

Chapter 2. Human Resource Development

In accordance with the National Public Service Act and the NPA Rule 10-3 (Employee Training), which is based on the act, the NPA conducts comprehensive planning, coordination and other activities for training courses hosted by the Cabinet Office and each Ministry. The NPA also plans and hosts such training courses itself when appropriate. (Figure 2-1)

1. Status of Training

The NPA, the Cabinet Office and each Ministry conducted a total of 13,375 training courses with the participation of 337,029 employees in FY 2005. Of these, 4,119 training courses were over 20-hour courses, in which 99,524 employees participated. The NPA conducted 188 training courses for employees of the Cabinet Office and each Ministry (including participants from Specified Independent Administrative Institutions) with the participation of 5,676 employees.

2. Joint Training (Administrative Training) for Future Senior Officials

The NPA is implementing inter-ministerial joint training (Administrative Training) for prospective employees who will play a core part in administrative operations of the Cabinet Office and each Ministry. The basic purpose of the joint training is to raise the level of qualifications required to represent the viewpoint of the people as a whole, including a thorough sense of mission as servants of the whole community based on rich sensibility and a strong ethical awareness, a broad perspective, and flexible ideas, as well as to build mutual trust to carry out policies through cooperation among national public employees.

The Administrative Training includes the Initial Inter-ministerial Training and the Initial Administrative Training provided at the time of recruitment, and official rank-based training courses for Unit Chief-, Assistant Director-, and Director-level personnel at the Cabinet Office and Ministries headquarters. These training courses focus on three curriculum cores, namely, (1) consideration of ideal public employees, (2) consideration of ideal public policies, and (3) learning leadership management. Participants of these training courses have many discussions in camp-type training sessions, exchange opinions, and deepen mutual understanding and trust, edifying one another.

In addition, from the perspective of broadening horizons and promoting mutual understanding through exchanges with people in various fields, these training courses invite participants from private enterprises, local public institutions, foreign governments, etc.

(1) Initial Inter-ministerial Training

The NPA conducts the Initial Inter-ministerial Training for employees newly recruited through the Level I Examination (including equivalent examinations) jointly with the Ministry of Internal Affairs and Communications.

(2) Initial Administrative Training

The NPA provides four courses of the Initial Administrative Training for employees who are newly recruited through the Level I Examination (including equivalent examinations) and are expected to engage in policy planning and coordination/negotiation at the headquarters of the Cabinet Office and Ministries in the future.

Forum on Ideal Initial Administrative Training

The Initial Administrative Training started in 1997 for the purpose of correcting adverse effects of the sectionalism, as well as responding to the diversification and internationalization of people's value and administrative needs. The training marked the 10th anniversary, so the NPA held the "Forum on Ideal Initial Administrative Training" three times with the aim of reviewing the 10 years comprehensively and discussing the future Initial Administrative Training with an eye to the overall development of senior officials. The NPA plans to review the curriculum and the manner of implementation to conduct restructuring based on matters pointed out or proposed in the forum.

(3) Administrative Training (Special Course for Officer-level Personnel)

The NPA conducts this training for employees who were recruited through the Level II or III Examination, etc. and will be promoted to Unit Chief shortly, and whom the Cabinet Office and each Ministry is planning to develop systematically as a future senior official or whose work performance is excellent enough to be a candidate of selection for such development.

(4) Administrative Training (Course for Unit Chief-level Personnel)

The NPA conducted this training twice for Unit Chief-level employees at the headquarters of the **Cabinet** Office and Ministries.

(5) Administrative Training (Special Course for Unit Chief-level Personnel)

The NPA conducted this training twice for Unit Chief-level employees at the headquarters of the Cabinet Office and Ministries, who were recruited through the Level II or III Examination, etc. and whom the Cabinet Office and each Ministry is planning to develop systematically as a future senior official.

(6) Administrative Training (Course for Assistant Director-level Personnel)

The NPA conducted this training six times for Assistant Director-level employees at the headquarters of the Cabinet Office and Ministries.

**(7) Administrative Training (Course for Assistant Director-level Personnel);
Dispatching Personnel to China National School of Administration**

The NPA conducts this training for Assistant Director-level employees at the headquarters of the Cabinet Office and Ministries.

In FY 2006, the NPA conducted a preparatory training for learning about China and dispatched personnel to China, where Japanese administrators can exchange opinions with Chinese counterparts and visit China's administrative organs, etc. (in Beijing, Shenzhen, and Guangzhou).

**(8) Administrative Training (Course for Assistant Director-level Personnel);
Dispatching Personnel to the Republic of Korea's Central Officials Training
Institute**

The NPA started this training for Assistant Director-level employees at the headquarters of the Cabinet Office and Ministries in FY 2006.

In FY 2006, the NPA conducted a preparatory training for learning about the Republic of Korea(ROK) and dispatched personnel to ROK, where Japanese administrators can exchange opinions with ROK counterparts and visit ROK's administrative organs, etc. (in Seoul Metropolitan City and Gwacheon City).

In addition, as part of training for ROK's 20 government employees who stayed at the National Institute of Public Administration for two days, the NPA hosted a program for them to exchange opinions on administration systems, political issues, etc., with 16 Japanese administrators.

**(9) Administrative Training (Course for Assistant Director-level Personnel);
Course for Promoting Science and Technology Research**

The NPA conducted this training for researchers working at research institutes including Independent Administrative Institutions and administrative service employees working at science and technology-related departments at the headquarters of the Cabinet Office and Ministries.

(10) Administrative Training (Special Course for Assistant Director-level Personnel)

The NPA conducted this training for Assistant Director-level employees at the headquarters of the Cabinet Office and Ministries who were recruited through the Level II or III Examination, etc. and whom the Cabinet Office and each Ministry is planning to develop systematically as a future senior official.

(11) Administrative Training (Course for Director-level Personnel)

The NPA conducted this training five times for Director-level employees at the headquarters of the Cabinet Office and Ministries.

(12) Administrative Forum

The NPA conducted this forum eight times as a measure to provide a training opportunity to Director-level personnel at the headquarters of the Cabinet Office and Ministries who have difficulty participating in long-term training. The forum, which takes about three hours in the evening and consists of a lecture and opinion exchange, was held at a NPA conference room so that the target personnel can participate in the forum easily.

3. Training for Employees Who Have Business Experience

The NPA conducts this training for employees who were recruited into the public service from private enterprises, etc. to help cultivate the ethical sense required of public employees and raise their awareness of neutrality and fairness of administration, as well as to facilitate personnel exchange between the public and private sectors.

In FY 2006, the NPA conducted two-day training with a participation of 54 employees. The curriculum of the training course was held through the use of lectures and case studies, covering topics such as “discipline and disciplinary punishment” and “public employee ethics.” A discussion hour with senior employees was also provided in each course.

4. Administrative Seminars for Executives

The NPA holds this seminar for executive officials such as Director-General- and Deputy Director-General-level personnel at the headquarters of the Cabinet Office and Ministries, and Director-General-level personnel at regional bureaus. The seminar provided executives with an opportunity to reconsider future public administration and

ideal administrators, going back to basics, and raise their awareness. The NPA held 11 seminars in FY 2006 with a participation of 166 executives.

The seminar held for Director-General-level personnel at the headquarters of the Cabinet Office and Ministries and regional bureaus included lectures given by intellectuals from various fields and opinion exchange involving instructors. The seminar for Deputy Director-General-level personnel at the headquarters of the Cabinet Office and Ministries additionally included exchanging frank opinions on people and ideal public administration, inviting three NPO (nonprofit organization) personnel.

The NPA also conducted the “Administrative Seminar for Executives (Aspen Method),” which is thought-based training and implemented at a four-day and three-night training camp, for Deputy Director-General- and Head Director-level personnel at headquarters of the Cabinet Office and Ministries.

5. Training for Female Employees

In training for Unit Chief-level female employees at the headquarters of the Cabinet Office and Ministries, the NPA incorporated a lecture on “human networks and career design” and a lecture and discussion on self-sustaining troubleshooting, based on opinions expressed in a report of the “Study Group for the Training and Promotion of Female Senior Officials” (Chairperson: Mr. Akira Okuyama, professor of the Faculty of Law, Seijo University) which was submitted in June 2005. Regarding training for female employees, the report called for actively providing female employees with opportunities to exchange with other female employees, creating human networks, and opportunities to communicate with role models.

The NPA also held an “Open Seminar for Female Employees in Kasumigaseki (a government office area)” for female employees, including those on child care leave, with the theme of maintaining willingness in changing circumstances and continuing to work utilizing their abilities.

6. Mentor Development Training

The Cabinet Office and each Ministry are making efforts to expand the recruitment and promotion of female employees. However, many female employees do not have good role models to follow when they contemplate how to perform their duties and also their career plans. This makes the role of mentors further important. Mentors are expected to clarify the motivations of female employees and cultivate them by giving appropriate advice and guidance based on their own experiences. Introduction of the

mentor system was thus incorporated in the “Guidelines concerning the Enlargement of the Recruitment and Promotion of Female Public Employees” revised in December 2005.

The NPA developed a training course for mentor candidates to promote their understanding of the role and functions expected of mentors and mental attitude toward mentees (employees to be guided by a mentor), as well as to improve their communication skills. The NPA launched this mentor development training program in September 2006 as part of its support for the introduction of the mentor system by the Cabinet Office and each Ministry.

The NPA also launched the training program in regional bureaus in January 2007.

7. Training for Personnel in the Cabinet Office and Ministries Headquarters, etc.

The NPA provides training courses for mid-career Officers, Unit Chief-, and Assistant Director-level personnel at the headquarters of the Cabinet Office and Ministries. The NPA also provide official rank-based and theme-based training courses for new appointees, mid-career Officers, Unit Chief-, Assistant Director-, and Director-level personnel at regional organizations.

8. Dispatching Personnel for Training

The NPA organizes and conducts training in which administrators at the Cabinet Office and each Ministry are dispatched to domestic or overseas graduate schools, private enterprises, etc.

(1) Overseas Fellowship Programs

A. Long-term Overseas Fellowship Program

In the Long-term Overseas Fellowship Program, the NPA dispatches administrators at the Cabinet Office and each Ministry to overseas graduate schools, etc., for a period of two years to let them engage in research activities. This program is designed to develop personnel who have an international viewpoint and can respond to more complex and diversified environments appropriately in progressing administrative globalization.

Personnel to be dispatched are administrators with a service period less than eight years who were recommended by the Head of the Cabinet Office or the Head of the related Ministry. They are selected after screening conducted by the NPA and an examination given by the graduate school in question, etc.

A total of 2,155 personnel have been dispatched under this program since FY 1966, when the program started, to FY 2006; 1,629 to the U.S., 276 to the U.K., 127 to France, 57 to Germany, 43 to Canada, 16 to Australia, 2 to the Netherlands and China, respectively, and so on.

The number of dispatched personnel has increased steadily since FY 1987 to reach a stable level maintained over the past three to four years. (Figure 2-2)

In FY 2006, 120 employees were dispatched under this program; 101 to the U.S, 11 to the U.K., 3 to France, and 5 to other countries.

B. Short-term Overseas Fellowship Program

In the Short-term Overseas Fellowship Program, the NPA dispatches administrators at the Cabinet Office and each Ministry to overseas government agencies, etc. for a period of six months to one year. This program is designed to develop personnel who can handle increasing international duties appropriately and promptly by letting them obtain expertise, skills, etc., abroad.

Personnel to be dispatched are administrators at the rank of third grade or above in the Salary Schedule for Administrative Service (I) (equivalent rank when other salary schedules are applied) whose service period is approximately not shorter than six years and who were recommended by the Head of the Cabinet Office and or the Head of the related Ministry. The NPA selects personnel through screening. Selected personnel are dispatched to overseas government agencies, international organizations, etc. to engage in survey and research activities on respective themes.

A total of 1,184 personnel have been dispatched under this program since FY 1974, when the program started, to FY 2006; 584 to the U.S., 255 to the U.K., 74 to Australia, 52 to Germany, 50 to France, 46 to Canada, and 123 to other countries.

In FY 2006, 42 employees were dispatched under this program. The breakdown by country is shown in Table 2.

**[Table 2] Number of Employees Dispatched under the Short-term Overseas
Fellowship Program in FY 2006**

(Unit: person)

Country	Number of dispatched employees	Organization/Institution		
		Government agency	International organization	University, research institute, etc.
U.S.	21	17		4
U.K.	12	11		1
Australia	4	4		
Republic of Korea	2	2		
Germany	1	1		
Netherlands	1	1		
Jordan	1	1		
Total	42	37	0	5

(2) Domestic Fellowship Programs

A. Domestic Fellowship Program (Graduate School Course)

In the Domestic Fellowship Program, the NPA dispatches administrators at the Cabinet Office and each Ministry to master degree courses at domestic graduate schools for a period up to two years to let them engage in research activities. This program is designed to develop personnel who have advanced expertise and skills in order to respond to more complex and sophisticated public administrations.

Personnel to be dispatched are administrators at the rank of 1st to 6th grade in the Salary Schedule for Administrative Service (I) (equivalent rank when other salary schedules are applied) whose service period is approximately 2–16 years and who were recommended by the Head of the Cabinet Office or the Head of the related Ministry. Personnel to be dispatched are selected after screening conducted by the NPA and an examination given by the graduate school in question.

The NPA dispatched 20 personnel in FY 2006.

B. Domestic Fellowship Program (Judicial Training Course)

Administrators at the Cabinet Office and each Ministry who passed the bar examination are dispatched to the Legal Training and Research Institute. This program is designed to allow these employees to engage in the research of legal theories and practices and obtain legal expertise, etc. so that they can deal with more complex and sophisticated public administrations.

One person was dispatched in FY 2006. A total of 23 personnel have been dispatched under this program since FY 1988, when the program started, to FY 2006.

(3) Training Program in the Private Sector

The NPA administers a training program that dispatches public employees to private enterprises for the purpose of understanding efficient management methods through the experience of business.

In FY 2006, 18 personnel from five Office and Ministries, including personnel at regional organizations, were dispatched to private enterprises.

9. Training Courses for Instructors

The NPA develops various types of training courses including the “Jinjiin Supervisory Training (JST)” [‘Jinjiin’ is Japanese for ‘NPA’] in order for the Cabinet Office and each Ministry to conduct management training, etc. more effectively. The NPA also provides training programs for instructors of these training courses. In addition, the NPA conducts training to enhance specific abilities required for public employees such as risk management and presentation abilities.

10. Training Courses Conducted by the Cabinet Office and Each Ministry

The Cabinet Office and each Ministry conducts training for its employees and specialized training in administrative fields within its jurisdiction (accounting training, statistics training, etc.) for employees of the Cabinet Office and all the Ministries.

11. Assistance to the Cabinet Office and Each Ministry

The NPA provides study groups for personnel in charge of human resources development at the Cabinet Office and each Ministry to provide these personnel with knowledge required for human resources development and enhance their ability. The NPA also dispatches its employees as instructors for training conducted by the Cabinet Office and each Ministry, when requested.

In FY 2006, the NPA dispatched its employees to 28 courses held by 11 organizations.

12. Promoting e-Learning

In order to respond to increased complexity and sophistication in public

administrations, it is essential to provide public employees with opportunities for a broad range of effective ability development. As part of the efforts for this purpose, the NPA is promoting e-learning in which a large number of trainees can learn at their own pace without time or location restrictions.