

Second Trial Run of the New Personnel Evaluation

(Agreement of the Personnel Management Council Executive Board Meeting held on November 22, 2006)

The NPA conducts the second trial run of the new personnel evaluation specified in the “Important Policy on Administration Reforms” (Cabinet decision made on December 24, 2005).

1. Objective of the Trial Run

- Confirming the agenda related to personnel evaluation empirically and obtaining reference materials for the future toward establishment of a new and more effective personnel evaluation system which will take root in various workplaces in the public sector and will be usable as a basic tool for personnel management
- Raising awareness of the new personnel evaluation system among employees of the Office and Ministries

2. Targeted Employees

Targeted employees of the second trial run are Director-, Office Director-, Assistant Director-, Unit Chief and Officer-level personnel of the Office and Ministries. Evaluators and target employees are specified by the Office and each Ministry in the following manner.

(1) Number of participants (target employees)

A larger number of employees than the first trial run will be selected for the second trial run by such means as involving all Director-level employees of the Office and Ministries when possible.

Regarding employees other than Director-level personnel, subordinates of Director-level personnel are target employees but participants can be selected based on the actual conditions as follows:

- A larger number of Office Director- and Assistant Director-level personnel than the first trial run is selected.
- At least half the Unit Chief- and Officer-level employees of each job level is selected from each division, etc. or the Office and each Ministry select approximately 20% of employees from each job level.

(2) Evaluator

Director-Generals evaluate their subordinate Director-level personnel.

Basically, Director-level personnel evaluate all subordinate employees. However, the evaluation may be performed in the following manner, based on actual duty conditions and the number of target employees.

- Director-General-level personnel evaluate subordinate Office Director-level personnel.
- Office Director-level personnel evaluate subordinate employees.
- Assistant Director-level personnel evaluate subordinate employees.

Evaluators may appoint their subordinates to assist administrative duties related to the evaluation.

3. Trial Run Period

Basically, six months from January 1 to June 30, 2007.

4. Details of the Trial Run

① Job action evaluation and role achievement evaluation portions

The evaluation is comprised of job action evaluation and role achievement evaluation portions.

The job action evaluation portion, which was previously referred to as “ability evaluation”, is designed to evaluate employees’ job actions during the evaluation period, using standards with a focus on job actions representing the ability required to perform duties.

The role achievement evaluation portion, which was previously referred to as “performance evaluation”, is designed to evaluate results of employees’ duty performance during the evaluation period. This is done after clarifying tasks, goals and procedures in accordance with details of employees’ duties. The two portions are aimed to evaluate employees’ ability to accomplish duties and performance on duty as objectively as possible in a combined manner.

Both portions are evaluated based on an absolute evaluation method in the light of prescribed evaluation standards.

Basically, supervisors of evaluators adjust evaluation results to ensure fairness of the evaluation.

<Exhibit: “Personnel Evaluation Sheet” (for the Second Trial Run) (Standard Example)>

② Self-evaluation and interview

Self-evaluation and interview between evaluators and evaluated employees are conducted

to enhance the reliability and effectiveness of the personnel evaluation system. Evaluators give guidance and advice from perspectives of clarification of duty goals, review of work performance and human resources development.

③ Evaluation feedback

In the second trial run, feedback is provided to encourage employees to review their own ability to accomplish duties and performance on duty objectively, develop their ability voluntarily, and perform duties on their own initiative (in an appropriate form such as disclosure of evaluation results, comments in line with evaluation results or guidance and advice in accordance with situations of the Office and each Ministry). In providing feedback, evaluators should endeavor to provide detailed guidance and advice in line with individual evaluation items and goals.

The NPA will continue to discuss and study how to provide feedback, based on verification of trial results.

④ Explanations to evaluators

The NPA will give sufficient explanation to evaluators and target employees to be evaluated in the trial run in advance to deepen their understanding of the personnel evaluation and ensure a smooth trial run.

⑤ Complaint handling

- Troubles and complaints generated in the process of the trial run will be ascertained and handled appropriately through sufficient communication between evaluators and the evaluated employees and accumulated as data to be used in future consideration.
- The Office and each Ministry sets up a point of contact within the personnel management department so that evaluated employees can ask questions and bring complaints about the method and results of the evaluation. These questions and complaints are accumulated to be utilized in review after completion of the trial run.

The NPA's existing complaint counseling system also deals with complaints related to the trial run.

The NPA will continue to study the system to handle complaints related to the evaluation appropriately as a preparation for the full-scale implementation of the personnel evaluation.

- **5. Verification of Trial Run Results**

The trial run is implemented separately from the existing performance appraisal to establish the new personnel evaluation. Therefore, evaluation results in the trial run are not reflected in appointment or remuneration.

- The instituting government offices collect information on the situation of the trial run implementation from the Office and Ministries, as appropriate, during the trial run period to ensure smooth implementation of the trial run. These government offices analyze trial results, consolidate opinions from officers in charge of personnel management at the Office and Ministries, evaluators and evaluated employees through hearings and questionnaire surveys, and utilize such opinions for consideration of institutional design, etc.

The government offices continue to exchange opinions with employee organizations, based on trial results.

- **6. Others**

- The Office and Ministries may modify part of the implementation details of the trial run after discussing with the instituting government offices when they think it necessary based on their actual conditions.
- The Office and Ministries which are making voluntary efforts related to the new personnel evaluation system will coordinate their efforts with the trial run closely to contribute to establishment of the new evaluation system by the entire government. Results of such voluntary efforts will be utilized for consideration of institutional design, etc.