

The "NPA Newsletter" is issued once a year to widely introduce the latest trend of personnel administration in Japan and international training activities of the NPA. It is designed to promote understanding of the NPA and its activities, primarily among personnel administration experts in foreign countries, and those who participated in international training programs and invitation programs conducted by the NPA.

## CONTENTS

### I Recent NPA and Personnel Administration Activities in Japan

1. Outline of the 2007 NPA Remuneration Recommendation
2. Outline of the 2007 NPA Report on Public Employee Personnel Management
3. Introduction of the Short-time Working System for Child Care and the Self-development Leave System
4. Implementation of the Re-Challenge Examination
5. Efforts to Promote Public Employee Ethics
6. Creation of a New Training Program - Initiation of Human Resources Development through Actual Experience at Foreign Government Agencies
7. Open Seminar for Female National Public Employees Working in the Kasumigaseki Area (Government Offices Area)

### II Promotion of International Cooperation and Exchange

1. China-Japan-Korea Personnel Policy Network  
China-Japan-Korea Personnel Policy Network - First Joint Training Held in Japan
2. International Cooperation Activities conducted by the NPA
  - (1) Training courses for foreign government officials
  - (2) Mike Mansfield Fellowship Program
  - (3) Korean Government Officials Development Program
3. Response to Visitors from Abroad Investigation and Research, Exchange of Opinions
4. Invitation of Foreign Officials

### III Exchange with Participants and Concerned Parties Regarding International Cooperation and International Exchange Programs

- Message from Foreign Officials in the NPA invitation program  
Germany  
France  
Remarks of a Participant  
Message from the International Affairs Division

## Attention

The NPA publishes the NPA Newsletter on the NPA web site([http://ssl.jinji.go.jp/top\\_e.htm](http://ssl.jinji.go.jp/top_e.htm)).

Please access the NPA web site (<http://kokusai.jinji.go.jp/>) and register your e-mail address. Thereafter, you will be notified by E-mail when we publish a new report, etc. on our web site.

## **I Recent NPA and Personnel Administration Activities in Japan**

The following are details concerning key measures and efforts conducted by the NPA during FY2007

### **1 Outline of the 2007 NPA Remuneration Recommendation**

→Please click below for details:

[http://ssl.jinji.go.jp/english/kankoku\\_houkoku/remuneration2007.pdf](http://ssl.jinji.go.jp/english/kankoku_houkoku/remuneration2007.pdf)

### **2 Outline of the 2007 NPA Report on Public Employee Personnel Management**

→Please click below for details: [http://ssl.jinji.go.jp/english/kankoku\\_houkoku/report2007.pdf](http://ssl.jinji.go.jp/english/kankoku_houkoku/report2007.pdf)

### **3 Introduction of the Short-time Working System for Child Care and the Self-development Leave System**

As reported in the NPA Newsletter Vol. 7, the Short-time Working System for Child Care and the Self-development Leave System were introduced as of August 1, 2007. The former is designed to support the balancing of work and family life so that employees raising children can fulfill their child care responsibilities without leaving work completely. It is also a system to supplement manpower for work which cannot be handled by the employees working under the short-time working system for child care. Meanwhile, the latter is a system to enable employees to voluntarily participate in a wide range of Self-development activities or international volunteer activities while securing their status without pay and do not need to work.

The NPA is efficiently making efforts to respond to diversified public needs in order to utilize, develop and secure public employees through these measures.

### **4 Implementation of the Re-Challenge Examination**

The NPA is promoting mid-career recruitment from the private sector to respond to administrative needs, which are becoming more complex and sophisticated, and to activate public services. It held a new examination named the "Re-Challenge Examination" in 2007 for mid-career recruitment of national public employees.

This examination, conducted as part of the "Comprehensive Plan to Support the Second Chance" (see Note) set by the former Abe Administration, offers an opportunity for part-time workers in their 30s to work as national public employees. Many such part-time workers had difficulties finding full-time graduate work after the burst of the bubble economy in 1991, a period that was challenging for college-graduate job seekers. In addition, this effort is aimed to review the system of employing new graduates.

The first examination held last year offered 152 employment opportunities and there were 25,075 applicants with 162 successful applicants (Ratio of Successful Candidates to Applicants=154.8).

*(Note) This support measure is designed to remove obstacles and diversify options so that people in various situations and circumstances, such as young part-time workers, women raising children, disabled people and elderly people, can pursue employment, start a business, pursue education, housing, etc.*

### **5 Efforts to Promote Public Employee Ethics**

The National Public Service Ethics Law and the National Public Service Officials Ethics Code (Cabinet order) took effect in April 2000 to maintain ethics related to the duties of national public employees. The law and code were established in response to a series of misconducts of public employees that took place at that time. The National Public Service Ethics Board, which is established in the NPA based on the Ethics Law, is taking various measures to recover the public confidence that has been lost through such scandals.

Unfortunately, however, scandals involving public employees have repeatedly occurred and a former senior official of the Ministry of Defense was arrested on bribery charges in November 2007.

Currently, Japanese national public employees are required to make more efforts to maintain duty-related ethics and secure public confidence more than ever before.

The National Public Service Ethics Board set the week from December 1 to 7, 2007, as "National Public Employees Ethics Week" to raise ethics awareness among public employees. It conducted ethics-related PR and educational activities, held lectures on public employee ethics, and set up the Public Service Ethics Hotline (to receive information on suspected misconducts of public employees).

## **6 Creation of a New Training Program - Initiation of Human Resources Development through Actual Experience at Foreign Government Agencies**

The NPA has sent Japanese government officials to overseas graduate schools for two years and foreign government administration organs for six months to conduct surveys and research for the purpose of developing human resources with an international standpoint. In addition to these programs, the NPA established a new training course to send Japanese government officials to foreign government administration organs for a period of six months to one year to allow them to work with foreign public employees and learn the administration practices of that country. In FY 2008, the NPA plans to send three government officials to U.S. federal offices (the Food and Drug Administration (FDA) of the Department of Health and Human Services (HHS), the Department of Housing and Urban Development (HUD), and the Department of Transportation (DOT)). The NPA plans to send Japanese government officials to other countries in the future to strengthen administrative-level human networks and promote/accelerate mutual understanding.

## **7 Open Seminar for Female National Public Employees Working in the Kasumigaseki Area (Government Offices Area)**

The NPA plans and provides seminars and training programs so that public employees can participate voluntarily. As part of such efforts, the NPA annually holds an open seminar for female employees working at the headquarters of the Cabinet Office and Ministries.

In 2007, the NPA invited Ms. Haruna Okada, President of the Benesse Institute for the Child Sciences, Parenting, and Aging, to speak as an opportunity for female employees to hear directly from a role model (target person) who has a strong will and works through utilizing her abilities. Ms. Okada gave a lecture entitled "Challenging Your Natural Self."

In her lecture, Ms. Okada explained that improving the support system for balancing work and family life and also networking with people in similar situations are necessary for women to continue to work. She also explained that utilizing the viewpoints of women in business is beneficial for employers. Furthermore, Ms. Okada mentioned many key points for continuing to work, such as making utmost efforts with a sense of purpose in any given situation, habitually trying to build relationships of trust with supportive people, and enjoying work processes.

Five female employees on child care leave attended the lecture with their children. As demographic aging has accelerated and the need for balancing work and family life is increasing currently, the NPA hopes that as many female employees as possible will continue to work and utilize their child care and nursing care experience in public services through these seminars.

## **II Promotion of International Cooperation and Exchange**

Frequent requests for cooperation are received by the NPA from countries all over the world in the field of governance; particularly in personnel administration. The NPA in turn carries out training courses in Japan for foreign government officials based on Official Development Assistance (ODA) and other plans, dispatches experts overseas, provides support for foreign government officials visiting for the purposes of surveys and research, engages in full-fledged exchanges with administrative organizations in foreign countries, and carries out investigation and research for foreign civil service systems.

## 1. China-Japan-Korea Personnel Policy Network

The National Personnel Authority of Japan, the Ministry of Personnel of the People's Republic of China and the Republic of Korea Civil Service Commission concluded a Memorandum of Understanding concerning the "China-Japan-Korea Personnel Policy Network" at the Heads of Personnel Authorities Meeting in January 2005, and conducted various cooperation programs such as the Joint Symposium, Joint Study, Mutual Information and Personnel Exchanges, based on the third Cooperation Plan decided at the annual Director-General-Level Meetings.

### China-Japan-Korea Personnel Policy Network - First Joint Training Held in Japan

The NPA has maintained cooperative ties with the Chinese Ministry of Personnel and the Republic of Korea (ROK) Civil Service Commission in the field of personnel administration since January 2005. In 2007, the third year of the cooperative relationship, nine young middle-level officials from the three countries gathered in Japan for a training camp and shared articles with one another. The NPA also accepted trainees from the ROK for six months. As continued programs, the NPA held a symposium under the theme of "Human Resources Development," conducted joint research under the theme of "Achievement Management (Performance Appraisal)," exchanged publications, provided an opportunity for government official exchange, held a top leaders meeting (in Beijing), and had a discussion at a Director-General-level meeting (in Seoul). Furthermore, the NPA promoted information and opinion exchange through these various exchange opportunities regarding various recent topics, such as the trend of personnel administration in Japan, the enforcement of the new public service law in China, and the operation of the public service system for senior officials in the ROK.

## 2. International Cooperation Activities conducted by the NPA

### (1) Training courses for foreign government officials

As part of technical assistance for many countries, the NPA is conducting courses for government personnel of various countries with the cooperation of the Japan International Cooperation Agency (JICA) and other organizations, aiming at contribution of development and improvement of government personnel administration systems of these countries.

The NPA conducted (is conducting) the following three training courses in FY 2007.



*Mr. Kozo YOSHIDA, Director General of Employee Welfare Bureau of the NPA, greeting participants of the Seminar on National Government Administration for Senior Officials. (November 2007)*

Training Course		Main Contents	Number of Participants/ Countries, Duration
Training Course in Human Resource Management	Seminar on Governmental Human Resource Management for Senior Officials	Personnel management of Japan and improvement of personnel administration in developing countries	7/7 About 2 weeks
	Seminar on Public Personnel Administration for Middle Level Officials	Personnel management of Japan and improvement of personnel administration in developing countries	11/11 About 4 weeks
Training Course in	Seminar on National	The role of public	7/6

National Government Administration	Government Administration for Senior Officials	administration to contribute to the socioeconomic development of the country.	About 6 weeks
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## (2) Mike Mansfield Fellowship Program

This program aims to foster US Federal Government officials with in-depth understanding of Japan and furthermore to promote professional relationships of cooperation between two countries by providing opportunities for the personnel dispatched to Japan under the US law to get a chance of training in Japanese government organizations.

Fellows, who received intensive training in Washington DC for a year in Japanese language, politics, economy, and culture of Japan, have been placed at the each Ministry of Japanese government and serve as a fellow.

The NPA arrange the fellow's placements at each Ministry, set up and implements common programs such as orientation, study tours, and participation to implement this program more effectively, in cooperation with the Ministry of Foreign Affairs, and other Ministries.

The Japanese Government accepted five fellows in the eleventh group for one year program (from September 2006 to August 2007) in Japan.

## (3) Korean Government Officials Development Program

At the request of the Government of the Republic of Korea, the NPA conducts the "Group Training Program for Korean Government Officials" at the director and assistant director level, in order to deepen their experiences and the understanding of Japanese culture and society as well as to promote cooperation between Japan and Republic of Korea in the field of public administration. In FY2007, 20 officials participated in this program from November 11 to 18.

## 3. Response to Visitors from Abroad

In tandem with the increase in exchange and information interchange between nations in the field of administration and the civil service system in recent years, the number of foreigners visiting the NPA has increased. The NPA strives to develop a relationship through exchanging views about the present state and issues of personnel administration, and also to introduce the Japanese civil service system and characteristics of personnel management.

The following visitors have been accepted thus far in FY2007.

Date	Visiting Party (Name/Country/No. of Visitors)	Content
2007/4/3	Director, General Affairs Division, Embassy of the Republic of Korea/Korea/1	Appointment of professors, etc. as senior officials of administrative organizations
5/24	Chairperson of the Central Political Committee of the Communist Party of Vietnam/Viet Nam/18	Appointment system
7/11	Visiting Party of Hong Kong government officials/China/5	Recruitment activities and personnel exchange system
8/28	Professor, Korea Labor Education Institute/Korea/1	Meeting with Employee Organizations
8/29	Deputy Secretary General, The Office of the Civil Service Commission/Thailand/3	Career development of senior officials
9/5	Discipline, inspection and supervision delegation of the Communist Party of China/China/10	Service Discipline, Ethics
9/5	Chairman, Independent Corrupt Practices and Other Related Offences Commission/Nigeria/6	Service Discipline, Ethics
9/6	Minister to the Prime Minister's Office/Thailand/11	Training on ethics, NPA Remuneration Recommendation

9/14	Delegation I from Shandong Province, China, for training in Japan/China/20	The National Civil Service System in Japan, Personnel Evaluation System
9/18	Youth Invitation Program/Bangladesh/17	Outline of the NPA, Ethics
9/21	Delegation to Japan from the Ministry of Supervision of China/China/8	Ethics, Service Discipline
10/11	Communist Party of Vietnam politburo member /Viet Nam/10	Training for senior public officials
10/12,18	Seminar for Russian Officials/Russia/10	Service Discipline, Ethics
10/15	Delegation to Japan from Beijing City Personnel Bureau/China/20	Administrative Training
10/18	Delegation of Weizhou City public services/China/5	Human Resources Development
10/30	Delegation of the Chinese Academy of Personnel Science /China/5	Remuneration System
11/5	Malaysian Leadership Development Programme for Middle Management Level Managers/Malaysia/15	Role of the NPA, Training System
11/7	Vice-President of Sciences-Po and Director of Internationals Affairs and Exchanges/France/1	New Master of Public Affairs
11/15	Second Secretary, Embassy of the People's Republic of China/China/1	Civil Service System in Japan
11/22	Delegation to Japan of China Jing Gang Shan Cadre Academy/China/8	Civil Service System in Japan, Training System
11/26	Personnel Analyst, Office of the Civil Service Commission/Thailand/8	Human resource management, Role of the NPA
11/28	Secretary, Code of Conduct Bureau/Nigeria/3	Ethics
11/30	Seminar on Promotion of the legal system for Islamic Republic of Iran/Iran/10	Ethics
11/30	Delegation to Japan of senior advisers of the Sichuan Provincial Government/China/7	Civil Service System in Japan
12/4	Deputy for Fostering the Government Apparatus Education and Training/Indonesia/5	Development of training instructors
12/7	Seminar for Russian Officials/Russia/10	Ethics
12/10	Seminar on Human Resource Development and Project Management/Malaysia/19	Role of the NPA, Training System
12/10	Professor of Public Administration Education and Research Department, China National School of Administration/China/11	Civil Service System in Japan
12/21	Assistant professor, Lee Kuan Yew School of Public Policy/Singapore/2	Anti-corruption strategies
2008/1/16	Training group from the Yangzhou Tax Academy /China/26	Training System
2/4	International students of the Meiji University/Malaysia, Philippines and Bangladesh/3	Human Resources Management
2/20	Deputy chief in editor,Century Post/Mongolia/1	The National Civil Service System in Japan, Anti-corruption strategies

#### 4. Invitation of Foreign Officials

The NPA invites executive officials from personnel administrative organizations etc. in foreign countries to exchange views on the actual state of personnel administration, in order to strengthen the ties with foreign personnel administration organizations, promote cooperation in the field of personnel administration, and research the civil service system in foreign countries.

In FY 2007, Ms. Bettina Auerbach, Director, Directorate I 1, Public Service Bureau, Federal Ministry of the Interior of the German government, was invited to give a lecture on the "Current State and Future Prospects of the Public Employee System in Germany," as well as to exchange opinions on the actual situation of fast-track bureaucrat management.

In October, Mr. Ralph Dassa, General Director of the Institute for Public Management and Economic Development, France, was invited to give a lecture entitled "Senior Official Management in France." Mr. Dassa, intellectuals and NPA personnel actively exchanged opinions on the public employee systems of the two countries.

### **III Exchange with Participants and Concerned Parties Regarding International Cooperation and International Exchange Programs**

#### *Message from Foreign Officials in the NPA invitation program*

In its FY 2007 invitation program, the National Personnel Authority invited senior personnel of personnel administration organizations from Germany and France. Ms. Bettina Auerbach, Head of the division for basic issues of the public service, the German Federal Government Interior Ministry's Civil Service Bureau, who visited Japan in June 2007, and Mr. Ralph Dassa, General Director of the Institute for Public Management and Economic Development, France, who visited Japan in October 2007 have each contributed a message.

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#### **Germany**

The National Personnel Authority (NPA) invitation program gave me in June 2007 the chance to visit Japan for 10 days and meet the colleagues of the NPA dealing with the public service law as I do in Germany. I am head of the division for basic issues of the public service in the Federal Ministry of the Interior in Berlin. During my visit I gave an overview on the system of civil servants in Germany and the actual discussion of improving our law and therefore the public administration on the whole.

In Germany we make a difference between civil servants exercising sovereign functions and public employees working in other functions. The status of civil servants is regulated by law while the employment of public employees is based on work contracts. Germany has faced in 2006 a constitutional amendment which as a result divided state power between the Federation and the Länder according to the civil service law in a new way. Now the Länder became stronger and have got more competence in dealing with their own law concerning their civil service while the federal level did it before for all levels. The Federation can now only make the regulations for the civil service of the federal level.

As far as the federal level is concerned we are taking the chance to reform our civil service in order to modernize the public administration in many aspects. Facing problems due to the economic growth in Germany, the effects of globalisation, the situation of public budgets or the impacts of the demographic development we need to make the civil service sustainable and attractive for young people to join the civil service in the future. Catchwords are in this context performance related pay, strengthening the performance principle as a main criterion for career decisions and the competitive ability of the public service to the private sector. This will bring more motivation and individual responsibility. In so far we share in Japan and Germany similar problems and so we did a lot of discussion during my stay. Despite having a different history and culture it is useful to exchange our views and seek for solutions.

I learned a lot about Japan, its culture of the past and today's life. I am taking home with me the spirit of temples and Zen gardens which impressed me deeply on an impressive trip to Nara and



Kyoto the old Japanese capitals of ancient times. Back at home I already became a multiple and tell people about my experience.

Many thanks for an interesting time go to the Director General, Mr. Kozo Yoshida, and his staff, giving me a warm welcome and any help I needed. Special thanks go to Ms Keiko Fujisaki for her support during all the time.

### **A Message from the International Affairs Division**

The NPA appreciates Ms. Auerbach's detailed explanation on the ongoing reform of the public employee system. The NPA will use the information as a valuable reference in discussion on Japan's future public employee system. The NPA would greatly appreciate it if Ms. Auerbach could further inform us of the progress of the bill explained in the lecture, deliberations in the German Parliament, and practical operation after enforcement.

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## France

### *Managing senior management in the administration: a concern shared by Japan and France.*

Most of the administrations with a career-based civil service system in the developed countries are faced with the same problem: how to manage staff whose average age is constantly rising due to the baby boom, and having to manage them for longer and longer periods of time due to the lengthening of careers resulting from the reforms of the pension systems.

This overarching problem is felt much more keenly when it comes to the administration's senior managers. I visited Japan at the invitation of the National Personnel Authority from 1 to 7 October 2007. It became clear from my meetings with the NPA managers that Japan and France share a number of concerns in this area: what prospects should senior officials be given in the last part of their career; and how can these civil servants be guaranteed posts and remuneration in keeping with their skills and experience?

Massive waves of retirement are expected in France. These waves provide a great opportunity to reduce the size of the administration and reform it. Some 60,000 people are expected to retire per year. The political choice has been made to replace only half of those who retire. However, this positive demographic effect is not without its drawbacks. It will create a relative scarcity of human resources. In certain areas of specialization, there will be a great deal of competition with the private sector.

The corollary of this development is the lengthening of careers. In a career-based civil service system, recruitment will therefore become a long-term investment. Hence the need to take account of the adaptability of recruited staff, to place the emphasis on this adaptability in initial training, to scale up lifelong learning, to introduce skills-based career management, etc.

France is now looking to move towards a position-based civil service system. This calls for a collective study of civil servants' tasks, values and occupations and public service expectations with a view to reforming the statutory framework governing the civil service. At this time of radical change, the position of senior managers is more important than ever: they are the people called on to implement the reforms and mobilize their teams. This is why they need a clear outlook as regards their duties and their future.

Notwithstanding the diversity of solutions considered and the different legal concepts used in Japan and France, underscored by the language differences, the French and the Japanese are currently looking for innovative solutions. Experiences in one country cannot always be replicated in another country, but the mere fact of studying them together is already a step in the right direction.



From this point of view, this mission to Tokyo, Osaka and Kyoto has provided valuable input. The conscientiousness and professionalism of the members of the NPA (and their perfect sense of hospitality) made for a constructive exchange that is worth following up.

### **A Message from the International Affairs Division**

The French public employee system is characterized by elitism. Mr. Dassa's explanation on the development of senior officials involving primarily graduates from École Nationale d'Administration (ENA) served as a useful reference. The NPA hopes to maintain close information exchange regarding public employee management, etc.

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### Remarks of a Participant

Ms. KOGA Natalia Massaco, Chief of Cabinet, National School of Public Administration, Ministry of Planning, Budget and Management of the Government of the Federative Republic of Brasil, participated in the "Seminar on Public Personnel Administration for Middle Level Officials 2006" conducted by the NPA.



The land of contrasts. This is how an international visitor may refer to Japan, especially when the first impression comes from a city like Tokyo. This particular feature can be noticed in the contact with the extremely cordial people that serenely respect the common rules of social life and that, at the same time, live under a frenetic rhythm and high standards of work and familiar obligations. The contrast is also in the streets, where modern and bold buildings share spaces with traditional shrines, temples and houses. And it can also be recognized in the Japanese Public Administration that conjugate characteristics such as seniority requirements and the strong respect of hierarchy with innovative initiatives participation and public transparency on personnel administration.

Being part of the Seminar on Public Personnel Administration for Middle Level Officials, promoted by NPA and JICA, on February 2007, was a special experience for me. Exchanging knowledge and opinions with people from different parts of the world was a valuable opportunity not only for professional but also for cultural and personal learning. My group was composed by 11 public servants from Brazil, Ghana, Kosovo, Lebanon, Nepal, Rwanda, Salomon Island, Sri Lanka, Thailand and Trinidad and Tobago. The harmonic environment provided by NPA and JICA gave us moments of interesting debates about Japan and the participants countries systems and taught us a lot about a so important but also fragile value of the actual times: the respect of diversity and differences.

Taking into account the Japanese Public Personnel Administration system, several points called my attention concerning their applicability for the Brazilian reality or for being peculiar under my background view. The NPA distinguished role and the concerns about its neutrality, the remuneration system and the mechanisms of comparison with the private sector salaries, performance evaluation experiences in central and local government, the policy to incentive mothers to progress in their carriers and the job rotation system are some of the examples.

The extracurricular activities were also moments of intensive learning. With our multi-cultural group I shared thoughts, tears and laughs. At the Tokyo International Center dinning-hall we could not only try different dishes but also discuss our impressions about Japan and hear about the reality of other countries, including testimonies regarding recent war situation in some of our friends' homelands. We passed through adventurous moments trying to visit Tokyo by its complex public transportation, especially at the Shinjuku station, and could enjoy some more of the Japanese culture by events such as the Kimono Festival, karaoke meetings and aikido classes. Moreover, the visit to Nagasaki Prefecture and the Atomic Bomb Museum was a precious moment for all of us.

As a Japanese descendent being in Japan during this one-month intensive period had a special meaning for me. It was an unique opportunity to learn deeply about my family origins, their believes and values. In other words, this experience taught me more about myself. I would like to express my appreciation to the Brazilian Government that authorized me to participate of this seminar and the Japanese Government, JICA and NPA that provided me this unforgettable journey.

### **A Message from the International Affairs Division**

In the seminar on public administration, participants developed an action plan in three days. The NPA is interested in the implementation of the plan. It would bring great pleasure to the NPA if participants could select and utilize what they learned in the training in Japan, if applicable, to improve the public employee management in their own countries.

### **A Message from the International Affairs Division**

In Japan, regular personnel reshuffles are conducted every two or three years as a longstanding practice both in the public and private sectors. Each fiscal year begins in April and ends in March. In FY 2007, the director of the NPA International Affairs Division and approximately half of the division's personnel were replaced in April, at the beginning of the fiscal year. All personnel of the division cooperated with one another and performed duties together throughout the year.

Introducing the public administration and the public employee system in Japan is one of the major duties of the International Affairs Division. The division performs these duties through training given to foreign government officials, responses to visitors to the NPA, and PR activities on the English-language website. This year, in particular, a large number of foreign guests visited the NPA. The division has improved its methods of explanation based on the motto of "Easier to understand, easier to satisfy" and plans to further improve materials for visitors.

The International Affairs Division also plans to improve the English-language website in a step-by-step manner to elicit the interest of visitors to the website. It will make efforts to disseminate the latest information, including the trends of the ongoing reform of Japan's public employee system.

If you wish to make comments on this newsletter, please contact the International Affairs Division, NPA.

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International Affairs Division, National Personnel Authority, The Japanese Government

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