

actions. Based on such recognition, the NPA issued the “Guideline on Disciplinary Actions” for the purpose of providing appointees with a reference when they decide the amount of disposition. The NPA has also made necessary revisions of the guideline in accordance with the changes in social conditions.

With regard to the issues related to official documents such as falsification of finalized documents, the Prime Minister made a request to the Minister of State (for Official Document Management) of the Cabinet Office at the cabinet meeting, which was held on Jun. 5, 2018, concerning the ideal management of administrative documents, to promote effective initiatives to encourage awareness change about compliance regarding official documents. In response to this, the minister made a request to the President of the NPA on Jun. 7 to consider the revision of the “Guideline on Disciplinary Actions” in order to clarify the guideline for determining the amount of disciplinary actions for inappropriate handling of official documents.

On Sep. 7, 2018, the NPA added the representative cases regarding improper handling of official documents and the standard amount of disposition to the “Guideline on Disciplinary Actions” to enhance proper management of official documents. To do this, the NPA took into account the provisions concerning prohibition of revising documents on decisions that have been finalized after decisions were made without going through decision again, which is stipulated by the provisions for punishment related to the penal code as well as the rule for handling documents of the Cabinet Office and each ministry that was amended in accordance with the notice issued by the Cabinet Office. Additionally, the NPA considered the past examples of disciplinary actions related to inappropriate handles of official documents. Specifically, according to the revised guideline, the standard amount of disposition for forgery or destruction of official documents and falsification of finalized documents shall be dismissal or suspension from duty, and that for falsification, loss, or accidental disposal of official documents shall be suspension from duty, reduction in pay or reprimand.

Chapter 3. Securing and Development of Diverse Human Resources

- With the young population shrinking and a strong desire of private companies to recruit young employees, the number of applicants for recruit examinations of the national public employees has been on a downward trend over the medium and long term. Stably securing competent and diverse human resources is an important issue in personnel management of public employees. Given these backgrounds, the NPA carried out measures to secure human resources in partnership with the Cabinet Office and each ministry.
- Concerning the Administrative Training to develop employees of the Cabinet Office and each ministry, new subjects of case studies were incorporated into programs and improvement was made on on-site visits. Regarding the training courses per theme, programs to support career development and training for executive officials and managerial personnel were newly launched.

1. Securing of Human Resources

(1) Implementation of the Effective Measures to Secure Human Resources

Regarding the activities to secure human resources and awareness-raising activities in FY2018, while paying close attention to recruitment activities of private companies, the NPA worked together with the Cabinet Office and each ministry to carry out measures to secure human resources in line with the needs of personnel responsible for administration.

Specifically, the NPA took the opportunities of the explanatory meetings of duties, such as the Study Seminars on the Public Service and the orientations for recruitment examination of national public employees. The NPA used these programs to provide information on initiatives for work style reform taken by the Cabinet Office and each ministry as well as various support for working lives; and to promote attractiveness that national public employees can contribute to society and feel a sense of satisfaction through performing duties. In addition, the NPA made efforts to improve the activity to secure human resources through requesting the Cabinet Office and each ministry to dispatch fascinating employees who can communicate in an easy-to-understand manner in line with the actual work ranging from policy planning to execution in order to share such attractiveness with students. Furthermore, the NPA took the opportunities to exchange opinions with university personnel, who can influence students' career choices, and held the round-table meetings with university personnel to highlight these initiatives. The NPA used such opportunities to grasp the recruitment trend, including that of private companies, and employment consciousness especially of technical personnel or students of local universities, who cannot be easily recruited.

The NPA took these measures through effectively combining paper media, such as posters and pamphlets, with electronic media, such as websites, e-mail newsletters and Facebook, to disseminate information taking advantage of the strengths of these media.

(2) Improvement of the Recruitment Examination for Experienced Personnel

The Examination for Experienced Personnel has been carried out since FY2012 with the aim of recruiting personnel, who have useful experience accumulated in private companies, and appointing them to posts on Unit Chief level or above. This examination is one of the useful measures that dealing with the unbalanced age structure of public organizations. In FY2018, 8 types of the Recruitment Examination for Experienced Personnel were implemented, including newly established Examination for Experienced Personnel of the Ministry of Internal Affairs and Communications (for Unit Chief level (technical category)). For these 8 examinations, 2,921 people applied (2,636 in FY2017), and finally, 353 candidates passed (342 in FY2017). For the Recruitment Examination for Experienced Personnel of the National Tax Agency, in particular, 1,287 people applied (1,328 in FY2017), and finally 249 candidates passed (250 in FY2017) partly because the agency maintained the expected number of recruits of around 200 people.

The NPA will continue to develop effective measures to secure human resources in cooperation with the Cabinet Office and each ministry and will encourage them to steadily recruit human resources from the private sector utilizing the Recruitment Examination for Experienced Personnel.

- Recruitment Examination for Experienced Personnel in FY2018
 - Examination for Experienced Personnel (for Unit Chief level [administrative category])
 - Examination for Experienced Personnel of the Ministry of Internal Affairs and Communications (for Unit Chief level [technical category]) ※ newly established in FY2018
 - Examination for Experienced Personnel of the Ministry of Foreign Affairs (for Secretary level)
 - Examination for Experienced Personnel of the National Tax Agency (for National Tax Examiner level)
 - Examination for Experienced Personnel of the Ministry of Agriculture, Forestry and Fisheries (for Unit Chief level [technical category])
 - Examination for Experienced Personnel of the Ministry of Land, Infrastructure, Transport and Tourism (for Unit Chief level [technical category])
 - ※ The examination was carried out in two divisions; the HQ division and the division of Regional Development Bureaus / Hokkaido Regional Development Bureau.
 - Examination for Experienced Personnel of the Japan Tourism Agency (for Unit Chief level [administrative category])
 - Examination for Experienced Personnel of the Japan Meteorological Agency (for Unit Chief level [technical category])
- Results of the Recruitment Examination for Experienced Personnel

(Unit: persons)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Number of Applicants	1,206	1,492	2,009	1,446	2,401	2,636	2,921
Number of Successful Candidates	8	38	138	117	297	342	353

2. Development of Human Resources

(1) Measures for the Administrative Training

(a) Improvement of the content of the Initial Administrative Training

With regard to the Initial Administrative Training in FY2018, the NPA enriched the curriculum, for instance through improving destinations to dispatch trainees and the contents of hands-on experience courses; and preparing new case studies for the Case Studies of Administrative Policies, which use past administrative cases as subjects.

Concerning the “Program for Reconstructing Disaster-affected Areas and Regional Revitalization”, which dispatches trainees to the local NPOs working in the areas affected by the Great East Japan Earthquake as well as to the NPOs engaging in local revitalization activities in collaboration with the public and private sectors, the NPA newly started to dispatch trainees to two organizations including “Imabari. Dream Sports (FC Imabari)” in Imabari City, Ehime Prefecture, which operates the soccer club to promote regional revitalization; and to “Occhi Labo” in Unnan City, Shimane Prefecture, which develops young practitioners, who are expected to create the future of the

region, and support regional activities of the citizens.

Regarding the “Case Studies of Administrative Policies”, in which trainees research and present administrative cases of the past which are significant in terms of history, “Japan-US diplomatic history” was newly taken up as a new subject. For the case studies on US-Japan diplomacy, the trainees visited the Diplomatic Archives of the Ministry of Foreign Affairs of Japan to understand the significance of official document management. The curriculum was designed and implemented to allow trainees to attend lectures delivered by the researchers and ex-administrators well versed in the situation in those days and to deepen understanding of the reversion of Okinawa to Japanese administration and Japan-US trade/economic issues using the published diplomatic documents.

(b) Improvement of the training for Assistant Directors

Aiming at characterizing the training for Assistant Directors, a new course has been launched to enable young Assistant Directors to consider organizational management, future work styles and career development. In addition, the training was carried out for the first time jointly with the Extended Association of Sai-no-kuni, Saitama Human Resource Development. In this program, the national public employees and the prefectural government employees visited a new town in the area adjacent to the National Institute of Public Administration to learn about the issues facing the aging local communities and how it should be in the future. In addition to touching on the actual situation, the trainees conducted a study on common policy issues based on keynote lectures and challenges presented by urban planning experts. The participants presented the research results and exchanged opinions with each other.

In the Leadership Training, the NPA has continued to implement a joint program with the University of Tokyo Executive Management Program (EMP). In an effort to further enhance the training program, the NPA also worked together with Ehime Prefecture as a destination to dispatch trainees, for instance through incorporating voluntary activities (hearing etc.) based on the subject of the group study of the trainees into the schedule.

(2) Measures Taken for Training Courses with Special Theme

(a) Implementation of the Career Development Seminar 30 on a trial basis

For the purpose of supporting employees’ career development, the NPA newly developed and launched “Career Development Seminar 30” on a trial basis in FY 2018 taking into account the results of the employees’ consciousness survey, which were unveiled in Part 2 of the Annual Report for FY2016 and FY2017. This seminar provides opportunities for the employees at Unit Chief level in their 30s to reflect back on their professional lives and to consider the future career development.

(b) Implementation of the training for executive officials and managerial personnel

Since the end of FY2017, the incidents, such as falsification of finalized documents and sexual harassment by executive officials, have occurred seriously undermining people’s trust in public employees. Under such

circumstances, a new training was carried out targeting the executive officials of the Cabinet Office and each ministry, who are expected to be role models. Specifically, Administrative Vice-Ministers gave lectures based on their own experience on how public employees should act in order to enable trainees to be aware once again of the mission of public employees, who are the public servants of all citizens, at the follow-up training after the conventional Experience-based training at a consultation service counter for officials newly promoted to Deputy Director-General level at the HQ.

Moreover, as the first try, the NPA provided trainings for officials at Director-General level to have discussion to concretely consider inappropriate cases, which may occur in connection with organizations the trainees belong to or their duties, along with the actions to take in the event of such incidents so that trainees can understand scandals caused by public employees as their own issues.

Chapter 4. Measures for Employment of Persons with Disabilities in the Public Sector

– In dealing with the situation where many national government organizations failed to achieve the mandatory employment rate for persons with disabilities, the “Basic Policy on Employment of Persons with Disabilities in the Public Sector” was formulated on Oct. 23, 2018.

The NPA carried out a study in line with the request made to the NPA in accordance with this basic policy. Based on the study, the NPA took the measures one by one, including formulation of the guideline on reasonable accommodation to be made for national public employees; increase in flexibility of the flextime system; and implementation of the selection examination for persons with disabilities, such as partially examining examinees’ demonstrated abilities in a unified manner.

The public sector needs to take a lead in the employment of persons with disabilities ahead of employers in the private sector. In FY2018, however, it was made clear that many national government organizations did not achieve the mandatory employment rate of persons with disabilities. As a result, the “Relevant Cabinet Meeting on the Employment of Persons with Disabilities in the Public Sector” was established on Aug. 28, 2018, so that the government as a whole could deal with this situation. On Oct. 23, 2018, the “Basic Policy on Employment of Persons with Disabilities in the Public Sector” (hereinafter referred to as the “Basic Policy”) was formulated.

In this Basic Policy, the requests were made to the NPA including: “to formulate the guideline on reasonable accommodation to be made for national public employees by the end of the year in the light of the guideline on reasonable accommodation for employers in the private sector” to promote understanding of the employment of persons with disabilities; “to take necessary measures, for instance through providing special exceptions for early or late work starting time, enhancing flexibility of the flextime system, and setting break times flexibly” to promote work styles according to their wishes and the aspects of their disabilities; and “to introduce the selection examination for persons with disabilities, such as partially examining examinees’ demonstrated abilities in a unified manner, from FY2018” to secure a variety of appointment styles.