

**Foreword**

In response to more complex and sophisticated needs of government administration under the further spread of globalization, the public administration sector must develop timely policies within a limited budget, personnel, and other resources and provide high-quality administrative services efficiently. The public administration sector is expected to improve the quality of people's lives and ensure Japan's competitiveness in the international society. Public employees are expected to have more people-oriented viewpoints, creativity, and expertise than before.

Against the backdrop of this situation, recruiting and securing motivated, competent personnel with noble ambitions for the public service sector is an urgent issue.

Meanwhile, in spite of the importance of the role expected of the public administration sector, there is some concern that students may be less eager to serve as a public employee and outstanding personnel may be more willing to work in the non-public sector. Some people point out that it is attributable to an increase in the number of legal professions as a result of the introduction of the new bar examination, the emergence of new dynamic options that attract people's attention and evaluate employee performance on a short term basis, such as foreign companies and IT-related companies. Other people point out that students are unable to imagine their futures as public employees clearly due to various opinions on the division of roles between the public and private sectors and the relationship between politics and public administration and that students' attitudes toward work is changing to give weight to self-centered values and to expect growth and success in a relatively short period of time.

With regard to securing human resources, both the public and the private sectors will probably continue to recruit new graduates, develop them internally in an organized manner, and provide them with knowledge and skills under a long-term continued employment system. Therefore, recruiting new graduates is very important both for the public and the private sectors in terms of securing human resources who will serve as core personnel in the future. The two sectors are thus competing for human resources.

In order to deal with new issues of public administrations, diversity of human resources is also important. Securing human resources with expertise and personnel who

develop policies from viewpoints that differ from those of personnel within the public administration sector is another important issue, so it is necessary to actively promote recruitment of personnel from outside.

Recruitment examinations for the national public employees are classified into various types, including Level I, II, and III Examinations, and into various categories including administrative (Administration, Law, and Economy categories), science and technology, agriculture, and others. Among these, the NPA decided to conduct a survey of the Level I Examinations for Administration, Law, and Economy categories, which seem to be strongly related to the aforementioned changes in the circumstances surrounding the public services, to obtain a broad understanding of the current state of the human resources supply structure to the public service sector. For this purpose, the NPA conducted a questionnaire survey of undergraduate and graduate school students and an interview survey of people who have work experience both in the public and the private sectors in order to grasp students' attitude toward work, attractiveness of working as a public employee when compared with working for a private enterprise, difference in the work style, etc.

The following part presents results of these surveys showing the current state of the human resources supply structure and the position of public employees in the labor market. It also identifies factors affecting recruitment of human resources and gives the direction of future efforts in recruitment, securing, and development of personnel.