

Report of the Seminar
on
Government Human Resource Management

1993-1994

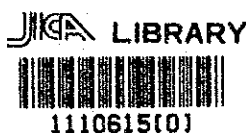
November 30, 1993

Japan International Cooperation Agency
National Personnel Authority
Japan Association for Civil Service Training and Development



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on
Government Human Resource Management
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Japan International Cooperation Agency
National Personnel Authority
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国際協力事業団

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I. TRAINING PROGRAM

1. Preface

This seminar is organized by the Japanese government as a part of its technical cooperation programs for developing countries.

This seminar is conducted by the National Personnel Authority (NPA) and the Japan International Cooperation Agency (JICA).

2. Purpose

Training Needs:

The improvement of productivity in the public sector is crucial for the development of any country. The performance of public officials is generally acknowledged to be a key element in efforts to build a more efficient and productive public sector.

Consequently, Human Resource Management plays an important role in the modernization of the public service. It is indispensable to develop the professional abilities of executive officers who play key roles in the formation of Human Resource Management policy.

Purpose:

This seminar introduces the participants to the current Japanese Human Resource Management policy of the government, which supports national prosperity. Although the actual framework of Human Resource Management varies from country to country, understanding the dynamism of Human Resource Management in Japan may be of great help in identifying crucial problems of Human Resource Management in other countries.

The purpose of this seminar is thus to assist participants in forming policies of Human Resource Management which are suitable for their own country's circumstances.

Objectives:

In line with the above, the participants are expected to:

- (1) comprehend the function of Human Resource Management for promoting efficiency and for ensuring the fair operation of administration;
- (2) identify the process and problems of Human Resource Management policy implementation; and
- (3) find measures to improve Human Resource Management in order to increase public sector productivity.

3. Duration

From September 5, 1993 to September 24, 1993

4. Administering Agencies

(1) Japan International Cooperation Agency

Operation Division,

Institute For International Cooperation (IFIC)

10-5, Honmura-cho, Ichigaya, Shinjuku-ku,

Tokyo 162 Japan

Tel.: (03) 3269-3022

Fax.: (03) 3269-2185

(2) National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan

Tel.: (03) 3581-5311

Fax.: (03) 3580-6092

(3) Japan Association for Civil Service Training and Development

4-25-4, Shimbashi, Minato-ku

Tokyo 105 Japan

Tel.: (03) 3459-6708

Fax.: (03) 3459-6709

5. Training Institution and Facility

Training Institution:

Office of International Affairs,

National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku,

Tokyo 100 Japan

Tel.: (03)3501-1067

Fax: (03)3580-6092

The National Personnel Authority (NPA) was established as the central personnel agency in 1948.

The NPA, as an independent administrative commission under the Cabinet, is responsible for the administration of the personnel programs of the Japanese government.

The NPA plays a key role in the field of training of government personnel. The Authority coordinates the training programs of the ministries and agencies, and conducts inter-ministerial administrative training programs for potential senior executives.

The NPA's Office of International Affairs is the sole division within the NPA acting the channel for communication with foreign countries. As a part of the office's activities, it conducts international training courses with the aim of assisting foreign countries to improve their own government administrations.

Training Facility:

Institute For International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku,
Tokyo 162 Japan
Tel.: (03) 3269-3022
Fax.: (03) 3269-2185

Accommodation:

Institute For International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162 Japan
Tel.: (03) 3269-2911

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by their government;
- (2) be ranked senior class officials (division directors or above) who are in charge of personnel policy formation in central personnel agencies ;
- (3) have a university degree or equivalent, with occupational experience of more than ten years (at least two years of which in the government);
- (4) have a good command of spoken and written English; and
- (5) be in good health, both physically and mentally, to undergo this seminar. Pregnancy is regarded as a disqualifying condition for participation in the seminar.

7. Allowances and Expenses

The Government of Japan bears the following allowances and expenses in accordance with relevant laws and regulations:

- (1) Return air-ticket (normal economy fare) between the international airport designated by JICA and Tokyo,
- (2) During the participant's stay at the Institute for International Cooperation, an allowance of ¥9,583 a day besides accommodation and breakfast ,
- (3) During the participants stay at the hotel designated by JICA, an allowance of ¥20,500 per day as accommodation and living allowance;
- (4) Free medical care for participants who may become ill after their arrival in Japan, and
- (5) Expenses for JICA study tours.

8. Participants

10 persons from the People's Republic of Bangladesh, the People's Republic of China, the Arab Republic of Egypt , Hong Kong, India, the Republic of Indonesia, Malaysia, the Islamic Republic of Pakistan, the Republic of the Philippines and the Democratic Socialist Republic of Sri Lanka (referring to Annexed Paper A)

9. Language

The seminar was conducted in English.

10. Study Hours & Place

(1) Study hour

10:00-12:30 and 14:00-16:30 from Monday to Friday.

(2) Study Place

Seminar room at the Institute For International Cooperation

11. Responsible Officers

(1) Course Leader: Mr. Tsuyoshi Ishigai (NPA)

(2) Coordinator: Ms. Kiyoko Horiuchi (JICA)

(3) Organization:

1. Institute For International Cooperation, JICA

Mr. Kazutoshi Iwanami, Managing Director

Mr. Mitsuho Ishikawa, Director, Operations Division

Mr. Masafumi Kinoshita, Training Officer, Operations Division

Ms. Chisako Suzuki, Training Officer, Operations Division

2. Japan Association for Civil Service Training and Development

Mr. Kenzo Hattori, Director General

Mr. Masanobu Arao, Director

12. Outline of the Curriculum

Part I Role of Human Resource Management

Introductory Lecture "Introduction to the Civil Service System in Japan"

Keynote speech "Role of Human Resource Management in Japan" and discussion

Part II Practice of Human Resource Management

Lecture "Working Conditions" and discussion

Lecture "Career Development" and discussion

Lecture "Current Problems on the Human Resource Management" and discussion

Lecture "Characteristics of Bureaucracy in Japan" and discussion

Lecture "Human Resource Management in Private Companies" and discussion

Study Tour

Visit to Toyota Motor Corporation

Visit to Kyoto City

Visit to Nara City

Part III Final Discussion

Group Discussion

Final Discussion

Report Writing

13. Schedule of the Seminar

See the Annexed Paper B

14. Preparation of the Seminar

As the basic reference for the group discussion in Part III, the participants were requested to write out a short report on "Problems of Human Resource Management in the Participating Countries" before their arrival in Japan.

II OPENING CEREMONY

1. Opening Ceremony

(1) Place

Institute For International Cooperation

(2) Time

10:00-10:30, September 7, 1993

(3) Ceremony

1. Opening Address

by Mr. Seibu Urata, Councillor, Bureau of Administrative Services, National Personnel Authority

2. Welcome Speech

by Mr. Kazutoshi Iwanami, Managing Director, Institute For International Cooperation, Japan International Cooperation Agency

2. Program Orientation

by Mr. Toru Akuzawa, Assistant Director, Office of International Affairs, National Personnel Authority

3. Courtesy Call on the President of the National Personnel Authority

(1) Place

The President's office

(2) Time

16:30-17:00, September 7, 1993

(3) Ceremony

1. Welcome Address

by Mr. Keinosuke Yatomi, President of the National Personnel Authority

2. Reply Address

by Mr. Shaikh Abdur Raschid from the People's Republic of Bangladesh

4. Welcome Party hosted by the Commissioner of National Personnel Authority

(1) Place

Toranomon Pastral

(2) Time

18:00-, September 7, 1993

(3) Ceremony

1. Welcome Address

by Dr. Seichi Ishizaka, Commissioner of the National Personnel Authority

2. Reply Address

by Mr. Nabil Tawfic Hassan from the Arab Republic of Egypt

Opening Address

Mr. Seibi URATA
Councillor
Bureau of Administrative Services
National Personnel Authority

Ladies and gentlemen,

It is a great pleasure and honour for me to say a few words at this opening ceremony of the Third Seminar on Government Human Resource Management. On behalf of the Government of Japan, I would like to extend a warm welcome to each participant from the ten countries represented here. At the same time, I wish to express our sincere gratitude to the participating States, to the Japan International Cooperation Agency, and to all others concerned for their great contributions to this seminar.

This is the third occasion for the senior officials in several countries to discuss the development of human resource management in their respective homelands. The human resource is one of the most important resources for the development of the nation. At the same time, it is one of the most difficult resources to utilize. For the development of government human resource management in each country, I am convinced that sharing ideas and experiences with people from other countries will be of great benefit.

Every human resource management system has developed out of its own culture and history. It is often said that the Japanese economy has succeeded because of its human resource management. But every system has its advantages and disadvantages. Please examine Japanese-style human resource management with critical eyes, and discuss it with your fellow participants and the officials of the National Personnel Authority and scholars during this seminar. We will be pleased to inform you on all aspects of the Japanese human resource management in discussions with you. Your findings may present us with some new clues for the further development of our own system, too.

As a method to consider the human resource management in each participating country, we have arranged several items in this seminar --- lectures by senior officials of the National Personnel Authority, lectures by Japanese academics, discussions with senior officials of the National Personnel Authority, etc. Apart from the study in this Institute for International Cooperation, we have arranged a study tour to the western part of Japan. Although the time of the seminar is limited, please make the most of this occasion to find the background in which the

Japanese style human resource management has emerged. We are happy to answer your questions to every extent possible.

In closing, let me thank you for the time and energy you will be putting into this seminar. I hope that you will find its rewards worth the effort, and I hope that you will enjoy your stay in our country.

Thank you very much, and the best of luck to all of you.

ROOM 202, AM 10:00, SEP., 7, 1993.

OPENING SPEECH FOR SEMINAR ON

GOVERNMENT HUMAN RESOURCE MANAGEMENT IN 1993

Mr. SEIBI URATA, Deputy Director General, Bureau of Administrative Services, National Personnel Authority, dear participants, honorable guests, ladies and gentlemen,

It is my great pleasure to say a few words on behalf of the Japan International Cooperation Agency, on this happy occasion of the opening ceremony of The Seminar on Government Human Resource Management in FY 1993.

First of all, I would like to extend our hearty welcome to all of you the participants who have come to Japan all the way from various parts of the world to participate in this seminar.

It has been widely recognized that the Human Resources have played an important role in the socio-economic development of every nation in the world. For this reason, the Human Resources Development has always been given a special focus on the international cooperation policy of Japan. In line with this policy, JICA, the sole governmental agency for Japan's technical cooperation, has also concentrated her main activities on Human Resources Development. JICA's technical cooperation programs have thus supported the efforts of human resources development and management in developing countries in the form of training, education, technological transfer and consultancy.

The success of the Japanese economy partly owes to the appropriate policy guidelines formulated by highly capable bureaucrats and partly owes to the innovativeness of company management and well-disciplined workforce in Japanese enterprises. The National Personnel Authority of Japan has been responsible for human resources development and management in the Japanese government sector, and has accumulated experiences and know-how in this field.

In association with the National Personnel Authority, we have prepared this Seminar on Government Human Resource Management to provide you with the chances to be exposed to the situations of Japan and participating countries in the area of human resources development and management in government offices.

We sincerely hope that you would get some hints or ideas from this Seminar to contribute to the development of Human Resource Management of your respective governments.

Before closing, I would like to take this opportunity to express our deep gratitude to the National Personnel Authority for its efforts and contribution in arranging this excellent seminar programme.

To conclude, let me extend our sincere wish to all of you for your fruitful and pleasant stay in Japan.

Thank you very much.

Welcome Address at the Courtesy Call

Mr Keinosuke YATOMI
President
National Personnel Authority

Ladies and gentlemen,

I would like to welcome all of you wholeheartedly to the National Personnel Authority. It is my great honour and pleasure to have a few words with the senior officials of central personnel agencies from the ten participating countries.

The human resource is one of the most fundamental resources for every organisation. It is a key to operating the organisation effectively and efficiently. The central personnel agency has a very important responsibility in managing this important resource. The central personnel agency must tackle the current issues in response to circumstantial changes also. The National Personnel Authority has played a significant role in providing efficient and democratic government service for the public for forty five years. We are still studying new measures to deal with new challenges, such as reshaping the personnel management system for an aging society. I hope that you will make the most of this opportunity to exchange views and experiences with your fellows in the central personnel agencies from various countries. I also hope that discussion in the seminar will bring to light some new ideas to improve human resource management in the participating countries including Japan.

In addition to sincere study in the seminar, I hope that you will utilize this opportunity to develop your understanding of our country.

In closing, I hope that you have a pleasant, enjoyable, and fruitful stay in Japan.

Thank you very much for your visit.

SPEECH AT THE TIME OF COURTESY CALL

by Mr. Shaikh Abdur Raschid,

Mr. Yatomi, the President of National Personnel Authority of Japan,

I, on behalf of the participants in the 3rd Seminar on Government Human Resource Management, express our heartiest felicitations to your honor on the occasion of commencement of the Seminar.

It is, of course, a privilege for us to be in your great country and to participate in the Seminar which, we are sure, will contribute new ideas towards better personnel management in our respective countries.

Kindly accept our warmest regards.

Welcome Address at the Welcome Party

Dr Seiichi ISHIZAKA
Commissioner
National Personnel Authority

Ladies and gentlemen,

Welcome to Japan and the National Personnel Authority. It is our pleasure to host you who have come all the way to Japan from various areas of the world to participate in the Third Seminar on Government Human Resource Management.

We are holding this reception to express our warmest welcome to you. Since we already had a chance to exchange words during the formal session this afternoon, this is another opportunity to discover other aspects of the Japanese society. Please make yourselves at home and do not hesitate to enjoy conversation with your fellow participants, guests, and the officials of our authority on every topic as long as time allows.

I hope that you have an enjoyable and fruitful time in the seminar and a comfortable stay in Japan.

Thank you very much!

Speech at the time of Reception Party, by

Mr. Nabil Tawfic Hassan

On behalf of my colleagues, I would like to appreciate your hospitality in NPA IN JICA and in Japan in general. As a matter of fact this presentation is also on behalf of my Agency in Egypt Central Agency of O. M. and on behalf of Egyptian Government also.

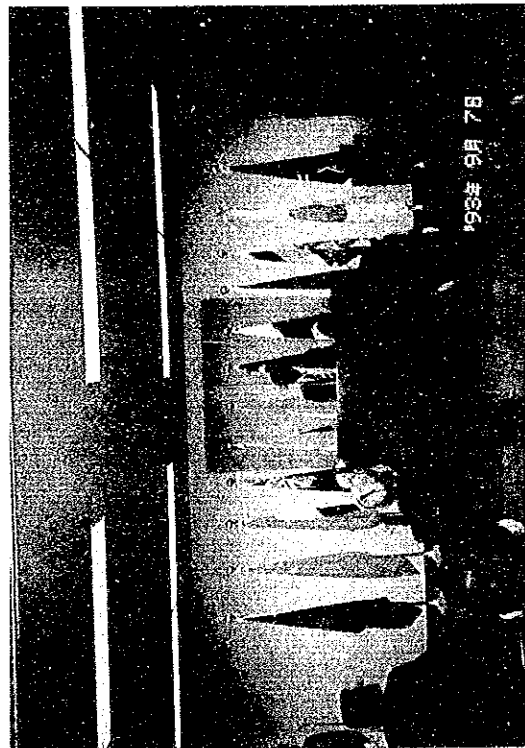
We are in developing countries, especially in Egypt, keen about productivity in terms at H. R. in Govt. So we try to correct our determination of manpower to be based according to the matching between work performance standards and volume of work, through your experience. We hope to gain much in this field.

Thank you very much.

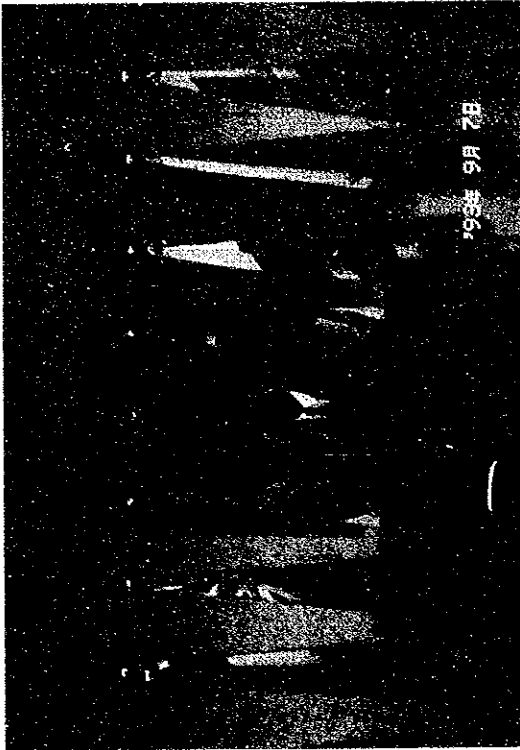
Opening Ceremony



Opening Address



Reply Address



Welcome Speech

Courtesy Call on the President of the National Personnel Authority



Welcome Address



Reply Address

Reception hosted by the Commissioner of the National Personnel Authority

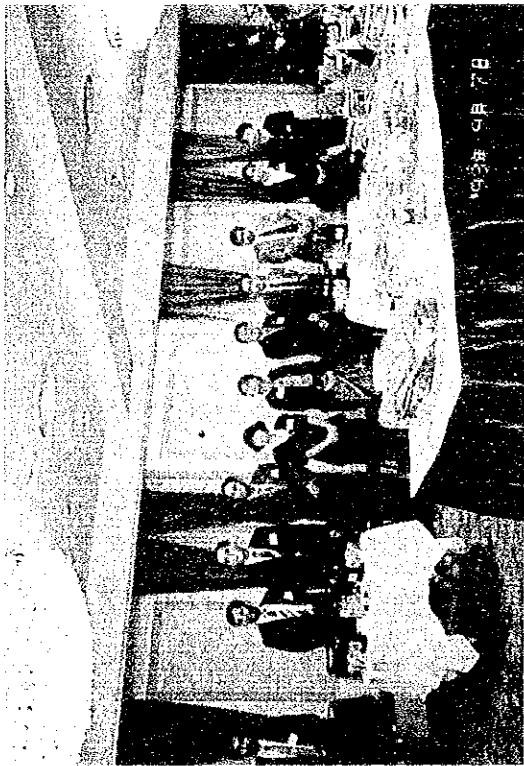


Welcome Address



Reply Address





III. LECTURE ,SEMINAR and Discussions

Part I Role of Human Resource Management

Introductory Lecture "Introduction to the Civil Service System in Japan"

Date: Tuesday, 7 September 1993

Lecturer: Mr Toshiaki MATSUMOTO, Director, Office of International Affairs , NPA

Lecture "Role of Human Resource Management in Japan" and discussion

Date: Wednesday, 8 September 1993

Lecturer: Mr Koichiro YAMASAKI, Director General, Bureau of Administrative Services, NPA

Assistant: Mr Toru AKUZAWA, Assistant Director, Office of International Affairs, NPA

Part II Practice of Human Resource Management

Lecture "Working Conditions" and discussion

Date: Wednesday, 8 September 1993

Lecturer: Mr Seinosuke NIWA, Director General, Bureau of Compensation, NPA

Assistant: Mr Yoshiteru SUGIMOTO, Assistant Director, Third Compensation Division, NPA

Lecture "Career Development " and discussion

Date: Thursday, 9 September 1993

Lecturer: Mr Hisaki KURITA, Director General, Bureau of Recruitment, NPA

Assistant: Ms Ymiko SENOO, Officer, Office of Examination Officer, NPA

Lecture "Current Problems on the Human Resource Management" and discussion

Date: Friday, 10 September 1993

Lecturer: Professor Shigeharu KAGOSHIMA, Kokushikan University

Assistant: Mr Toru AKUZAWA, Assistant Director, Office of International Affairs, NPA

Lecture "Characteristics of Bureaucracy in Japan" and discussion

Date: Monday, 13 September 1993

Lecturer: Associate Professor Yutaka TSUJINAKA, Tsukuba University

Assistant: Mr Yoshio YANADORI, Officer, Third Compensation Division, NPA

Lecture "Human Resource Management in Private Companies" and discussion

Date: Tuesday, 14 September 1993

Lecturer: Professor Kenichi ENATSU, Waseda University

Assistant: Ms Hiroko SHIMADA, Officer, Legal Affairs Division, NPA

Part III Final Discussion

Date: Monday, 20 and Tuesday, 21 September 1993

Chairman: Mr. Tsuneo Fujiwara, Director, Legal Affairs Division, NPA

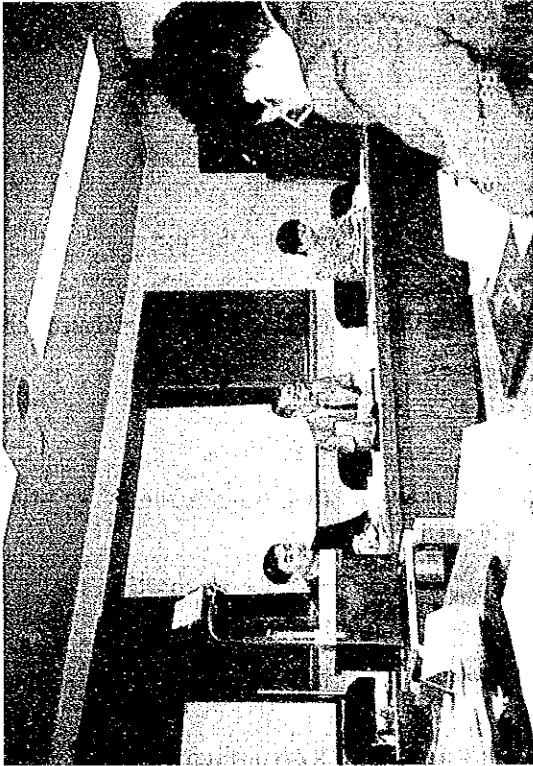
Mr. Toru AKUZAWA, Assistant Director, Office of International Affairs,
NPA

Assistant: Mr. Koji YAMAGIWA, Examination Officer, Office of Examination Officer,
NPA

Lecture and Seminar



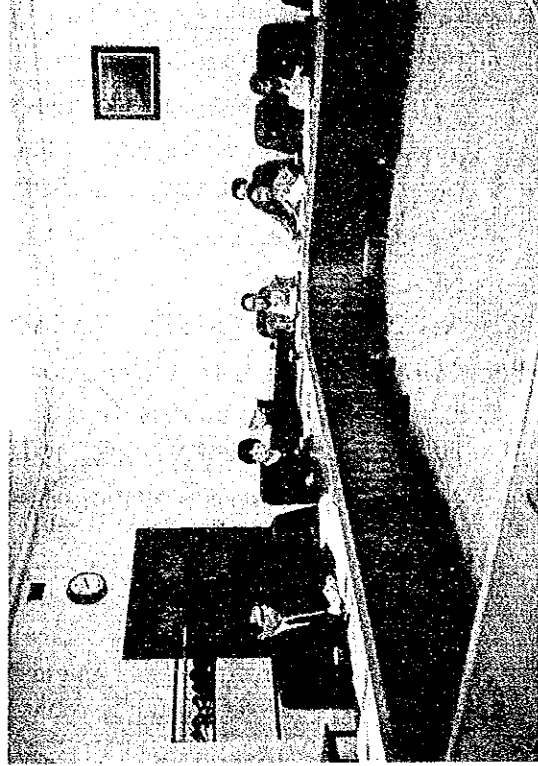
Mr. Yamasaki (NPA)



Mr. Niwa (NPA)



Mr. Kurita (NPA)



Mr. Matsumoto (NPA)

Lecture and Seminar



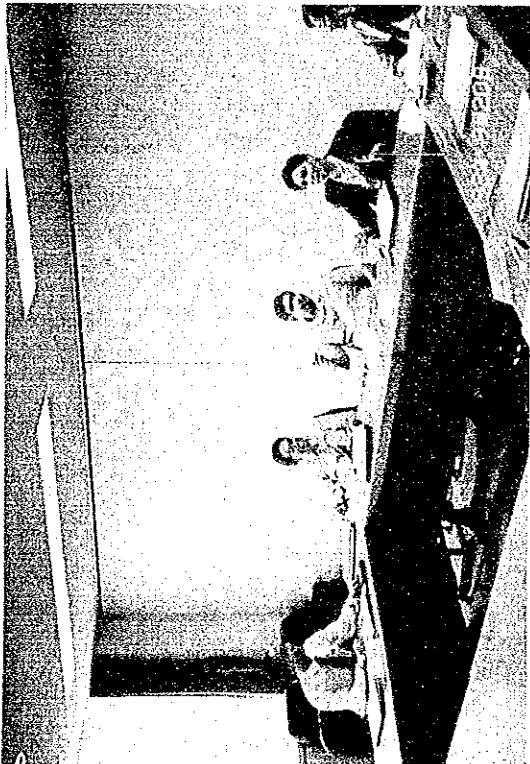
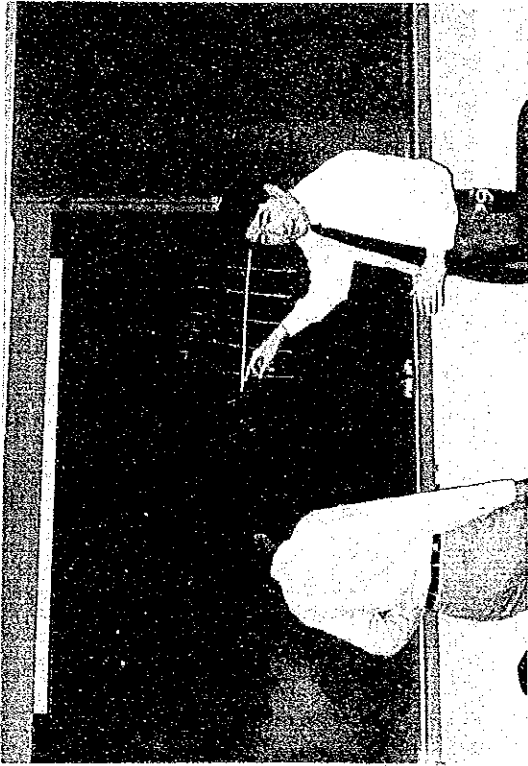
Professor Kagoshima



Professor Enatsu



Associate Professor Tsujinaka



Discussion

Discussion



Discussion



IV. STUDY TOUR

(1) Visit to Toyota Motor Corporation

Date: Thursday, 16 September 1993

Observation of Tsutsumi Plant

Briefing about "Outlines of Toyota's Human Resource Development"

by: Mr. Teruyuki MINOURA, General Manager, Human Resources
Development Division

Mr Shigu TAKAYANAGI, Manager, Development Department No.3.

(2) Visit to Kyoto City

Date: Friday, 17 September 1993

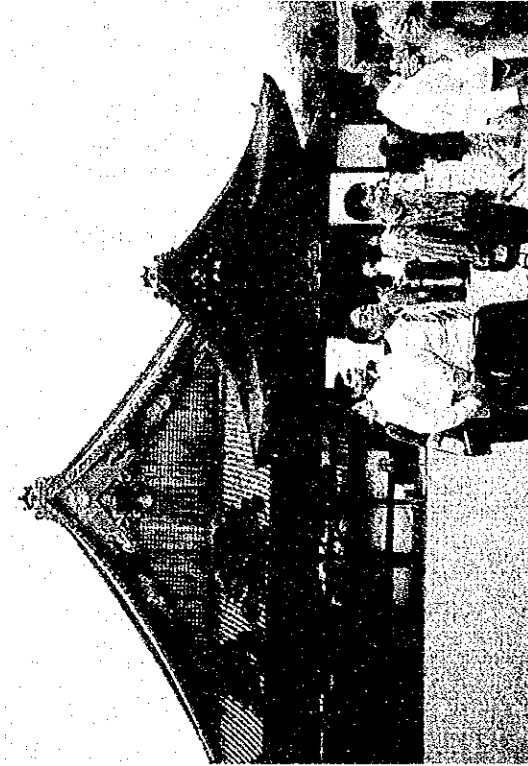
(3) Visit to Nara City

Date: Saturday, 18 September 1993

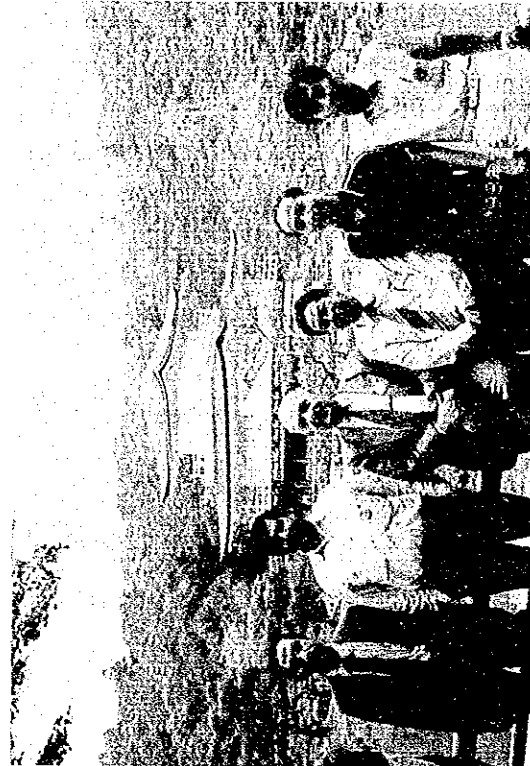
Study Tour



Toyota Motor Corporation



Nijo Castle

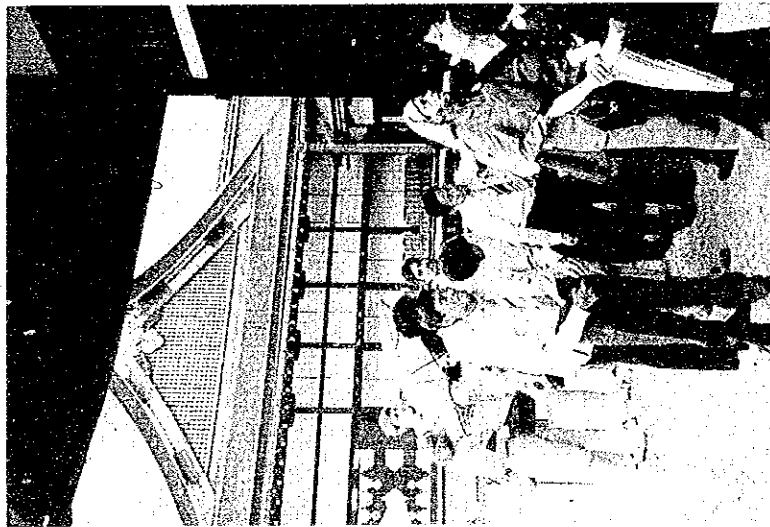


Golden Pavilion

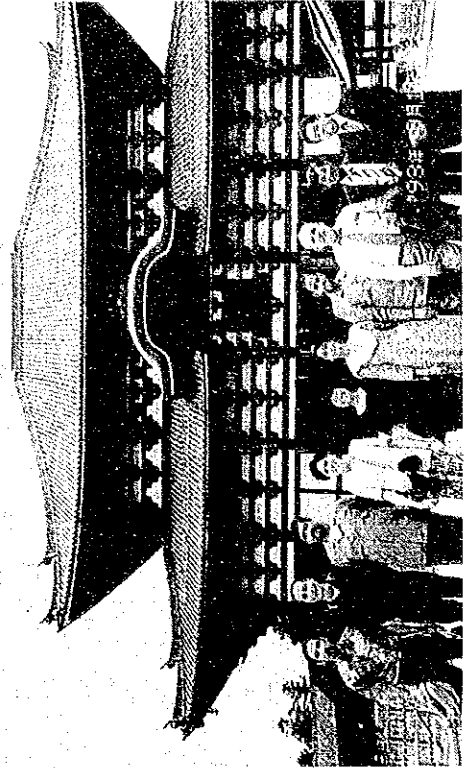
Study Tour



Nara Park



Katsura-rikyu Palace



Todayji Temple

V CLOSING CEREMONY

1. Closing Ceremony

(1) Place

Institute For International Cooperation (IFIC)

(2) Time

16:30-17:00, September 22, 1993

(3) Ceremony

1. Closing Address

by Mr. Kazutoshi IWANAMI, Managing Director, Institute For International Cooperation, Japan International Cooperation Agency

2. Congratulation Speech

by Mr. Seibu URATA, Councillor, Bureau of Administrative Services, National Personnel Authority

3. Presentations of Certificates

by Mr. Kazutoshi IWANAMI, Managing Director, Institute For International Cooperation, Japan International Cooperation Agency

4. Reply Address

by Ms Usher SAHAJPAL from India

2. Farewell Party

(1) Place

Institute For International Cooperation (IFIC)

(2) Time

17:00- ,September 22, 1993

Closing Address for Seminar on GOVERNMENT HUMAN RESOURCE MANAGEMENT

(Senior Class Officials) in fiscal year 1993

Mr. Seibi Urata, Councillor, Bureau of Administrative Services, National Personnel Authority, honorable guests, dear overseas participants, ladies and gentlemen.

I have the honor and pleasure to say a few words on behalf of the Japan International Cooperation Agency on this very happy occasion of the closing ceremony of Seminar on Government Human Resource Management in 1993.

First of all, I would like to extend heartfelt congratulations to all you participants of your successful completion of the seminar. At the same time, I take this opportunity to express deep gratitude to the National Personnel Authority and all the other organizations concerned for their kind cooperation and efforts to make the seminar successful.

Dear participants, what do you think of Japanese system of government human resource management? You may have noticed some similarities as well as differences between the Japanese system and your own.

The way of human resource management is different from country to country, according to social, cultural, educational and functional backgrounds. In this sense, the style of human resource management should be tailor-made to meet the conditions of administration of each country.

To my regret, I should tell you that I am not well aware of the situations in your countries but at least I can also tell you that it is you participants who have to judge if Japanese ways you learnt in Japan this time should be actually applicable to your respective countries.

I hope you will be good tailors of government human resources management of your own countries when you resume your duties after this Seminar.

Now, we bid farewell to you with the end of the seminar program. This should be, however, the beginning of our long-lasting relationship. We would be very happy to be of any assistance to you on any matter in future.

To conclude, I wish each one of you a pleasant journey home and every success in your career.

Speech at the time of Closing Ceremony delivered by Ms. Usher Sahajpal (India)

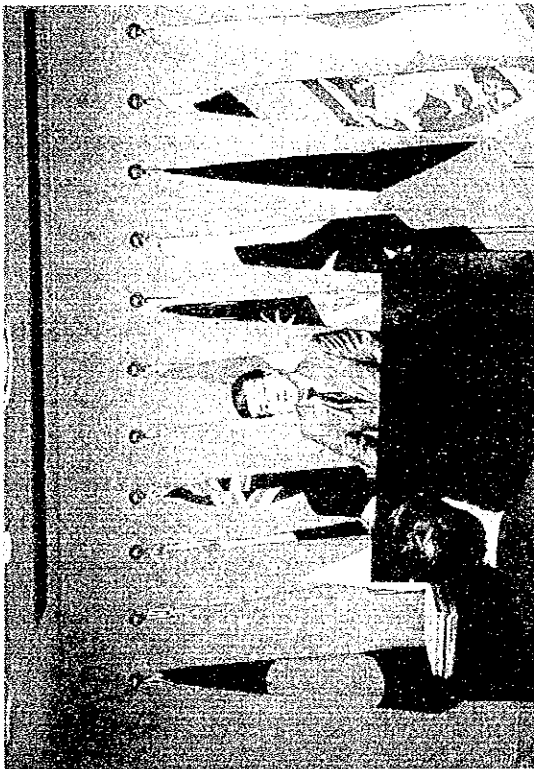
The Seminar on "Government Human Resource Management" has come to an end. These three weeks have been so fruitful and enjoyable for us that it hardly seemed like 3 weeks. We have learnt a lot during this period. The exposure to the excellent system of Human Resource Management in the Japanese Government has been revealing, interesting and beneficial. We have had opportunities of learning from both formal and informal exchange of views. We received useful information and thought provoking suggestions from the esteemed speakers who patiently listened to us and answered our queries. We are very much impressed with the excellent and meticulous arrangements made by J.I.C.A and N.P.A in particular and the helpfulness and warmth of the Japanese people in general. The Japanese way of harmonizing the "traditional" with the "modern" is remarkable.

We are grateful to the Japanese Government, J.I.C.A. and N.P.A. for affording these opportunity to participate in this seminar. Our trip to Kyoto and Nara was very well organized - it was most enjoyable and educative. Our coordinator Mrs. Horiuchi with her smiling face and Mr. Ishigai and Mr. Akuzawa of N.P.A went to no end of trouble to make each one of us feel at home. We are thankful to the staff of I.F.I.C - Front Desk, Canteen and Household staff who have tremendously contributed to making our stay comfortable.

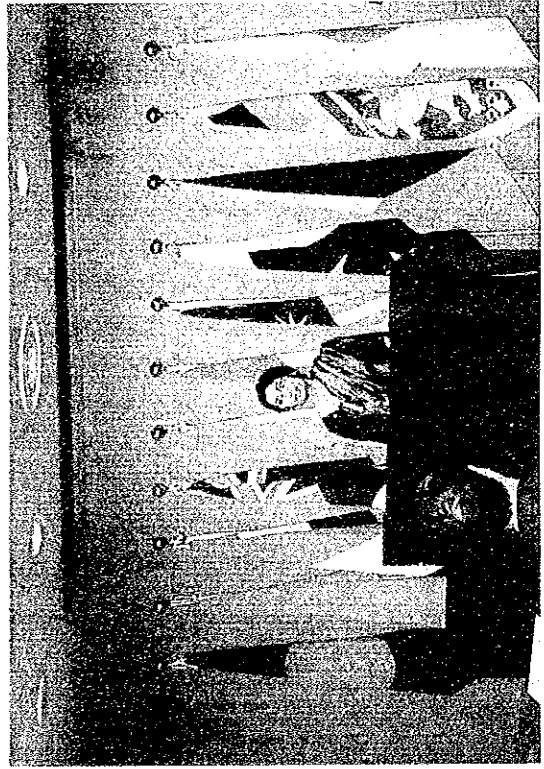
On behalf of the participants, may I convey our deep appreciation of the efficiency, cordiality, warmth and concern shown by officers from J.I.C.A. and N.P.A. We are all going back home wiser and with fond memories of our stay in your wonderful country.

Thank you very much

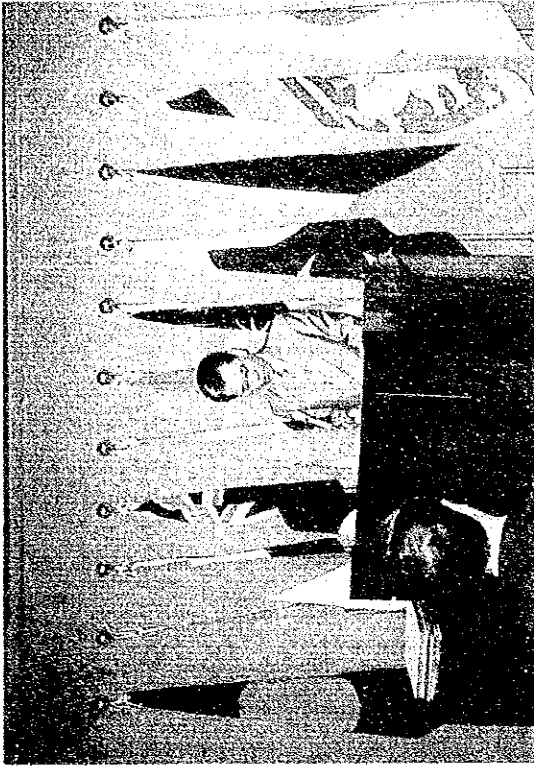
Closing Ceremony



Closing Address



Reply Address



Congratulatory Speech



Participants

VI. Final Report

GOVERNMENT HUMAN RESOURCE MANAGEMENT PROBLEMS, STRATEGIES AND SOLUTIONS

INTRODUCTION

Realizing the importance of Human Resource Management (HRM), a seminar was held on the subject in Tokyo from September 5-24 1993, under the sponsorship of the Government of Japan and the Japan International Cooperation Agency. The participating countries include Bangladesh, China, Egypt, Hong Kong, India, Indonesia, Malaysia, Pakistan, Philippines and Sri Lanka. The discussion focused on the systems and practices in the Governments of these ten places.

2 All the participants are fully aware that Government, being the main agency for all-round development of a country, must have a dedicated, competent, and knowledgeable work force to discharge its functions in the most effective manner to ensure the availability of such a work force at all times. Appropriate measures must be taken to identify suitable persons for the civil service. Examine them, equip them with modern concepts and techniques. Update their skills and knowledge from time to time, and keep them satisfied by means of an attractive remuneration package, motivate them through a proper reward system, keep the administration clean, minimize delays associated with Bureaucracy, and maintain a power, skills, constructive machinery. Continuous attempts are made to improve the HRM in the participating countries and successes are witnessed. Nevertheless, difficulties continue to be experienced and there are still many problems in the HRM that need to be solved.

3 Having learnt at the seminar the systems in various countries including Japan, the participants had very thorough and extensive discussions of the problems currently encountered by their governments. They also discussed the possible strategies to deal with the problems and proposed possible solutions. The following paragraphs list out the general problems identified and the approaches for solving them.

Problems.

The problems highlighted at the group discussion are:

(a) Recruitment

The main concern is to have a correct indication of the work force requirement through regular cooperation of statistics and matching them with the work performance standards so that only the necessary staff are recruited.

-While some countries have a central, independent agency for recruitment, others do not have this system completely or do not have a system for all levels of recruitment. In recruitment to higher levels, examinations or interviews, or both, are normally conducted. Recruitment to the lower levels is however left to the Departments /Ministries concerned who follow the broad guidelines issued by the Central Agency. In the case of India, recruitment to the lower levels in the Central Government is also made through a centralized agency. While the quality of people so recruited is better, very often procedure delays occur and vacancies remain unfilled for a long time as a result.

(b) Training

-All the participating countries have training programs for the government employees. In some countries, however, more emphasis has been placed on training of the higher level staff and training of the lower level staff is somewhat neglected. This imbalance should be addressed.

-It is felt that there is a need to have a "Data Bank" for cadre controlling authorities for their proper

planning of the training requirements at all levels. There is also a need to ensure that skills acquired through training are subsequently used.

(c) Job rotation

-Job rotation is favored by all the participating countries. The problem is to strike the right balance between offering opportunity to require a wider spectrum of knowledge and expertise to cut the theory of indispensability, and providing continuity for framing and implementation of government policies. This requires careful and continuous planning which it is a difficult task.

(d) Performance appraisal

- While attempts have been made in some countries to design an objective and correct appraisal system, it is realized that there are gaps between the concept and its implementation. In countries which have introduced an appraisal system of setting targets and comparing achievements against the targets (eg. in India, Malaysia, Hong Kong and Egypt), difficulties have been experienced as it is not always easy to put everything in writing. As regards the question of an open or a closed system of reporting, there is no consensus among the participants.

(e) Career planning, provision, incentives etc.

- Career planning is an important aspect of HRM in government. It is really a problem of matching skills and experience with the job requirements. Very often, the most suitable people are not selected for the jobs. Extraneous factors like pressures from various sources and contacts etc. at times determine the postings of the staff. Besides, having a proper "Data Bank" is a prerequisite for career planning. There is often a lack of complete and correct information on employees.

-There is a need for formulation of promotion policy. Generally it is recognized that merit cum seniority is a good principle for promotion. Promotion boards or committees should be set up for making promotion recommendation. In some countries, delays in promotion often happen as up-to-date annual reports are not available when required.

- The lack of promotion opportunities and the long time taken to gain a promotion also present problems in HRM as staff morale can be adversely affected by such.

-Rational system of incentives is also not available.

(f) Corruption and discipline

- In greater or smaller degrees, corruption is prevalent in almost all the participating countries. Despite the existence of regulations against corrupt practices, there is scope for persons indulging in corrupt practices going scott-free. Even when they are caught, the complex procedures result in delays in finalizing such cases. As regards the cause, complicated working procedures may give rise to corrupt practices.

(g) Remuneration

- It is generally felt that government employees are not as well-paid as the employees in the private sector. In some countries, the salaries of civil servants are also far below the levels in other countries in the same region. It is realized that the remuneration package is related to the financial resources of the government, but an unattractive package hinders recruitment and fails to retain experienced staff.

- It is also noted that in some countries, the salary scales are not reviewed periodically to ensure that they are realistically related to the cost of living and their competitiveness with their private sector for the purpose of recruitment.

(h) Coordination and procedural delays

-The lack of coordination between various departments / agencies of the government results in overlapping or duplication of work delays and fragmentary approach.

-Often there is too much of centralization in procedures and too many levels resulting in delays in decision making, implementation of policies, delivery of service etc. This problem in some cases is compounded by frequent changes in procedures at short notice.

-Maintaining discipline in the office is a most difficult task - unpunctuality, non-observance of rules and regulations, insubordination, failure in performance are some aspects of the problem.

(i) Redundancy

-Most countries are facing problems of surplus staff who are required to be redeployed or removed in a planned manner. The redundancy situation may be related to the prevailing situation of unemployment, privatization or reorganization. This problem in Egypt seems particularly serious.

(j) Absence of Central Personnel Agency

-A few countries do have a Central Personnel Agency for HRM matters in their government. In view of the highly integrated nature of HRM functions, the establishment of such agency is highly desirable.

Possible strategies and solutions

1. After discussion, the group came up with the following suggestions.

(a) Recruitment

- In recruiting the most suitable persons within the shortest time possible, the method of recruitment, especially the examination system, should be reviewed from time to time. The results should be analyzed and steps should be taken for corrective action.

Examinations conducted by an independent agency should determine the suitability of a person for a particular job and it need not necessarily be an IQ test.

-Recruitment should only be conducted according to the actual requirements of the work force.

(b) Training

-The job requirements and the objectives of training must be kept in mind. It should be a proper mix of conceptual and pragmatic training. It should be carefully planned for all employees. Exposure should be given at all levels. Each trainer must be competent and knowledgeable in his field of training and should be trained themselves. Trainees must be subsequently engaged in areas for which they are trained.

(c) Job rotation

-Again, job rotation should be carefully planned, and not merely based on ad-hocism or according to the whims and fancies of the Controlling Authority. The aptitude of a person must be taken into account for placement. As he progresses in his career, his experience should be utilized in the best possible manner. Based on these, employees in a cadre can be formed in different groups and thus their expertise developed in that direction. Job rotation should take place within the organization/ department and inter-departmentally.

(d) Performance appraisal

-While it is impossible to have absolute objectivity in performance appraisal, good and effective

communication between the supervisor and the subordinate may help. Setting objectives, constant monitoring of work progress and review of targets are also useful. The Japanese system of "group work" and "informal assessment" may be applicable and useful in some countries.

-The administration and the employees alike must bear in mind that performance appraisal is not only for the betterment of the individual. It is also linked with the realization of the goals and objectives of an organization.

(e) Career planning, promotion, incentives etc.

-For career development, there should be no interference from unconcerned parties. An up-to-date information system should also be available to enable the Cadre Authority to plan the career of the employees.

-In promotion, constitution of Departmental Committees is recommended to ensure fairness and equity. To avoid delays, annual reports must be completed and submitted by a certain date. This should be strictly enforced through effective methods. eg. the institution of discipline actions.

-To improve the promotion prospects, consideration may be given to combining cadres or creating common cadres. While the former would remove the restrictions imposed by individual cadre on promotion, the latter would facilitate staff movement among different agencies, thereby creating more opportunities for promotion. Another possible approach is to promote particularly meritorious persons on an exceptional basis despite the lack of vacancy.

-For motivation, Malaysia has introduced a New Remuneration System which provides for four types of salary progression based on performance, eg. horizontal, static, vertical and diagonal. In brief, according to the system, 90 % of the staff is expected to be in the horizontal group, earning, growing increments. 5 % in the static group getting no increments, 3% for the vertical group jumping levels and 2% for the diagonal group benefitting the maximum. Thus the system is based on quotas. Ideally speaking, it is a very good system in that employees are rewarded according to their performance. However in practice, many problems are bound to occur because of the quota system. Possibly by working out more details and with finer tuning, the problems could be overcome.

(f) Corruption and discipline

-Problems like discipline and corruption are reflective of the state of society. The character of people, economic conditions, social forms and ethical values all contribute towards it. The remedy lies in attacking the problems at the root level. It may take a long time to rectify the position. Meanwhile, the procedures for government operations and also for investigating corruption cases should be simplified. Training programs to create awareness of a clean service may be helpful. The setting up of independent commissions for this purpose may also be useful.

(g) Remuneration

- As far as salary structure is concerned, it is difficult to compare with the private sector all the time. The term "private sector" is also rather vague, as it ranges from very small to very large companies. There may also be difficulty for some developing countries to have annual review and adjustment of the salary structure because of resource constraint. Periodical reviews by pay commissions to ensure a reasonable level of remuneration may be a solution. This however varies from country to country, and from time to time.

(h) Coordination and procedural delays

- Better coordination between various departments / agencies can be achieved by streamlining procedure. Clear-cut division of work, simplifying rules and instructions etc. by the concerned central authorities. There should be periodic reviews of such matters through joint efforts eg. inter-departmental discussions - to overcome the problem of administrative delays, procedures should be simplified and authority should be appropriate delegated with checks and balances.

(i) Redundancy

- To tackle the problem, employees may be encouraged to seek early retirement through an attractive financial package. Designing and implementing insurance scheme against unemployment may also help. Other possible solutions include the freezing of recruitment, redeployment of staff to other vacancies, and lowering of retirement age.

(j) Absence of Central Personnel Agency.

- There should be such an agency in each government to administer all HRM functions to avoid confusion and inconsistency.

Conclusion











6. In conclusion, it can be said that there are no ready-made solutions or permanent solutions. Problems have to be tackled taking into account the different circumstances of each country. HRM calls for openness and flexibility of approach. While deciding in strategies and working out solutions, the ultimate aims and goals of the government must be kept in mind.

LIST OF PARTICIPANTS IN "SEMINAR ON GOVERNMENT HUMAN RESOURCE MANAGEMENT, F. Y. 1993"

(平成5年度 特設 上級人事管理セミナー 研修員リスト)

国際協力事業団
JAPAN INTERNATIONAL COOPERATION AGENCY

As of September 6, 1993

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Annexed Paper B.

Date	Time	Contents
Sun. 5. Sep		Arrival
Mon. 6. Sep		JICA Briefing
Tue. 7. Sep	10:00-10:30	Opening Ceremony
	10:30-13:00	Program Orientation
	14:00-16:00	Lecture "Introduction to the Civil Service System in Japan" by Mr Matsumoto, Director, Office of International Affairs, NPA
	16:30-17:00	Courtesy Call on the President of NPA
	17:10-17:30	Call to a workplace, General Affairs Division, NPA
	18:00-	Reception hosted by the Commissioner of NPA
Wed. 8. Sep	10:00-12:30	Lecture "Role of Human Resource Management" by Mr. Yamasaki, Director General, Bureau of Administrative Services, NPA
	14:00-16:30	Seminar "Working Conditions" by Mr Niwa, Director General, Bureau of Compensation, NPA
Thur. 9. Sep	10:00-12:30	Seminar "Career Development" By Mr Kurita, Director General, Bureau of Recruitment, NPA
	14:00-16:30	
Fri. 10. Sep	10:00-12:30	Seminar "Current Problems of the Human Resource Management" by Professor Kagoshima, Kokushikan University
	14:00-16:30	
Sat. 11. Sep		
Sun. 12. Sep		
Mon. 13. Sep	10:00-12:30	Seminar "Characteristics of Bureaucracy in Japan" by Associate Professor Tsujinaka, Tsukuba University
	14:00-16:30	
Tue. 14. Sep	10:00-12:30	Seminar "Human Resource Management in Private Companies" by Professor Enatsu, Waseda University
	14:30-16:30	
Wed. 15. Sep		
Thur. 16. Sep		Visit to Toyota Motor Corporation
Fri. 17. Sep		Visit to Kyoto City
Sat. 18. Sep		Visit to Nara City
Sun. 19. Sep		
Mon. 20. Sep	10:00-12:30	Final Discussion [Group Discussion] with Mr. Fujiwara, Director, Legal Affairs Division, NPA and Mr. Akuzawa, Assistant Director, Office of International Affairs, NPA
	14:00-16:30	
Tue. 21. Sep	10:00-12:30	Final Discussion [Concluding Discussion] with Mr. Fujiwara and Mr Akuzawa
	14:00-16:30	
	17:30-	Party hosted by Secretary General of NPA
Wed. 22. Sep	10:00-12:30	Report Writing
	14:30-16:30	Evaluation Meeting
	16:30-17:00	Closing Ceremony
	17:00-	Farewell Party
Thur. 23. Sep		Preparation for Departure
Fri. 24. Sep		Departure

Annexed Paper C.

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