

Outline of 2021 NPA Report on Public Employee Personnel Management

In conjunction with the 2021 NPA Remuneration Recommendation, the NPA made a report on public employee personnel management. In the report, the NPA identified the following four issues (1 to 4) and presented the measures to deal with the issues. Below is the outline of the report.

1 Human Resources Securement and Development

【Issue】

In the wake of declining number of applicants for public service and the increasing number of young employees leaving the public sector, securing excellent human resources is an urgent issue. In addition to recruiting new graduates and developing them, it is essential to attract individuals who have the ability to adapt to the changing environment, transcending the boundaries between the public and private sectors. In addition, in order to increase the attractiveness of public service and to create an environment where employee can fulfill his or her abilities as well as experience and work with motivation, organizational management by executive officials, etc. is extremely important.

【Measures】

(1) Expanding the Number of Applicants

To reverse the trend of declining public employee recruitment examination applicants, the NPA will survey students about their perceptions of public service. The NPA will also strengthen the activities and disseminate the information online to recruit technical personnel.

(2) Recruiting Digital Personnel

In FY2022, the "digital" division is set to be launched in the "Examination for Comprehensive Service," which the NPA will actively publicize.

(3) Developing Personnel Exchanges with the Private Sector

It is important to stimulate the exchange of human resources between the public and private sectors. The NPA will support the Cabinet Office and each ministry in securing the necessary private sector human resources in various fields of specialization by publicizing the Examination for "Experienced Personnel" and expanding the scope of fixed-term employees who can be hired at the discretion of the Cabinet Office and each ministry.

(4) Facilitating the Recruitment and Promotion of Female Employees

In line with the government's initiatives, the NPA will conduct public relations activities, enhancing training to support women's activities, improving the working environment, etc. to support the efforts of the Cabinet Office and each ministry to achieve the goals.

(5) Human Resource Development Through Training

The NPA will enhance training to develop management skills, make fundamental revisions to executive officials training, and further utilize the online training.

2 Support for Balancing Work with Pregnancy, Childbirth, Childcare, etc.

【Issue】

The General Policy on Measures for Society with a Decreasing Birthrate states that strong efforts should be made to break through the bottlenecks that prevent each employee from realizing his or her wishes for marriage and family planning by promoting men's participation in housework and child rearing, as well as supporting infertility treatment. It is even more important to support employees in balancing work with pregnancy, childbirth, and childcare also in the public sector.

【Measures】

The NPA will submit its opinion on the revision to the Act on Childcare Leave, etc., of National Public Officers to relax the limit on the number of times employees are allowed to take childcare leave. In addition, the NPA will launch the leave for infertility treatment for both full-time and part-time employees (paid leave for up to five days per year in principle, plus five days if frequent hospital visits are required); the leave for spouses and leave for participation in childcare for part-time employees (both are paid leave); and paid leave for part-time employees before and after childbirth.

3 Development of Sound Working Environments

【Issue】

To enable employees to fulfill their abilities and improve organizational performance, it is important to correct long working hours and to develop a working environment that supports flexible work styles such as telework.

【Measures】

(1) Reduction of Long Working Hours.

The NPA will provide guidance on the scope of both special duties and units handling heteronomous duties, the full implementation of face-to-face guidance by a medical doctor, the reduction of overtime work through review of duties, etc., and the appropriate payment of overtime work allowances; and will also encourage the organization-wide efforts of the Cabinet Office and each ministry. In addition, the NPA will make it a principle to manage overtime work hours based on objective records.

The NPA indicates the need for securing personnel in accordance with the workload; and asks for understanding and cooperation from the Diet, in improving the work of dealing with the Diet affairs, which needs to be urgently addressed.

(2) Support for Telework and Other Flexible Working Styles

The promotion of telework is important from the perspective of behavioral change through the reform of business processes and the promotion of digital transformation. The NPA will organize a study group of experts to examine appropriate working hour system that correspond to flexible working styles such as telework, and the measures to secure intervals between working hours.

(3) Preventive Measures against Harassment

The NPA will support the preventive measures taken by the Cabinet Office and each ministry through monitoring the implementation status of their preventive measures and providing guidance on the measures, as well as holding seminars for harassment counselors.

(4) Promotion of Mental Health, etc.

The NPA will promote mental health through the introduction of online mental health counseling and the support for the smooth implementation of workplace environment improvement initiatives by using stress check questionnaires,

4 Raising of Mandatory Retirement Age and Promotion of Personnel Management Based on Ability and Performance

【Issue】

To raise the employee morale and maintain organizational vitality in the wake of the aging of the employee structure and the prolonged incumbent period due to the raising of the mandatory retirement age, it is important to accurately grasp the abilities and performance of employees through personnel evaluations and to reflect evaluation results should appropriately for appointments, remuneration, etc., as well as utilize them for human resource development.

【Measures】

- The NPA will promote necessary preparations, such as examination and coordination of matters stipulated in the NPA Rule, to facilitate the raising of the mandatory retirement age.
- The NPA will consider revising the standards for promotion, grade increase, step increase, etc., based on the revision to the personnel evaluation system that will introduce more minutely divided evaluation grades, etc.
- The NPA will further support human resource development using personnel evaluations in the Cabinet Office and each ministry by enhancing training for evaluators in the face of the need to ensure that managerial personnel conduct interviews, including online interviews.