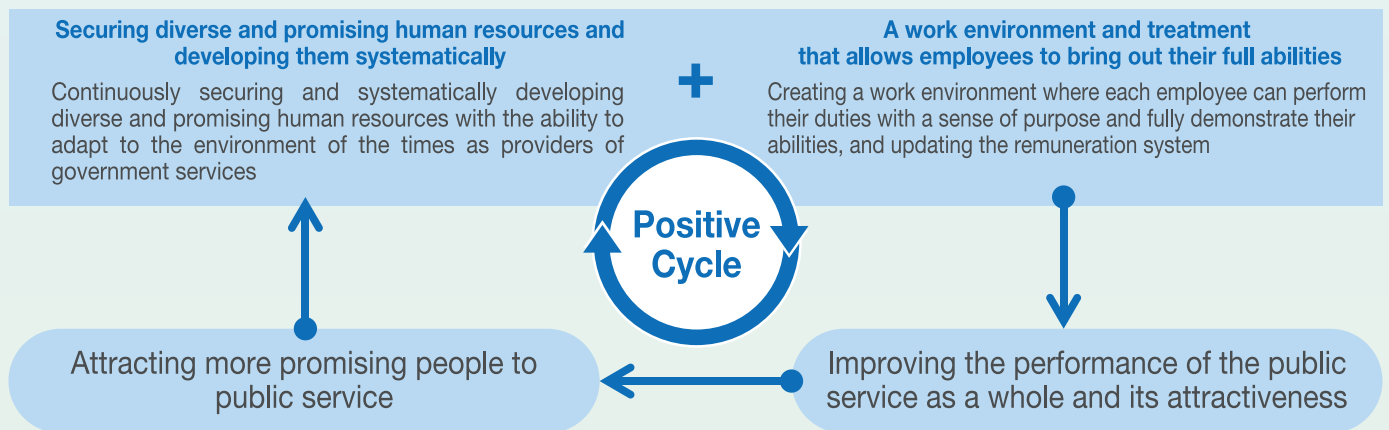


Fundamental Philosophy

To provide citizens with the world-leading administrative services in a rapidly changing social situation,

It is necessary for public service organizations that support Japanese administration to continue to be people-oriented, efficient and dynamic.

What is required to realize the above



Challenges and Responses

Recognized Challenges

Main Responses

<p>1</p> <p>Securing Human Resources</p>	<ul style="list-style-type: none"> ● The number of applicants for recruitment examinations is on the decline amid intensifying competition with private companies over human resources. Reform of the recruitment examination system is an urgent issue. ● In order to smoothly recruit private-sector human resources with diverse experience and expertise, it is necessary to work with a sense of urgency to resolve operational and systemic issues. 	<ul style="list-style-type: none"> ✓ Reform of the recruitment examination system, including by moving forward the date of the spring Examination for Comprehensive Service and lowering the minimum eligible age for the “Liberal Arts” division. ✓ Expanding the scope within which ministries or agencies can hire Specialized Fixed-term Employees or General Fixed-term Employees at their own discretion. <p>Refer to page 5</p>
<p>2</p> <p>Human Resources Development and Promotion of Personnel Management based on Ability and Performance</p>	<ul style="list-style-type: none"> ● In order to bring out the abilities of employees and maximize the performance of the organization, it is important to develop employees in consideration of their abilities and aptitudes, and to appropriately reflect personnel evaluation results to appointment, remuneration, etc. ● To empower employees to autonomously consider their own future careers, it is necessary for the personnel management sections to present model career paths, offer opportunities for growth, and encourage supervisors to communicate appropriately with their subordinates. 	<ul style="list-style-type: none"> ✓ Establishing new training courses for division director-level employees to strengthen their managerial abilities and enhancing training courses to support the career development of employees. ✓ Engaging in communication with stakeholders about the system so that personnel with abilities and achievements are promoted and treated in a well-balanced manner. <p>Refer to pages 9 and 15</p>
<p>3</p> <p>Improving Working Environment</p>	<ul style="list-style-type: none"> ● It is essential to improve the working environment to realize employees’ well-being. ● It is imperative to reform working practices. Above all, correcting the custom of long working hours is an especially urgent issue. Telework, which allows more effective use of place and time, is spreading, and it is necessary to review a working hours system to accommodate flexible work styles. Promoting employees’ health is the foundation of realizing employees’ well-being. 	<ul style="list-style-type: none"> ✓ The newly established Office of Investigation and Guidance on Working Hours instructs on the appropriate management of overtime hours. ✓ Increasing the flexibility of the flex time and rest period systems. <p>Refer to page 11</p>
<p>4</p> <p>Updating Remuneration System</p>	<ul style="list-style-type: none"> ● As the efforts in 1 to 3 above are being made, it is necessary to update the remuneration system in response to the changes in society and the public service so that various issues (e.g., attracting and securing younger personnel, the need for active mid-career recruitment as well as placement and promotion in an agile and flexible manner, and diversifying the age and profile of new recruits and their career path after recruitment) can be addressed from the remuneration perspective as well. 	<ul style="list-style-type: none"> ✓ In its 2022 remuneration recommendation, the NPA recommended the raise of basic salary for young employees. ✓ Concerted efforts are made from each aspect of the remuneration system including salary schedules, standards of initial salary, grade increase and pay step increase, and various allowances. <p>Refer to page 20</p>