

Chapter 1. Ensuring Proper Remuneration for Public Employees

- On Aug. 10, 2018, the NPA made a report and recommendation to the Diet and the Cabinet concerning a revision to basically balance the remuneration level of public employees to that of private sector employees (the Principle of Balancing Working Conditions with Those in the Private Sector), based on the principle of meeting changing conditions as established in the National Public Service Act.
- On Nov. 6, 2018, the government made a cabinet decision to carry out a remuneration revision in accordance with the NPA Recommendation. The “Act on the Partial Revision of the Act concerning the Remuneration of Regular Service Employees” (hereinafter referred to as the “Act on the Revision of the Remuneration Act”) (Act No. 82 of 2018) was enacted on Nov. 28, 2018 and promulgated as well as enforced on Nov 30, 2018. (The revision of the end-of-term and diligence allowances in FY2019 and onward were enforced on Apr. 1, 2019.)
- On Aug. 10, 2018, the NPA submitted the opinions to the Diet and the Cabinet to gradually raise the mandatory retirement age to 65; at the same time to take the measures to maintain the vitality of organizations, such as the introduction of a fixed-age step-down system from certain managerial posts for the time being; and to set the annual remuneration of the employees over 60 years old to 70% of the remuneration they earned before they were 60. These opinions are based on the idea that it is essential to make full use of the abilities and experiences of elderly employees for the purpose of responding appropriately to increasingly complex and sophisticated administrative issues and maintaining high-quality administrative services in a society facing a rapid decrease in the number of children and the aging of society.

1. Recommendation and Report

The NPA reported on the remuneration of public employees in regular service, and recommended a remuneration revision to the Diet and the Cabinet on Aug. 10, 2018.

(1) Significance and Role of the Remuneration Recommendation

The NPA’s remuneration recommendation plays a role to secure appropriate remuneration of national public employees corresponding to the general conditions of society as a compensation for the restriction of basic labor rights. As part of the remuneration recommendation, the NPA has as per convention conducted a review on the systems of salary and various allowances together with the revision of remuneration levels of national public employees.

Concerning remuneration of national public employees whose basic labor rights are restricted, the NPA

makes the recommendation basically for the purpose of balancing the remuneration levels of national public employees and private-sector workers (Principle of Balancing Working Conditions with Those in the Private Sector) through listening to the opinions thoroughly both from labor and management and precisely comparing the remuneration of national public employees with that in the private sector as a third-party organization other than labor or management parties. Implementation of the recommendation and the ensuring of appropriate treatment are helpful to secure human resources and to stabilize labor-management relationships, serving as the foundation to maintain an efficient administrative management.

With regard to the reasons for the NPA making the recommendation based on the Principle of Balancing Working Conditions with Those in the Private Sector, national public employees are also workers who need to receive proper amounts of remuneration in compensation for their work. In the public service, however, there is no market control that acts as a constraint on remuneration decisions, as opposed to private companies. Due to that, it is deemed most rational to decide a remuneration level in the public sector in conformity with the level in the private sector, which is determined by labor-management negotiations reflecting the economy and employment conditions of the time.

(2) Remuneration Revisions Made to Bridge the Gap between the Public and Private Sector

A. Monthly wages

For the purpose of making the Remuneration Recommendation, the NPA conducts the “Fact-finding Survey of Remuneration of National Public Employees,” (hereinafter referred to as “Survey of National Public Employees”) and the “Fact-finding Survey of Job-by-job Pay Rates in Private Industry,” (hereinafter referred to as “Survey of Private Industry”) each year and precisely ascertains the salary level by comparing the remunerations for the month of Apr. of the employees in both the public and private sectors with the same main remuneration determinants. The NPA conducts the “Survey of Private Industry” targeting offices with 50 or more employees on an enterprise scale basis and on an office scale basis for the purpose of making comparisons with the remuneration of private company employees working at these offices.

The remuneration level is generally determined based on factors that include the employees’ job category, position level, place of work, educational background and age. Therefore, it is appropriate to compare the remuneration level of national public employees and that of private company employees with the same remuneration determinants, instead of simply comparing average remuneration (on the comparison of same category and same rank).

Regarding the survey target, most of the private companies with 50 or more employees on an enterprise scale basis have position levels such as director-general of the department, division director and unit chief, in the same manner as the public service, which makes it possible to compare their remuneration with that of public employees on the comparison of same category and same rank. In addition, with the number of offices currently subject to the survey, it is possible to conduct a detailed onsite survey and maintain survey accuracy. Due to these reasons, the current survey target is deemed appropriate.

Based on these ideas, the NPA conducted the “Survey of Private Industry” also in 2018 targeting private establishments across the country which have 50 or more employees on an enterprise scale basis and on an office scale basis for the purpose of understanding the actual status of remuneration of those working at such offices after the wage revision in spring. Furthermore, the NPA carried out the “Survey of National Public Employees”, which is a complete census on the remuneration payment situation of about 250,000 full-time public employees subject to the Remuneration Act.

Using the remuneration for Apr. 2018 obtained from these surveys, the NPA compared the remuneration of national public employees who are in charge of general administrative affairs in the public service (officials subject to the Salary Schedule for Administrative Service (I) (hereinafter referred to as “Admin (I)”), and that of administrative and technical employees in private companies, who are recognized as the counterpart in the private sector. The comparison was made focusing on the employees who share the same determinants, including position level, place of work, educational background and age. Then, the gap between the public and private sectors was calculated by using an accurate comparison (Laspeyres formula). The comparison found that the monthly wage of national public employees was 655 yen (0.16%) lower than that of the private sector on average. Therefore, the NPA decided to raise the monthly remuneration of national public employees in order to keep balance with the private sector.

B. Special remuneration (Bonus)

The special remuneration paid in private establishments during one year from Aug. 2017 through Jul. 2018 was equivalent to 4.46 months of monthly remuneration. Since the average annual payment months of end-of-term and diligence allowances for national public employees (4.40 months) was 0.06 months less than that of the bonus in the private sector, it was decided to increase the payment months by 0.05 months to 4.45 months.

C. Remuneration revision in 2018

(a) Salary schedule

It was decided to raise Admin (I), which is applied to employees in charge of general administrative affairs in public service, by 0.2% on average retroactively from Apr. 2018. The initial salary of employees appointed through the Comprehensive Service Exam (University Graduate Level), the General Service Exam (University Graduate Level), and the General Service Exam (High school Graduates) was raised by 1,500 yen in consideration of the gap with the initial salary in the private sector. A revision was also made by approximately 1,000 yen targeting young employees. The salary for other employees including reappointed employees was basically increased by 400 yen respectively.

It was decided to revise other salary schedules based on a balance with Admin (I). Regarding the Salary Schedule for Designated Service, though it was below the executive compensation of private sector which we refer to, it was decided to keep the Salary Schedule unchanged responding to the raise of Grade 10 (400 yen) in Admin (I).

(b) Initial Salary Adjustment Allowance

Taking into account the revision of the Salary Schedule for Medical Service (I), it was decided to make necessary revisions aiming at securing treatment for medical doctors.

(c) Special Remuneration (Bonus)

Since the average annual payment months of end-of-term and diligence allowances for national public employees was 0.06 months less than that of the bonus in the private sector as stated above, it was decided to increase the payment months by 0.05 months. With regard to distribution of the increased amount between end-of-term and diligence allowances, the increase was allocated to the diligence allowance in light of the payment of special remuneration in the private sector with the aim of promoting remuneration commensurate with work performance. In addition, it was decided to distribute the end-of-term allowance in the Jun. and Dec. periods equally from FY2019 onwards.

(d) Day/night watch duty allowance

It was decided to make required revision based on the remuneration status of the employees subject to day/night watch duty allowance.

2. Treatment of the Remuneration Recommendation

(1) Treatment of the Remuneration Recommendation

The Government held the Cabinet Meeting Related to Remuneration on Aug. 10 and Nov. 6, 2018 to discuss how to respond to the NPA Remuneration Recommendation. According to the Cabinet Decision made on Nov. 6, 2018, the remuneration revision would be conducted in accordance with the NPA Recommendation. Moreover, on the same day, the Cabinet adopted the “Bill for the Act on the Revision of the Remuneration Act”; and submitted it to the 197th session of the Diet. After the deliberations at the Cabinet Committee of the House of Representatives and the Cabinet Committee of the House of Councilors, the bill was approved and enacted at the plenary session of the House of Councilors on Nov. 28, 2018, and the “Act on the Revision of the Remuneration Act” (Act No. 82 of 2018) was promulgated on Nov. 30, 2018. The said Act, excluding the revision of the end-of-term and diligence allowances in FY2019 and onward, was enforced on the same day and retrospectively applied from Apr. 1, 2018. The revisions of the end-of-term and diligence allowances have been enforced since Apr. 1, 2019.

(2) Revision of the rules

The rules related to the remuneration revision based on the Act on the revision of the Remuneration Act, excluding rules of the diligence allowances in FY2019 and onward, were enforced on Nov. 30, 2018, in conjunction with the promulgation of the Act on the revision of the Remuneration Act. The provisions of the rules after the revision were retrospectively applied from Apr. 1, 2018.

Meanwhile, the rules of the diligence allowances in FY2019 and onward have been enforced since Apr. 1, 2019.

3. Submission of the Opinion by the NPA on the Revision of the National Public Service Act, etc. to Gradually Raise the Mandatory Retirement Age to 65

(1) Background behind the Submission of the Opinion

The NPA examined the ideal status for employment of elderly employees in the public service due to the facts that the Act Concerning the Stabilization of the Employment of the Elderly, etc. made it mandatory for private companies to take the measure to secure employment up to 65; and that the Basic Act on the National Civil Service Reform stipulated the requirement to consider the stepwise increase of the mandatory retirement age of the employees to 65. As a result, the NPA submitted the opinion on Sep. 30, 2011 to the Diet and the Cabinet stating that it should be appropriate to gradually raise the mandatory retirement age to 65. In Mar. 2013, the government decided at a Cabinet meeting to reappoint applicants to government positions requiring full-time service until their starting age of pension payment in principle for the time being; and to reconsider the state of connection between employment and pension, including the gradual raising of the retirement age, at each time of the gradual increase of the pension payment starting age.

After that, the government stated in the “Basic Policy on Economic and Fiscal Management and Reform 2017” (Cabinet Decision on Jun. 9, 2017) that “Concrete consideration will be given to raising the mandatory retirement age of national public employees.” In response to this, a study group was established comprising the related administrative organizations and conducted a study taking into account the opinion submitted by the NPA in 2011. As a result of the study, the “Summary of the Issues Based on the Already-Conducted Study” was compiled. The summary sorted out the points in raising the mandatory retirement age stating that it would be appropriate to consider stepwise increase of the mandatory retirement up to 65. The content of the Summary was approved by the “Cabinet Meeting Related to the Raising of the Public Employees’ Mandatory Retirement Age” and was reported to the ministerial round-table conference on Feb. 16, 2018. On the same day, the Prime Minister requested the President of the NPA to consider raising the mandatory retirement age of national public employees based on the Summary compiled by the government. Moreover, the government stated in the “Basic Policy on Economic and Fiscal Management and Reform 2018” (Cabinet Decision on Jun. 15, 2018) that “Considering a longer average life and the progression of the decreasing birth rate and aging population, consideration will be given to raising the mandatory retirement age of public employees to 65 step by step, to properly respond to the administrative issues that become more complicated and sophisticated.”

As a result of hearing and examining the opinions of the Cabinet Office and each ministry as well as the employee organizations, the NPA submitted the opinion on Aug. 10, 2018 to the Diet and the Cabinet on the necessity of raising the mandatory retirement age and the concrete measures to achieve this.

(2) Contents of the Opinion by the NPA

Below are the main contents of the opinion submitted by the NPA.

A. Necessity of raising the mandatory retirement age

With the rapid progression of decreasing birthrate and aging population, the young working population continues to decrease in Japan. Therefore, the creation of a place where elderly people with motivation and the ability to work can play active roles has become an important issue for society as a whole.

Under such circumstances, many private companies have offered a re-employment system while a certain number of companies have raised the mandatory retirement age to address these issues. In addition, most of reappointed employees are working on a full-time basis. In the public service, on the other hand, the number of reappointed employees has been increasing significantly in recent years partly because reemployment has been made obligatory. Looking at the reappointed employees subject to Admin (I), about 70% of them take Unit Chief or Senior Officer level positions, and approximately 80% of them are short-time work employees due to the serious situation surrounding the ceiling of the total number of officials.

In the public service, the transfer of skills and know-how from elderly employees to young and middle-level employees has become a challenging issue. Most of the elderly employees, however, are reappointed as short-time work employees at lower government posts, and their abilities and experiences are not fully utilized. Therefore, there is a concern over lower efficiency in the public service due to employees' declining morale if the share of the reappointed employees continues to increase further. Meanwhile, employees may have a growing anxiety about their lives due to insufficient income after retirement attributable to the extending non-pension period.

It is essential to make full use of the abilities and experiences of employees over 60 in the same manner as it was in the period when they were younger than 60 in order to properly respond to increasingly complicated and sophisticated administrative issues and to maintain high-quality administrative services. For this end, it is necessary to gradually raise the mandatory retirement age to 65. This will help to secure the consistency and continuity of personnel management from recruitment to retirement and will also ensure the connection between employment and pension.

B. Concrete measures concerning raising the mandatory retirement age

(a) Review on the mandatory retirement system

No employee will be mandatorily retired in the year when the retirement age is raised. Thus, the number of new recruits in the following fiscal year will see a significant decrease if the ceiling of the total number of officials is fixed. This will adversely affect the personnel structure by age group of the Cabinet Office and each ministry. Therefore, it is appropriate to gradually raise the mandatory retirement age. Furthermore, it is necessary to revise the personnel management and personnel plan, which are based on the current retirement age; and to review the lifestyle of each employee when raising the mandatory retirement age. Accordingly, it is appropriate to secure a certain preparation period before extending the retirement age.

The mandatory retirement age will be gradually raised up to 65. Additionally, in the cases where it is not appropriate to set the mandatory retirement age to 65 due to the special nature of duties and responsibilities, the retirement age of such employees should be separately set and gradually increased up to a ceiling of 70. These measures need to be implemented promptly.

During the period of stepwise raising of the mandatory retirement age, the current system of reappointment after the mandatory retirement should be maintained as a provisional measure with the aim of securing employment until the age of 65 when the pension will be fully paid. At the same time, a system should be established to enable the personnel authorities to hear intentions from employees in advance regarding their work style after the age of 60.

(b) Introduction of the fixed-age step-down system from certain managerial posts

If the managerial or supervisory personnel at age of 60 continue to hold such positions, it will slow the pace of promotion of young and mid-level employees and delay the timing they can take the posts that are required for their development. If these employees lower their motivation under such circumstances, the efficiency of the public service as a whole may be adversely affected. Given this background, the system for fixed-age retirement from certain managerial posts should be launched, for the time being, targeting managerial or supervisory personnel at HQ or Local Branch Bureaus and Departments (basically the government posts subject to the Designated Service Salary Schedule or managerial allowance) for the purpose of securing the turnover of the organization and maintaining its vitality.

When the employees subject to the system for fixed-age retirement from certain managerial posts reach the target age of this system (60 in principle), they should be demoted or transferred (appointment change) to the posts excluding those subject to this system, such as assistant directors or specialized staff. However, appointers should be able to exceptionally allow the employees concerned to continuously engage in the same duties; or to demote or to transfer them to other posts subject to the fixed-age step-down system from certain managerial posts (special appointment). Either of these are possible in the cases where there is a sufficient reason that appointment change will pose serious problems to the operation of the public service in consideration of special natures of the duties of the employees who have reached the target age of the fixed-age step-down system from certain managerial posts and difficulties in filling the vacant positions.

(c) Introduction of the short-time work system for reappointment before the mandatory retirement age

When it comes to the employees aged 60 and above, there will be a growing need for their diverse work styles because of their health or life plans. Thus, a short-time work system for reappointment before the mandatory retirement age should be launched to allow the employees to work as short-time workers based on their requests. This system will also contribute to maintaining the vitality of the organization by securing room for recruitment of new employees and promotion of young and mid-level employees.

(d) Remuneration of the employees aged 60 and above

Remunerations of national public employees are changed to bring them into accord with general conditions of the society. According to the “Basic Survey on Wage Structure” released by the Ministry of Health, Labour and Welfare, the annual remuneration of “supervisory, clerical and technical employees” in their early 60s (full-time/regular employees), who are similar to the full-time employees subject to Admin (I), is 68.8% of that of the employees in their late 50s of companies with 10 employees or more and 70.1% of that of companies with 100 employees or more (average figures of 2015, 2016 and 2017). Moreover, according to the “Survey of Private Industry” conducted by the NPA, the annual remuneration level of the employees aged 60 and above of the offices, which reduce employees’ remuneration when they reach 60, among those that have raised the mandatory retirement age to 61 or above (including the offices that have abolished the mandatory retirement system) is about 70% of that they received before they reached 60 (75.2% for directors and 72.7% for non-managerial personnel) .

Given these circumstances, it is appropriate to set the annual remuneration of employees aged 60 and above to 70% of the remuneration they received before the age of 60. Specifically, the monthly remuneration of the employees older than 60 should be set, for the time being, to the amount equivalent to 70% of the remuneration they earned before the age of 60. Meanwhile various allowances, which are related to the monthly remuneration level should be basically set to the amount equivalent to 70% of the allowances they received before 60. In addition, the employees over 60, excluding those whose work performance is extremely excellent, should not receive pay step increase in the same manner with the current employees over 55.

Furthermore, that the annual remuneration level of the employees whose appointment status was changed due to the fixed-age step-down system from certain managerial posts may become around 50 to 60% of that before their appointment status was changed because the managerial allowance is no longer paid to them.

According to the aforementioned “Survey of Private Industry”, many of the offices with the mandatory retirement age over 60 did not lower the remuneration because of the reason that employees have reached a certain age. Furthermore, it is desirable that the remuneration level around the age of 60 is maintained if employees continue to be in charge of the same duty even after 60. Many private companies, however, use the re-appointment system which lowers the remuneration level. Additionally, as long as the mandatory retirement age of 60 is in operation, it is not appropriate to immediately change the current remuneration curve, which was designed by reference to the private sector. Given these reasons, the reduction of the remuneration level of employees over 60 should be positioned as a tentative measure. A study will be continuously conducted concerning the ideal status, including the remuneration curve before 60, in the light of the remuneration trend in the private sector.

(e) Necessary revisions to be made in the future

With regard to the personnel management systems related to the raising of the mandatory retirement age, it is appropriate to keep examining the actual operation of the new mandatory retirement system and to consider making revisions that are necessary to secure smooth personnel management, even while the raising is being carried out in stages, taking into account the operation of the fixed-age step-down system from certain managerial

posts as well as the status of thorough personnel management based on abilities and performance.

Moreover, concerning the related remuneration system, necessary revisions will be examined in consideration of the mandatory retirement system in the private sector and remunerations of the elderly employees in addition to the impact that the changes in employees' personnel structure will bring about to personnel management of the Cabinet Office and each ministry.

C. Initiatives related to raising of the mandatory retirement age

(a) Thorough personnel management based on abilities and performance

While gradually raising the mandatory retirement age to 65, it is necessary to review the entire management system of personnel including young and mid-level employees, for instance through ensuring personnel management based on abilities and performance throughout the tenure of the employees, in order to maintain the vitality of the organizations and to keep high quality of administrative services. The NPA will also conduct a review as needed.

In addition, with regard to the employees whose work performance is not satisfactory or who lack aptitude, it is necessary to ensure appropriate operation of personnel evaluation so that actions to change their status are strictly carried out in a timely manner. The NPA will also conduct necessary reviews concerning status change in addition to supporting the Cabinet Office and each ministry through informing them of the preparation of the procedures related to actions to change status.

(b) The measures the entire public service should take to facilitate the raising of the mandatory retirement age

The initiatives that need to be reviewed include: further provision of the duties to which the employees aged 60 and above can fully utilize their abilities and experiences after making efforts to establish the double-track career path; the measures related to the ceiling of the total number of officials enabling the recruitment of new employees on a necessary scale in a continuous and planned manner even during the period of raising the mandatory retirement age; the measures related to retirement allowance, such as offering incentives for employees' early retirement; and the measures to utilize the abilities and experiences of elderly employees even outside the public service.

(3) Handling of the Submission of Opinion by the NPA

The government is conducting a study on the raising of the mandatory retirement age taking into account the opinion submitted by the NPA. The NPA will continue to provide necessary cooperation to the government for its study.

Chapter 2. Reform of Working Styles and Improvement of Working Environments

– It was decided to stipulate the upper limit of overtime work that can be ordered, basically 45 hours a month and 360 hours a year, in the NPA Rule and to enforce it from Apr. 1, 2019.

At the same time, it was decided to ramp up the measures to ensure the health of employees, for instance through making it mandatory to conduct face-to-face guidance with medical doctors and to keep a record of employees' working hours aiming at strengthening the function of healthcare practitioners in an effort to perform health management of employees more properly.

– In Jan. 2019, marriage leave for part-time employees was newly established, and the target restriction of bereavement leave was lifted so that every part-time employee can take bereavement leave.

– Since Apr. 2019, the employees who are newly appointed as designated service officials or Director-level employees at HQ have been added to the target employees to whom the heads of ministries and agencies are required to offer training concerning sexual harassment. In addition, it was decided to set up a counselling desk in the NPA for those outside the public service who are the victims of sexual harassment from public employees.

– The “Study Group on the Preventive Measures for Power Harassment at the Workplace in Public Service”, comprising intellectuals, has been held since Mar. 2019 for the purpose of discussing measures for preventing power harassment at the workplace of national public employees.

– In response to the issues, including falsification of finalized documents, the “Guideline on Disciplinary Actions” was amended in Sep. 2018 with a view to clarifying representative cases regarding improper handling of official documents and the standard amount of disposition in each case.

1. Correction of Working Long Hours

Overtime work of national public employees is ordered by the heads of ministries and agencies when there is an extraordinary or urgent need for the purpose of public service, and the framework is different from the overtime work of private workers. Nevertheless, both the public and the private sectors share the need to correct long working hours from the viewpoint of ensuring the employees' health and securing human resources, and thus, it is necessary to work on reducing overtime work.

The NPA indicated the upper limit of overtime work hours per year in the “Guidelines to Reduce Overtime Work” (Notice issued by the Director-General of the Employee Welfare Bureau in 2009) and has carried out examination on the system to reduce long working hours. The NPA stated in the report to the Diet and the Cabinet on Aug. 10, 2018 that the upper limit of overtime work hours that can be ordered would be stipulated in the NPA Rule of pursuant to the Working Hours Act taking into account the contents of the Act on the Arrangement of Related Acts to Promote Work Style Reform (Act No. 71 of 2018), which was enacted in Jun. 2018.

Later, concerning the upper limit of overtime work hours that can be ordered, the Rule 15-14 (Working

Hours, Holidays, and Leave of Absence of National Public Employees) was partially amended as a result of necessary examinations. Then, it was decided to set the upper limit to 45 hours a month and 360 hours a year in principle; and less than 100 hours a month, 720 hours or less a year and a two-to-six-month average of 80 hours or less for the employees in the departments handling a large amount of heteronomous duties. It, however, was decided that overtime work exceeding the upper limit may be ordered to the employees working on the large-scale disasters, drafting laws related to important policies, negotiating with other countries or international organizations or engaging in other important and especially urgent duties. In such cases, the heads of ministries and agencies are required to make the overtime work exceeding the ceiling to the minimum; to pay maximum attention to securing the health of the employees concerned; and to sort out, analyze and verify the reasons that caused the overtime work concerned within six months starting from the day after the last day of the year to which the day when the order of overtime work was made belongs.

In addition, the Rule 10-4 (Employees' Health and Safety Management) was partially revised in order to strengthen measures to ensure health of employees who worked overtime for long hours. It has become mandatory to provide employees, who worked overtime for 100 hours or more a month or for more than 80 hours a month on average during the period of two to six months, with face-to-face guidance by medical doctors even without a request from such employees. With regard to the face-to-face guidance to be offered in response to requests from employees working overtime for long hours, the target minimum hours of overtime work subject to the guidance have been reduced from 100 hours to 80 hours a month. Regarding the management of working hours, it was decided to make it mandatory to keep a record of employees' working hours in order to carry out face-to-face guidance; to require the Division Directors and the Heads of Office to check plans for overtime work in advance; and to ensure employees make follow-up reports to the Division Directors and the Heads of Office if the actual hours they worked overtime is different from the expected length of time. At the same time, it was decided that the Division Directors and the Heads of Office are required to confirm the hours the employees concerned worked overtime together with their coworkers; and that they are allowed to refer to the objective records if they grasp the attendance at the worksite of the employees concerned based on such records.

In addition, it was decided to strengthen the functions of healthcare practitioners aiming at managing employees' health more properly through clarifying duties of the healthcare practitioners; providing information necessary for the healthcare practitioners to properly offer health care guidance to the employees; and raising awareness of the issues related to duties of the healthcare practitioners.

The amendments of the rules that were made to take these measures were promulgated and issued on Feb. 1, 2019 and were enforced on Apr. 1, 2019.

Furthermore, the NPA issued the "Promotion of the Use of Annual Leave and Summer Leave by Utilizing a Planning Sheet" (Notice issued by the Director-General of the Employee Welfare Bureau in 2018) on Dec. 7, 2018 in an effort to drive the use of annual leave. It was also decided that from Jan. 1, 2019 the heads of ministries and agencies are required to pay attention to encouraging employees who are eligible for taking annual leave for 10 days or more a year to take the leave for five days or more per year for instance through utilizing a leave planning

sheet.

It is necessary for the entire government to work together to correct long working hours in the public since it is an important issue. The NPA will continue to play proper roles, for instance through grasping the operation status of systems as necessary and providing instructions to the Cabinet Office and each ministry.

2. Launch of Leaves for Part-time Employees

Regarding leaves for part-time employees, necessary measures have been reflecting the features of part-time employees, who are appointed with the term of office according to the needs of duties, in consideration of balance with the private sector. Among the congratulation or condolence leaves for part-time employees, marriage leave was not applicable to them, and bereavement leave was offered only to the fixed-term employees for six months or more and to the employees working for six months or more consecutively.

According to the Survey on the System for Private Enterprises' Working Conditions, etc. in 2017, more than half of the companies, which hire fixed-term employees and offer the marriage and bereavement leave systems to full-time employees, provide the fixed-term employees with the same leave systems. In addition, the "Draft for Equal Pay for Equal Work Guidelines" presented in Dec. 2016 at the "Council for the Realization of Work Style Reform" (chaired by the Prime Minister) stipulated that "congratulation/condolence leaves, which are the same with those of permanent and full-time employees, shall be granted to fixed-term and part-time employees."

Given these points, the Rule 15-15 (Working Hours, Holidays and Leave of Absence of Part-time Employees) was revised to launch marriage leave, which is the same with that of full-time employees (paid leave within a period of five calendar days in a row), and to allow every part-time employee to take bereavement leave by lifting the restriction based on the term of office. This revision of the rule was promulgated and issued on Dec. 7, 2018 and was enforced on Jan. 1, 2019.

3. Preventive Measures against Sexual Harassment

Regarding the prevention of sexual harassment, the NPA established the Rule 10-10 (Prevention of Sexual Harassment) (hereinafter referred to as "Rule 10-10") in 1998 and specified standard examples of disposition to sexual harassment in the "Guideline on Disciplinary Actions" in 2001. Furthermore, the NPA has made efforts to thoroughly eliminate sexual harassment from the public service through establishing the Sexual Harassment Prevention Week; holding symposiums and lectures to raise awareness of employees; and organizing seminars for counselors of the Cabinet Office and each ministry to sophisticate their counselling skills.

Nevertheless, the incidents leading to disciplinary actions have occurred continuously. In Apr. 2018, the incident involving an executive official at HQ occurred. In response to this, the NPA issued a notice in May 2018 requesting the Cabinet Office and each ministry to make all employees thoroughly aware of the basic matters concerning sexual harassment, and to encourage executive officials and managerial personnel to actively participate in training.

Under such circumstances, the government also carried out a study on the measures against sexual harassment. On Jun. 12, 2018, “Strengthening Measures for Sexual Harassment: Emergency Measures in Response to the Incident Occurred Between the Media and the Government” was decided at the “Headquarters for the Creation of a Society where All Women Shine” (chaired by the Prime Minister). Responding to this, the Minister of State (for Gender Equality) of the Cabinet Office made a request on Jun. 13 to the President of the NPA to consider necessary initiatives to beef up sexual harassment measures, such as improving and reinforcing of training for executive officials and the establishment of a counselling desk independent from the Cabinet Office and each ministry for people outside of the public service.

In line with this request, the NPA conducted a study in consideration of the situation of sexual harassment preventive measures taken by the Cabinet Office and each ministry. As a result, Rule 10-10 was amended to add the employees who are newly appointed as Designated Service officials or Division-Director-level personnel at HQ to the target employees to whom the heads of ministries and agencies are required to offer training concerning sexual harassment. In addition, measures were taken to enable those outside the public service, who are the victims of sexual harassment from public employees, to consult with the NPA. The amendment of this rule was promulgated and issued on Apr. 1, 2019 and was enforced on the same day.

4. Preventive Measures against Power Harassment

Regarding the prevention of power harassment (bullying by boss) of national public employees, the NPA has made efforts to raise awareness by holding symposiums and distributing the “Power Harassment Prevention Handbook.”

Despite such efforts, the result of the consciousness survey, which was conducted by the NPA in FY2017 targeting employees at HQ in their 30s subject to Admin (I), shows that a certain number of the employees still feel that they have received power harassment from their superiors. Thus, it is necessary to consider taking further preventive measures in order to enhance employees’ motivation to work and to realize a sound working environment and mental and physical health. Moreover, there is a problem that it is difficult to strictly distinguish between power harassment and work-related instructions. Unless appropriate measures are taken, superiors may be too nervous to provide necessary instructions when they should do. Furthermore, power harassment measures are being promoted also in the private sector.

Based on these circumstances, a study group composed of intellectuals and practitioners has been held since Mar. 2019 to examine measures to prevent power harassment at the workplace in public service.

5. Revision of the Guideline on Disciplinary Actions for Improper Handling of Official Documents (Revision of the “Guidelines on Disciplinary Actions”)

In order to restore the trust of the people, which has been lost because of the scandals committed by public employees, it is crucial that the Cabinet Office and each ministry ensure thorough compliance with service discipline. Moreover, in the event of a scandal, it is essential to deal with it strictly with appropriate disciplinary

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.

1. Securing of Working Environment Friendly to Persons with Disabilities

(1) Issuance of the Guideline on Reasonable Accommodation

In response to the request for formulating the guideline on reasonable accommodation in the aforementioned Basic Policy, the NPA conducted a study in consideration of the guideline on reasonable accommodation for employers in the private sector formulated by the Ministry of Health, Labour and Welfare (MHLW). After hearing opinions from the Cabinet Office, each ministry and organizations for persons with disabilities along with public opinions, the NPA established the “Guideline on the Measures to be Taken by the Heads of Ministries and Agencies for Persons with Disabilities at the Time of Their Recruitment, Initial Appointment and Post-Appointment” and issued a notice on Dec. 27, 2018 (Notice of the Director-General of the Employee Welfare Bureau and the Director-General of the Human Resources Bureau in 2018). The guideline provides the idea about reasonable accommodation to be made at the time of recruitment, initial appointment and post-appointment of national public employees in the regular service, procedures for providing reasonable accommodation, the specifics of the reasonable accommodation, the idea about excessive burdens, establishment of the counseling system and examples of reasonable accommodation to be provided in accordance with disability category and situation.

(2) Revision of the NPA Rules to Enhance Flexibility of the Flextime System

Responding to the requests in the above Basic Policy, the NPA carried out a study to secure an environment where persons with disabilities can work easily. The revision was made to the NPA Rule on Dec. 7, 2018 to provide the guideline on early or late work starting time; to enhance flexibility of the core time under the flextime system, weekly holidays and minimum working hours; to set rest periods twice or more per day and to extend or shorten rest periods according to the situation of each employee. The revised Rule came into effect on Jan. 1, 2019 to implement these measures.

2. Measures to Appoint Persons with Disabilities

(1) Implementation of the Selection Examination for Persons with Disabilities

The framework for hiring national public employees includes recruitment examinations, recruitment through selection conducted by the Cabinet Office and each ministry and employment as part-time employees. Under the circumstances where measures were being taken in FY 2018 to hire a large number of full-time employees, the NPA carried out a study on the use of framework for selection in a unified manner as the method to initially appoint persons with disabilities as full-time employees in response to the Basic Policy stated before. As a result, it was decided that this method should be used to initially appoint officer-level employees in charge of administrative affairs in accordance with the content of duties and scale stipulated in recruitment plans of the Cabinet Office and each ministry. In line with this concept, it was decided to carry out the selection examination for persons with disabilities, in which the NPA implements the basic ability test and the composition test in a unified manner as the first-stage selection; and then, the Cabinet Office and each ministry conduct the second-stage

selection for those who have passed the first-stage selection to decide final successful candidates.

Below is the outline of the selection examination for persons with disabilities disclosed by the NPA on Oct. 24, 2018.

Outline of the Selection Examination for Persons with Disabilities for FY2018

1. Target:

Officers in charge of routine clerical work

2. Eligibility for application

Those who meet the following requirements (1) and (2)

(1) Those who have received the following certificate, etc.

(a) Physical disability certificate, medical certificate or commentary statement issued by a medical doctor designated by the prefectural governor (hereinafter referred to as “designated doctor”) or an industrial physician stating that the applicant concerned has physical disability (disabilities) listed in the appended table of the Act on Employment Promotion etc. of Persons with Disabilities (Functional disorders of heart, kidney, respiratory organs, bladder, rectum, small intestine, immunity caused by human immunodeficiency virus or liver are limited to those diagnosed by a designated doctor.)

(b) A medical treatment and education handbook issued by the prefectural governor or the mayor of an ordinance-designated city; or a judgment statement that the applicant concerned has intellectual disability (disabilities) issued by a Child Consultation Office, a Recovery Consultation Office for Persons with Intellectual Disabilities, a Mental Health and Welfare Center, a designated doctor for mental health or a Vocational Center for Persons with Disabilities

(c) A mental disability certificate

(2) Those who were born on or after Apr. 2, 1959 (limited to those who completed the compulsory education stipulated by the School Education Act, more than two years before as of Apr. 1, 2018)

3. Test schedule

Application period	Dec. 3 to Dec. 14, 2018
First-stage selection	Feb. 3, 2019
Announcement of applicants who passed the first-stage selection	Feb. 22, 2019
Second-stage selection	Feb. 27 to Mar. 13, 2019
Final announcement of successful candidates	Mar. 22, 2019

4. Test types

Selection Stage	Test Type	Number of Questions (Time for answering the questions)	Content
First-stage Selection	Basic ability test (Multiple choice questions)	30 questions (1 hour and 30 minutes)	Written examination to test the basic abilities (intelligence and knowledge) required for public employees
	Composition test	One question (50 minutes)	Essay examination to test written expression and the ability to understand assignments
Second-stage Selection	Interview for initial appointment		Individual interview at the organization of the Cabinet Office or each ministry to hire the applicants concerned

※ The first-stage selection asks questions for high-school-graduate level.

5. Test category

Hokkaido, Tohoku, Kanto Koshinetsu, Tokai Hokuriku, Kinki, Chugoku, Shikoku, Kyushu, Okinawa

In this examination, the originally expected number of employees to initially appoint was 676; the number of applicants was 8,712; the number of applicants who passed the first-stage selection was 2,302; and the number of successful candidates who passed the second-stage selection (successful candidates who received informal job offer) was 754. In the first-stage selection, 1,524 examinees requested accommodations for the examination. In response to this request, the NPA made accommodations, such as examination using Braille, extension of the examination time and examinations using a personal computer.

The selection test for employees with disabilities for FY2019 will be conducted with due consideration to the implementation status in FY2018.

(2) Securing of Diverse Appointment Styles

The Basic Policy stipulates that the selection for initial appointment of persons with disabilities is to be conducted by individual ministries, in addition to the selection examination for persons with disabilities. In consideration of this, the NPA presented the “Basic Ideas about the Recruitment and Initial Appointment Methods Concerning the Initial Appointment of Persons with Disabilities” (Notice of the Director, Recruitment Policy Division of Human Resources Bureau in 2018) to the Cabinet Office and each ministry. In this statement, the NPA indicated the basic ideas about initial appointment of persons with disabilities, such as recruitment, method of initial appointment, and accommodations to be made at the time of employment, so that the selection for initial appointment can be carried out by the Cabinet Office and each ministry in a unified manner.

In addition, the Basic Policy stipulated that the framework shall be introduced to allow persons with disabilities to go through the selection by the Cabinet Office or each ministry to be promoted to full-time employees after working as part-time employees. In line with this Basic Policy, the NPA presented the “Framework for Step-up of Persons with Disabilities” (Notice of the Director-General for Personnel Policy, Cabinet Bureau of

Personnel Affairs and the Director-General of Human Resources Bureau, NPA in 2018) to the Cabinet Office and each ministry in order to ensure unity and fairness of the procedures. Concretely, the NPA specified the procedures for selection when changing appointment status from part-time to full-time employees. Such procedures include open recruitment of persons with disabilities that can be carried out exclusively by a specific ministry though it is usually implemented more extensively; and confirmation that can be performed to check skills required for government positions instead of using the method to examine demonstrated abilities, such as a written test.

Furthermore, the Basic Policy stipulates that the operation guideline for securing employment stability shall be established with a view to taking appropriate measures in accordance with the features of disabilities. In response to this, the “Operation of the System When Appointing Persons with Disabilities to Part-time Employees” (Notice of the Director-General of Human Resources Bureau, NPA and the Director-General for Personnel Policy, Cabinet Bureau of Personnel Affairs in 2018) was presented to the Cabinet Office and each ministry aiming at steadily promoting the employment of persons with disabilities in the public sector.

Specifically, the NPA newly stipulated that appointers shall make efforts to reappoint employees with disabilities in charge of duties for a specific period up to twice consecutively if they wish; and to renew the term of office of part-time employees with disabilities other than those in charge of duties for a specific period up to twice consecutively if they wish.

Chapter 5. International Cooperation in Personnel Administration

- The NPA has invited government executive officials from personnel administrative organizations in major countries every year to exchange ideas concerning the latest circumstances of personnel administration. In FY2018, the NPA invited government executive officials from Germany and the UK and co-hosted an international seminar under the theme of “Maintaining the Ethical Awareness and Preventing Misconduct by Senior Officials” with the Japanese Society for Public Administration (JSPA).
- The NPA has invited specialists from the personnel administrative organizations of the Asian countries and exchanged ideas since FY2017 for the purpose of supporting civil service reform in Asian nations on a continuous basis and developing the personal network with the countries having a strong interest in the public employee systems in Japan. In FY2018, the NPA invited specialists from the five countries, namely Indonesia, Malaysia, Philippines, Singapore and Thailand following the previous invitation in FY2017, and exchanged ideas on securing and development of human resources.
- The NPA created the China-Japan-Korea Personnel Policy Network with the central personnel administrative organizations in China and Korea in Jan. 2005 and has implemented various cooperative projects since then. In FY2018, the 11th Symposium co-hosted by the three countries on the theme of “The Ethics Systems in the 3 Countries” was held in Tokyo in Jun.

(1) Invitation of Government Executive Officials from Major Countries

As a specialized agency for personnel administration, the NPA has annually invited executive officials from personnel administrative organizations in major countries to exchange opinions on the latest circumstances surrounding personnel administration. The objectives are to promote cooperation in the field of personnel administration through cooperative relationships with personnel administrative organizations in foreign countries as well as to derive suggestions from other countries' experiences and initiatives on issues that the Japanese public employee system is facing. Since FY2010, the NPA has invited government executive officials from two countries at one time and co-hosted an international seminar with the JSPA.

In Nov. 2018, the NPA invited government executive officials from Germany and the UK and hosted the international seminar titled "Maintaining the Ethical Awareness and Preventing Misconduct by Senior Officials."

At the seminar, Mr. Ansgar Hollah, Director-General, Public Service Directorate-General, Federal Ministry of the Interior, Building and Community, mentioned about the people's evaluation on public service in Germany, the right of civil servants to file objections to orders given by superiors and the roles of political civil servants. Moreover, Mr. Tristan Pedelty, Director, Public Bodies, Propriety & Ethics, Cabinet Office, explained about the overview of the ministerial code and the civil service code, efforts to make the employees comply with the codes and challenges facing the UK.

The seminar attracted approximately 100 participants, including officials of the Cabinet Office and each ministry, researchers and students, who asked many questions to Mr. Hollah and Mr. Pedelty.

(2) Invitation of Officials from the Personnel Administrative Agencies of the Asian countries

Aiming at allowing employees with expertise and high morals to play an active role in administration, the Asian countries promoting the economic development and political democratization are advancing reform to develop a fair and efficient framework for public employee systems adopting the modern system in Western countries as a model. As far as the reform in personnel administration is concerned, these countries have a strong interest in the public employee system in Japan.

For the purpose of meeting these needs, supporting civil service reform in Asian nations on a continuous basis and expanding a personal network, the NPA has invited the experts of the personnel administrative agencies in Asian countries with the aim of exchanging ideas on the current state of public employee management and development of public employees since FY2017.

In FY2018, the NPA invited experts mainly at division director level from five organizations – Civil Service Commission of Indonesia; Public Service Department of Malaysia; Civil Service Commission of Philippines; Public Service Division, Prime Minister's Office of Singapore; and Office of the Civil Service Commission of Thailand. The NPA exchanged opinions with the experts about initiatives and issues in the countries on the theme of "Recruiting and Developing Talented Human Resources in the Public Service."

(3) The China-Japan-Korea Personnel Policy Network

Based on the “Action Strategy on Trilateral Cooperation among the People’s Republic of China, Japan and the Republic of Korea”, which was approved at the China-Japan-Korea Heads Meeting held in Nov. 2004, the NPA launched the China-Japan-Korea Personnel Policy Network in Jan. 2005 as a cooperative framework in personnel administration in partnership with the Ministry of Personnel (present the National Civil Service Administration) of China and the Civil Service Commission (present Ministry of Personnel Management) of Korea. This network has implemented various cooperative projects up to date and plays a role in cooperation among Japan, China and Korea.

When it comes to this network, the three countries take turns holding the Joint Symposium every year in principle in order to grasp important issues and the latest efforts related to the civil service system in the three countries. In FY2018, the 11th Joint Symposium was held in Tokyo in Jun. on the theme of “The Ethics Systems in the 3 Countries” led by IKEMOTO Takehiro, Secretary General, Secretariat of the National Public Service Ethics Board; Li Tao, Deputy Director-General, Office of Civil Service Management, Organization Department of the Communist Party of China Central Committee; and Leem Byeong-geun, Director, Property Examination Division, Ministry of Personnel Management. The symposium attracted approximately 70 participants, including officials of the Cabinet Office and each ministry, researchers and students.

At the symposium, the presentations were delivered concerning the state and challenges of the latest civil service ethics systems in the three countries, followed by a discussion by the presenters and a question-and-answer session with the audience.