Overview of Rules for Reporting

National public employees are obligated to make three types of reports as follows. The Ethics Board receives and examines the reports in light of fairness in execution of duties.

1. Reports on receipt of gifts, etc.
   A report shall be submitted by the employees at the rank of Assistant Director and above at HQ with respect to the receipt of gifts, etc. exceeding 5,000 yen in value.

2. Reports on share dealings, etc.
   A report shall be submitted by the officials at the rank of Deputy Director-General and above at HQ.

3. Reports on income, etc.
   A report shall be submitted by the officials at the rank of Deputy Director-General and above at HQ throughout the previous year.

Strict and Expeditious Actions towards Violations of the Ethics Act, etc.

- Investigation, implementation of disciplinary proceedings, approval of disciplinary actions for violation cases of the Ethics Act or the Ethics Code
- Sharing of the points of attention and the preventive measures against violation with the Cabinet Office and all ministries

Number of dispositions, etc., taken for violations of the Ethics Act or the Ethics Code

(Note) The figures in parentheses indicate the number of persons subject to dispositions, etc.
The Ethics Board is taking various measures to maintain employees' ethics pertaining to their duties focusing on “Cultivation of Employees' Ethics Awareness”, “Creation of an Ethical Organization Environment” and “Strict and Expeditious Actions towards Violations of the Ethics Act, etc.” as the main pillars.

### Cultivation of Employees' Ethics Awareness
- Holding of round-table conferences with Deputy Vice Ministers of ministries or heads of regional offices, and meetings targeting officials in charge of ethics in each ministry
- Implementation of the explanatory meetings concerning the ethics system (10 locations nationwide)
- Development/distribution of study materials for various training programs
- Implementation of “National Public Service Ethics Week” (every December)
- Holding of “Public Service Ethics Seminars” (about three times a year)

### Creation of an Ethical Organization Environment
- Establishment of Public Service Ethics Hotline
- Support for the Cabinet Office and all ministries to create an ethical organization environment
  - Development of a system for consultation/reporting counters established by the Cabinet Office or each ministry and support for the use of such system
  - Request to take measures to create workplace environment where employees can seek consultation easily

### Public Service Ethics Hotline
- Phone: 03-3581-5344
- Fax: 03-3581-1802
- Address: 1-2-3 Kasumigaseki, Chiyoda-ku, Tokyo 100-8913
- Secretariat of the National Public Ethics Board
- The hotline accepts anonymous consultation and reporting.
- All possible measures are taken so that those who made reports to the Hotline won’t receive disadvantageous treatments, for instance through ensuring that any personally identifiable information, such as names, will be kept within the Ethics Board.

### Public Relations Activities and Opinion Hearings
- Public relations activities targeting business operators, who are opposite parties for the duties of national public employees
- Hearing of opinions for reference regarding measures for maintenance of ethics (e.g. holding round-table conferences with intellectuals, implementing various surveys)
Promotion of IT Utilization in Personnel Management (Personnel and Remuneration System)

Personnel and Remuneration System (IT System)

This is a standard system commonly used by the Cabinet Office and each ministry, which integrates various functions such as the management of personnel and remuneration, etc. of national public employees as well as the processing of notifications and applications submitted by them. So far, 28 ministries have introduced the system as of March 1, 2018 (targeting approx. 270,000 employees). The NPA operates this system used by the Cabinet Office and each ministry.

Before the introduction

Ministry A
Ministry B
Ministry C

After the introduction

Collective response to revision of the remuneration system

Personnel and Remuneration System

Single input & multiple uses
Promotion of paperless operations
Promotion of digitalization of issuance of letters of appointment

Alliance with the cross-governmental common systems

Ministry A
Ministry B
Ministry C

Each ministry has different levels of systematization for personnel and remuneration management (system operator, systematization methods, the scope of duties subject to systematization, etc.). The laws and regulations regarding the remuneration system are revised in some way every year.

Major Issues Currently Addressed by the NPA

The challenges that the NPA needs to address from now on are “Further Streamlining of Personnel and Remuneration-related Duties, including Operating Cost Reduction” and “Continuation of Stable System Operation.” Therefore, the NPA is taking the measures as follows.

- **System Improvements**
The NPA is working on system improvements to cope with the amendments of the Remuneration Act based on the NPA Recommendation.

- **System Renewal (Equipment Renewal, etc.)**
The NPA is working to cut operating costs by 30 percent in accordance with the government’s policy. At the same time, with a view to securing a stable system operation, the NPA is planning to complete renewal of system equipment, upgrading of operating system and applications improvement by the end of October 2019 along with migration of data in operation.

- **Link with Other Cross-Governmental Common Systems**
The NPA is promoting a link between the Personnel and Remuneration System and other cross-governmental common systems with a view to promoting the efficient operation of the entire government information systems.

- **Control of Incidents**
The NPA releases mail magazines to inform the Cabinet Office and all ministries of the cases about which the NPA has frequently received inquiries; and revises/distributes an user manual reflecting the incidents that took place in the past. In addition, the NPA holds an user seminar targeting officials in charge of the Personnel and Remuneration System.

▲User Seminar
The NPA actively engages in international exchange through dispatch and acceptance of officials as well as international cooperation to support the development of personnel administration in other countries.

**Dispatching Officials to International Organizations, etc.**

A large number of employees are dispatched to international organizations or foreign governments every year, and are engaged in international cooperation.

**Breakdown of International Dispatch by Organization (as of the end of FY2016)**

- United Nations: 128 (31.9%)
- Europe: 127 (31.9%)
- United States: 9 (2.3%)
- Other International Organisations: 121 (31.9%)
- Asia: 124 (31.9%)
- Latin America: 8 (2.1%)
- Africa: 18 (4.7%)
- Middle East: 1 (0.2%)
- Oceania: 3 (0.8%)
- Others: 9 (2.3%)

**Breakdown of International Dispatch by Region (as of the end of FY2016)**

- Asia: 124 (45.4%)
- North America: 44 (15.6%)
- Latin America: 8 (3.0%)
- Africa: 18 (6.7%)
- Europe: 127 (31.9%)
- Middle East: 1 (0.2%)
- Oceania: 3 (0.8%)
- Others: 9 (2.3%)

**Mutual Understanding in the Administrative Field**

- Acceptance of U.S. Mike Mansfield Fellows: Federal government officials (In order to deepen mutual understanding and cooperative relationship between Japan and the United States, the NPA offers the program to offer the U.S. federal government officials, who are expected to become the leaders of the next generation, opportunities to take one-year on-the-job training at the Cabinet Office and each ministry, and so forth in Japan. (150 people in 28 organizations from FY1996 to FY2017.)
- Seminar on National Government Administration for Senior Officials: Senior officials in central government organizations (350 people in 79 countries from FY1988 to FY2017)
- Seminar on Governmental Human Resource Management for Senior Officials: Senior officials in central personnel agencies (233 people in 56 countries from FY1981 to FY2017)
- Seminar on Public Personnel Administration for Middle Level Officials: Assistant Director level officials in central personnel agencies (198 people in 70 countries from FY1989 to FY2017)
- Aid for the Specific Countries: Botswana, Afghanistan, etc.

**The China-Japan-Korea Personnel Policy Network**

With the aim of promoting close cooperation and mutual exchange in the field of personnel administration as part of the tri-lateral cooperation program, the personnel administration agencies in Japan, China, and Korea, namely the NPA, the Ministry of Human Resources and Social Security of the People's Republic of China, and the Ministry of Personnel Management of the Republic of Korea, have implemented various cooperation programs such as the joint training for employees in the three countries, and the tri-lateral symposium jointly organized by the three countries, etc.

In FY 2017, the Directors-General of the three agencies met together to hold the 8th Director-General Level Meeting. In addition, these agencies organized the 10th China-Japan-Korea Joint Training for Young and Mid-Level Employees.

**Study of the Public Service Systems in Other Countries**

The NPA conducts studies on the public service systems and the situations/trends of personnel management, etc. in other countries, mainly the United States, the United Kingdom, Germany and France. In addition, the NPA invites senior government officials of major countries to Japan in order to exchange information on recent practices and issues of personnel administration.
The NPA works on issues as follows through properly managing the personnel administration, which is the basis for administrative management, responding to changes in social and economic situations, with the aim of offering administrative service that helps to realize a safe and secure life for each citizen.

### 1 Securing and Developing Human Resources

- Securing and developing competent personnel, who will lead Japan in the next generation, amid the ongoing complication, sophistication and globalization of the administrative issues
  - Securement of fair appointment
  - Systematic development of employees as “servants of all citizens”
  - Appropriate implementation of recruitment examinations
  - Attraction of motivated women to public service/Enhancement of female employees’ abilities

### 2 Creation of the Employee-friendly Working Environment

- Promoting the improvement of the working environment, including the support for work-life balance and mental health measures, to enable employees to be diligent in their duties without anxiety
  - Support for work-life balance
  - Rectification of long working hours
  - Measures for mental health development
  - Preventive measures against harassment

### 3 Implementation of the Personnel Management Based on Ability and Performance

- Promotion of personnel management that treats personnel with excellent abilities and performance appropriately for the purpose of enhancing the employees’ morale and increasing the efficiency of administrative management
  - Proper implementation of personnel evaluation
  - Appropriate reflection of the evaluation results on treatment

### 4 Realization of Proper Remuneration

- Realization of proper remuneration responding to changes in social and economic situations in order to raise the employees’ morale, secure human resources, and improve administrative service
  - Accurate understanding of the remuneration levels of the government and the private sector
  - Design and operation of the remuneration system based on expert knowledge
## 5 Review on the Employment of Elderly Employees

Utilization of the abilities of employees over 60 through raising the mandatory retirement age and improving reappointment for the purpose of connecting employment and pension as well as maintaining high-quality administrative service.

| Raising of the mandatory retirement age up to 65 and maintaining of vitality of employees from all generations | Reappointment mainly as full-time employees |

## 6 Ensuring People’s Trust in Public Employees

| Cultivation of employees’ ethics awareness | Strict and expeditious actions towards legal violations |

## 7 Others

| Appropriate handling of equity process and consultation of working conditions and environment, etc. | Support for introduction and operation of the Personnel and Remuneration System |
The NPA President’s Award is annually given to honor national public employees who have made outstanding contributions to strengthening people’s reliance on the public service through their steady efforts, intrepid activities over many years among various duties at the Cabinet Office and each ministry.

The awardees are determined through a fair examination and selection by the selection committee, comprising learned and experienced people in various fields. Following the award ceremony, the awardees have an audience with their Majesties the Emperor and Empress.

### Awardees in FY 2017

<table>
<thead>
<tr>
<th>Name</th>
<th>Details</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minoru Ueda</td>
<td>Master Craftsman, Metalwork Production Division, Operation Department, Japan MINT, Incorporated Administrative Agency</td>
<td>Contributed for a long time to production of decorations, medals and other metal works with various distinctive features, such as beauty, dignity and grace; and endeavored to pass down his accumulated excellent skills and knowledge through actively training younger craftsmen</td>
</tr>
</tbody>
</table>

1. Office Reform Implementation Team, Administrative Management Bureau, Ministry of Internal Affairs and Communications

2. Office of Social Reintegration Coordinators, Tokyo Probation Office, Ministry of Justice

3. International Training Division and Trainers, Training and Research Department, Customs Training Institute, Ministry of Finance

4. Meteorological Instrument Center, Observation Division, Observation Department, Japan Meteorological Agency

![Office of the Administrative Management Bureau (Office Reform Implementation Team)]

![Face-to-face Interview at the Home of the Person Subject to Social Reintegration Services (Image) (Office of Social Reintegration Coordinators)]

![On-site Explanation Concerning Customs Bond at the Container Depot (Customs Training Institute)]

![Correction and Inspection of Instruments (Meteorological Instrument Center)]
National Personnel Authority

General Affairs
1-2-3 Kasumigaseki, Chiyoda-ku, Tokyo 100-8913, JAPAN
Tel 81-3-3561-5311 (Main phone number)

National Institute of Public Administration
3131 Miyadera, Inuma-shi, Saitama 358-0014, JAPAN
Tel 81-4-2934-1291

Hokkaido Regional Bureau
12chome Odorinashi, Chuo-ku, Sapporo-shi, Hokkaido 090-0042, JAPAN
Tel 81-11-251-2600

Tohoku Regional Bureau
3-2-2 Honcho, Aoba-ku, Sendai-shi, Miyagi 980-0014, JAPAN
Tel 81-22-221-2001

Kanto Regional Bureau
1-1 Shintoshin, Chuo-ku, Saitama-shi, Saitama 330-9712, JAPAN
Tel 81-48-740-2001

Chubu Regional Bureau
2-5-1 Sannomaru, Naka-ku, Nagoya-shi, Aichi 460-0001, JAPAN
Tel 81-52-961-6830

Kinki Regional Bureau
1-1-60 Fukushima, Fukushima-ku, Osaka-shi, Osaka 553-8513, JAPAN
Tel 81-6-4796-2171

Chugoku Regional Bureau
6-30 Kamihachibori, Naka-ku, Hiroshima-shi, Hiroshima 730-0012, JAPAN
Tel 81-82-228-1181

Shikoku Regional Bureau
3-33 Sunport, Takamatsu-shi, Kagawa 760-0019, JAPAN
Tel 81-87-860-7440

Kyushu Regional Bureau
2-11-1 Hakataekihigashi, Hakata-ku, Fukuoka-shi, Fukuoka 812-0013, JAPAN
Tel 81-92-431-7731

Okinawa Local Office
1-15-15 Higawa, Nahe-shi, Okinawa 900-0022, JAPAN
Tel 81-98-834-8400

[Nearest Exit of Tokyo Metro Kasumigaseki Station]
Marunouchi Line (Exit B3ab; 4 min walk)
Hibiya Line (Exit A9; 4 min walk, Exit A10; 3 min walk)
Chiyoda Line (Exit C1; 1 min walk, Exit C2; 2 min walk)