. The responses from the participants were as follows:

- Leaders should have skills and knowledge, take actions with an open mindset, show empathy to team members, have emotional intelligence, and keep learning.
- They should serve as a model, show examples to team members and support open communication with clear ideas and feedback.
- It is necessary to think about good leaders and bad leaders and learn from them both. Learning from peers is also important.
- Be ethical, respectful, and decisive. However, they should always be positive.
- Being transparent and flexible in terms of assessment, including 360-degree evaluation. Flexibility is necessary in terms of working hours, too.
- Fostering competency to lead people in terms of public policy.
- Objectivity and thoughtfulness. They should work smart with analytical skills, avoiding conflicts of interest by looking at the future and making consensus for the public interest.
- Good leaders promote free and fair competitions among the younger generation and support freedom of expression in the decision-making process.
- Balancing between being kind and being strict in relationships with subordinates.
- Leaders can show a human side, vulnerability, so that somebody may want to help them.
- Leaders should use properly top-down and bottom-up approaches to engage employees. Sometimes they should adopt a top-down approach to be decisive.
- Giving young people grassroots-level experiences is significant in developing leaders.

The moderator wrapped up the discussion by reflecting on some key points from the participants' remarks. First, she emphasized the importance of communication, empowering team members, and treating them with ethical and respectful attitudes. She also mentioned care and empathy as an approach for leaders to take with their subordinates. In addition, she highlighted the importance of transparency, accountability, and feedback, mentioning the example of 360-degree evaluation. She also pointed out the importance for leaders to have skills and knowledge, to become decisive in decision-making, and to promote the engagement and participation of team members.

She then concluded the meeting by remarking that there were participants from many different countries, but that it was quite possible to recognize a certain commonality and matters that could be shared in their presentations and discussions.

vi. Closing Remarks

Mr. HIRANO Ryuichi expressed his appreciation to the delegations from ASEAN member states, China, the Republic of Korea and Australia, who gave excellent presentations for this workshop, and to the delegation from Timor-Leste, who participated as an observer.

He expressed his gratitude to Mr. Daniel Gerson and Ms. AOKI Naomi for their keynote speeches and moderation in the discussion sessions. He also thanked the ASEAN Secretariat for their support of the workshop in various ways.

He emphasized the increasing responsibilities of the human resources management agencies that should support employees as the foundation of the government as society itself becomes more complex and diverse.

He highly valued many enthusiastic comments from the participants, not only on the realities on the ground rooted in the circumstances of each country, but also on common issues and advanced initiatives that transcend national boundaries. He acknowledged that the workshop provided a good opportunity to share different cultures and perspectives and deepen understanding of each other.

He expressed his hope that the ACCSM+3 countries will continue to have opportunities like this workshop to help them take new steps forward in human resource management, which in turn will lead to further cooperation.

6. List of Participants

Country/ Organization	Name	Organization	Department	Position
Brunei Darussalam	Mr. Abdul Ghani Hj Othman	Prime Minister's Office	Personnel Services, Public Service Department	Director
	Mr. Ahmad Zahid Md Daud	Ministry of Health	-	Clinical Psychologist
Kingdom of Cambodia	Mr. MEAS Ngounkheang	Ministry of Civil Service	General Department of Civil Service Policy	Deputy Director General
	Mr. TES Nuphea	Ministry of Civil Service	ASEAN Resource Center and International Relations, General Department of Civil Service Policy	Deputy Chief of Office
Republic of Indonesia	Ms. Dian Adriani	National Civil Service Agency	Directorate of Civil Service Career	HR Analyst - Lv.1
	Mr. Muhammad Anfaul Umam	National Civil Service Agency	Bureau of Public Relation, Legal, and Cooperation	Subdivision Head of National Cooperation
Lao PDR	Mr. Anolack SITHIDETH	Ministry of Home Affairs	Civil Service Department	Deputy Director General
	Mr. Phetsamone XAYALATH	Ministry of Home Affairs	Civil Service Management Department	Director of Division
Malaysia	Mrs. Sharon Kumari Sandanasamy	Public Service Department	Research, Planning and Policy Division	Principal Assistant Director
	Mrs. Engku Hartini Engku Mohd Halim	Public Service Department	Service Division	Assistant Director
Republic of the Philippines	Mr. Andre Losare Ladigohon	Civil Service Commission	Field Office, Antique	Director II
	Mr. Jhun Howard S. Ruzol	Civil Service Commission	Office for Financial and Assets Management	Chief Administrative Officer

Republic of Singapore	Mr. Koh Chee Keat	Public Service Division	People & Culture Group	Senior Director
	Ms. Aurelia Ong Chi En	Public Service Division	Employee Experience (Public Sector Transformation)	Assistant Director
Kingdom of Thailand	Miss Snehsuda Saenprasarn	Office of Civil Service Commission	Public Sector HR Data Analytics Unit	Human Resource Officer (Senior Professional)
	Miss Swita Metiranan	Office of Civil Service Commission	Public Sector HR Data Analytics Unit	Human Resource Officer (Practitioner)
Socialist Republic of Viet Nam	Mr. Nguyen Hoai Thu	National Academy of Public Administration	Department of Refresher Training Management	Vice Director
	Ms. Nguyen Thi Phuong Anh	Ministry of Home Affairs	International Cooperation Department	Principal Official
Timor-Leste	Ms. Sonia da Silva Soares	Civil Service Commission	-	Inspector
ASEC	Ms. Mega IRENA	ASEAN Secretariat	Labour and Civil Service Division, ASEAN Socio-Cultural Community Department	Assistant Director/Head
People's Republic of China	Ms. FAN Chunhua	National Civil Service Administration	Bureau I of Civil Service Management	Division Director
	Mr. ZHANG Jiangliang	National Civil Service Administration	General Office	Level IV Division Rank Official
	Mr. LI Degang	National Civil Service Administration	Bureau III of Civil Service Management	Division Director
Republic of Korea	Ms. Song Ji-yeon	Ministry of Personnel Management	International Cooperation Division	Director
	Mr. Nam Kwangtaek	Ministry of Personnel Management	International Cooperation Division	Deputy Director
Australia	Ms. Christine Shannon	Australian Public Service Commission	International	Executive Director

	Ms. Shannon Owen	Australian Public Service Commission	Capability and Workforce Committee Taskforce	Director
OECD	Mr. Daniel Gerson	OECD	Public Employment and Management Team, Public Governance Directorate	Head
Academia	Ms. AOKI Naomi	University of Tokyo	Graduate School of Public Policy	Associate Professor
Japan	Mr. HIRANO Ryuichi	National Personnel Authority	Secretariat of the NPA	Director General for International Affairs and Training
	Ms. YAJIMA Eriko	National Personnel Authority	International Affairs Division	Director
	Mr. TOKUYAMA Atsuki	National Personnel Authority	International Affairs Division	International Personnel Administration Analyst
	Mr. AYABE Satoshi	National Personnel Authority	International Affairs Division	Deputy Director
	Ms. KOSHIISHI Keiko	National Personnel Authority	International Affairs Division	Senior International Affairs Research Officer
	Ms. HASEGAWA Moe	National Personnel Authority	International Affairs Division	International Affairs Officer
	Ms. WATANABE Yumi	National Personnel Authority	International Affairs Division	Unit Chief
	Ms. KASHIWAGI Ayako	National Personnel Authority	International Affairs Division	Officer
	Mr. AKAISHI Yuta	National Personnel Authority	International Affairs Division	Officer
	Ms. SUZUKI Nana	National Personnel Authority	Financial Affairs Division	Officer

Mr. SOEJIMA Daisuke	National Personnel Authority	Hokkaido Regional Bureau	Officer
Ms. SHOJI Shina	National Personnel Authority	Hokkaido Regional Bureau	Officer
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