

## **Conclusion**

This report features complaint consultation, which is handled as the complaint consultation work of the NPA and shares the concrete consultation cases. In addition, a complementary survey was conducted targeting young and mid-level employees and managerial personnel with the aim to explore the worries and dissatisfaction that the employees have in relation to working at the workplace along with the causes of these problems.

Moreover, in the report, NPA makes efforts to reveal the issues that the workplaces in the public service face; to indicate what to do to deal with the issues; and to suggest the measures to address them.

As a result of analyzing the contents of the complaint consultation this time, it is found that the emergence of employees with various circumstances, such as childcare and nursing care, are not necessarily being handled sufficiently at each workplace and by managerial personnel.

The report also suggests that young and mid-level employees feel anxiety about their career and are anxious to know about their evaluation; but that they are not given sufficient explanation on their development from the managerial personnel or interviews for personnel evaluation are not conducted properly.

These are the issues that need to be addressed by each workplace and each managerial personnel. But the first thing to do is to recognize them as their issues; and then, all the workplaces and managerial personnel should work together to deal with them.

In response to the issues underscored as above, this report clarifies the necessity to deal with the followings: (1) How to enable employees with various circumstances to fulfill their abilities and enhance the motivation under the circumstance with limited organizations and manpower; (2) How to communicate with and develop young and mid-level employees who have more diversified sense of values and are increasingly aware of career development; and (3) The points that should be particularly noted under the circumstance where the management ability of managerial personnel is demanded more than ever.

On that basis, the recommendations are made on (1) the development of a workplace environment with an open atmosphere where employees can talk about anything; (2) the need of personnel evaluation that emphasizes human resources development; and (3) the establishment of a relationship of trust through daily communication with subordinates.

It would be grateful if this report would be useful as a reference for each workplace and managerial personnel for creating a workplace environment where individual employees can fully demonstrate their abilities and work with motivation.

In an effort to assist that, the NPA will continuously endeavor to publicize the complaint consultation system to promote its utilization. At the same time, as part of the initiatives to create a workplace environment friendly to employees, the NPA will strive to disseminate the work-life balance support systems; to ensure the use of personnel evaluation with an emphasis on human resource development; and to improve the training to ramp up the management skills of managerial personnel.