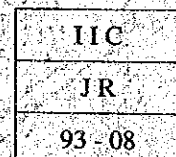
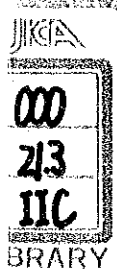


**Report of the Seminar on
Government Human Resource Management
1992-1993**

December 14, 1992

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



**Report of the Seminar on
Government Human Resource Management
1992-1993**

December 14, 1992

 LIBRARY



1110854(5)

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



マイクロ
フィルム作成

CONTENTS

I. Training Programme -----	1
1. Preface -----	1
2. Purpose -----	1
3. Duration -----	1
4. Administering Agencies -----	2
5. Training Institution and Facility -----	2
6. Qualifications of Applicants -----	3
7. Allowances and Expenses -----	3
8. Participants -----	3
9. Language -----	3
10. Study Hours and Place -----	3
11. Responsible Officers -----	4
12. Outline of the Curriculum -----	4
13. Schedule of the Seminar -----	4
14. Preparation for the Seminar -----	5
II. Opening Ceremony -----	7
1. Opening Ceremony -----	7
2. Programme Orientation -----	7
3. Courtesy Call on the President of the National Personnel Authority -----	7
4. Welcome Party -----	7
III. Lecture and Seminar -----	17
IV. Study Tour -----	25
V. Closing Ceremony -----	29
1. Closing Ceremony -----	29
2. Farewell Party -----	29
VI. Final Report -----	33
Annexed Papers	
A. List of Participants	
B. Daily Schedule	
C. Lectures and Officers	

I. Training Programme

1. Preface

This seminar is organized by the Japanese government as a part of its technical cooperation programmes 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 modernisation 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 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 processes 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 23 November to 11 December, 1992

4. Administering Agencies

(1) Japan International Cooperation Agency

Operation Division, Institute For International Cooperation (IFIC)
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162, Japan
Tel. (03) 3269-3022
Fax. (03) 3269-2054

(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 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 programmes of the Japanese government.

The NPA plays a key role in the field of training of government personnel. The Authority coordinates the training programmes of the ministries and agencies and conducts inter-ministerial administrative training programmes 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 administration.

Training Facility:

Institute For International Cooperation, Japan International Cooperation Agency
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162, Japan
Tel. (03) 3269-3022

Accommodation:

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

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by their government;
- (2) be ranked senior class officials (division director 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 of participation in the seminar.

7. Allowances and Expenses

The Government of Japan bears the following allowances and expenses through JICA 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 Y9,583 per day besides the free accommodation and breakfast;
- (3) During the participant's stay at the hotel designated by JICA, an allowance of Y20,500 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 tour.

8. Participants

Eleven persons from the People's Republic of Bangladesh, the People's Republic of China, India, the Republic of Indonesia, Malaysia, the Islamic Republic of Pakistan, the Republic of the Philippines, the Republic of Singapore, the Democratic Socialist Republic of Sri Lanka, the United Republic of Tanzania and the Kingdom of Thailand. (referring to Annexed Paper A)

9. Language

The seminar was conducted in English.

10. Study Hours and 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 Hideki GODA (NPA)

(2) Course Coordinator

Ms Keiko IJIMA (JICA)

(3) Organisation

(i) Institute for International Cooperation, JICA

Mr Akira KASAI, Managing Director

Mr Shinichiro OMOTE, Deputy Managing Director

Mr Mitsuo ISHIKAWA, Director, Operation Division

Mr Yutaka NOSHIRO, Deputy Director, Operation Division

Mr Ichiro MUKAI, Training Officer, Operation Division

Ms Mitsuyo KAMIJO, Training Officer, Operation Division

Ms Chikako SUZUKI, Training Officer, Operation Division

(ii) Japan Association for Civil Service Training and Development

Mr Fumishige YAMAJI, Director General

Mr Masanobu ARAO, Chief Administrative Officer

Mr Yoshiaki SUGIMACHI, Senior Administrative Officer

12. Outline of the Curriculum

Part I Role of Human Resource Management

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

Lecture "Role of Human Resource Management"

Part II Practice of Human Resource Management

Lecture "Career Development" and discussion

Lecture "Remuneration System" 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. Daily Schedule of the Seminar

See the Annexed Paper B

14. Preparation for the Seminar

As a basic reference for the group discussion in the 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, 25 November 1992

(3) Ceremony

(i) Opening Address

by Mr Seinosuke NIWA, Director General, Bureau of Administrative Services,
National Personnel Authority

(ii) Welcome Speech

by Mr Akira KASAI, Managing Director, Institute for International Cooperation,
Japan International Cooperation Agency

(iii) Reply Address

by Ms Srimi Manel Rajapakse from the Democratic Socialist Republic of Sri Lanka

2. Programme Orientation

by Mr Hideki GODA, International Affairs Officer (Assistant Director), 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, 25 November 1992

(3) Ceremony

(i) Welcome Address

by Mr Keinosuke YATOMI, President of the National Personnel Authority

(ii) Reply Address

by Mr Ho Chui Kee from the Republic of Singapore

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

(1) Place

Toranomon Pastral

(2) Time

18:00 -, 25 November 1992

(3) Ceremony

(i) Welcome Address

by Mr Keinosuke YATOMI, President of the National Personnel Authority

(ii) Reply Address

by Brig. Muhammad Saeed Akhtar from the Islamic Republic of Pakistan

Opening Address

Mr Seinosuke NIWA
Director General
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 Second 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 eleven 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 second occasion for the senior officials in several countries to discuss the development of human resource management in their own country. 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 resource 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 in its own environment. It is said that the Japanese economy has succeeded because of its human resource management. But please keep your critical eyes. Every system has its advantages and disadvantages. Please examine Japanese style human resource management with critical eyes, and discuss them with fellow participants and the officials of the National Personnel Authority. We are pleased to inform you on all aspects of the Japanese human resource management in the discussions with you. Your findings may present us some new clues for the further development of our 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 utilize this occasion fully to find the background in which the Japanese style human resource management has emerged. We are happy to answer your questions to the extent possible.

In closing my address, 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 enjoy your stay in our country.

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

Welcome Speech

Mr. Akira KASAI
Managing Director
Institute for International Cooperation
Japan International Cooperation Agency

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 fiscal year 1992. 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.

Human Resources have played an important catalytic role in the socio-economic development of every nation in the world. For this reason, Human Resource Development has always been given a special focus in the international cooperation policy of Japan. 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 is partly due to the appropriate policy guidelines formulated by highly capable bureaucrats and partly due to the innovativeness of company management and the 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 experience 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 opportunity 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 contribute to the development of Human Resource Management of your respective governments.

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 eleven participating countries.

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 more than forty years. We are still studying new measures to counter emerging new challenges; such as motivating able and diverse personnel into the public service, the reconstruction of personnel management in an aging society, etc. I hope that you will utilize this opportunity to exchange views and experiences with your fellows in the central personnel agencies from various countries. I hope that discussion in the seminar will bear some new ideas to improve human resource management in the participating countries including Japan.

In addition to the 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.

Welcome Address at the Welcome Party

**Mr Keinosuke YATOMI
President
National Personnel Authority**

Ladies and gentlemen,

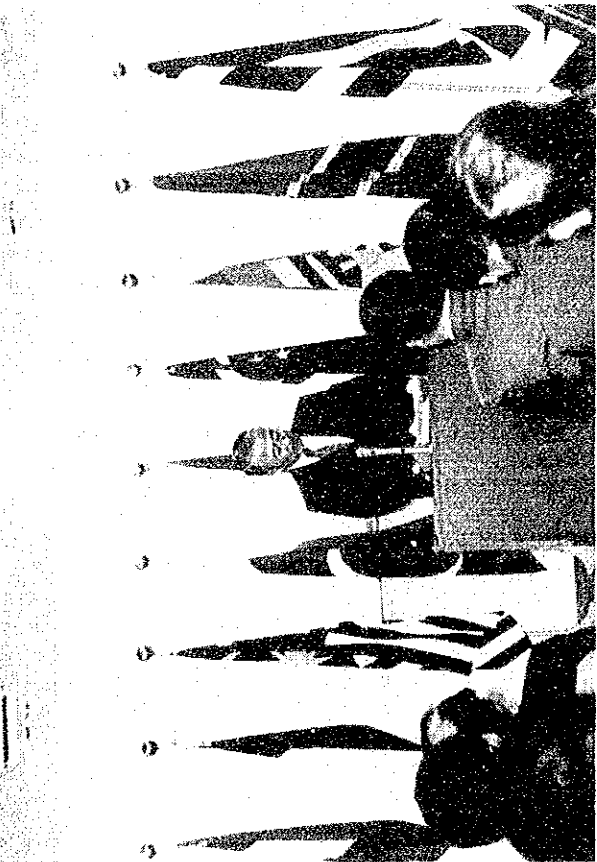
Welcome to Japan and the National Personnel Authority. It is our pleasure to host you who have come all the way to Japan from various areas of the world to participate in the Second Seminar on Government Human Resource Management.

We hold this reception to express our warmest welcome to you. Since we already had an opportunity to exchange words during the formal session in this afternoon, this is another opportunity to discover other aspects of the Japanese society and its "mysterious informal networks". 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.

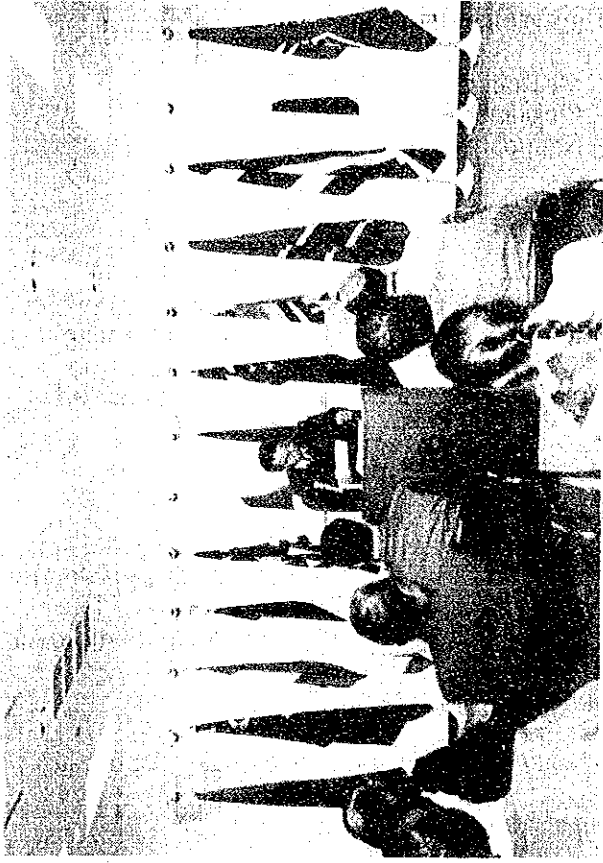
I hope that you have an enjoyable time in the seminar and a comfortable stay in Japan.

Thank you very much!

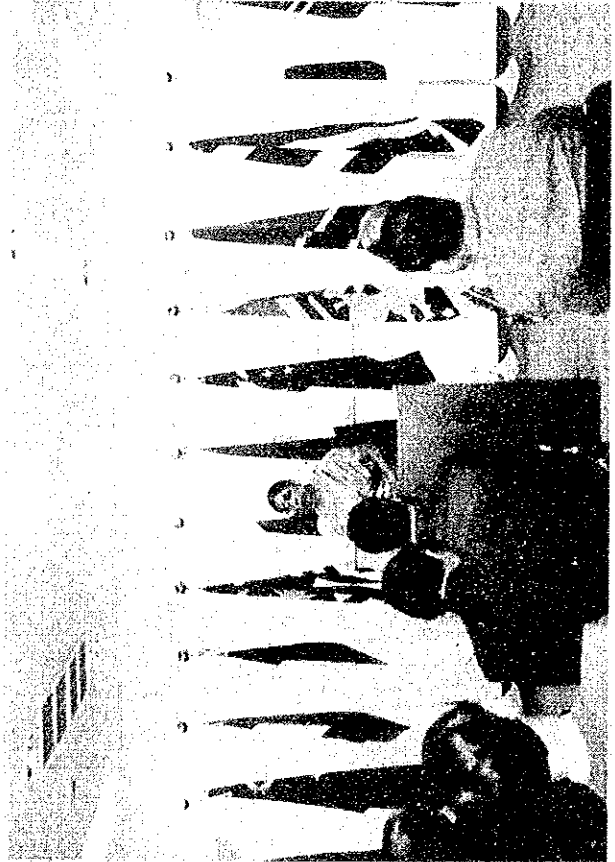
Opening Ceremony



Opening Address



Welcome Speech



Reply Address

Courtesy Call on the President of the National Personnel Authority



Welcome Address



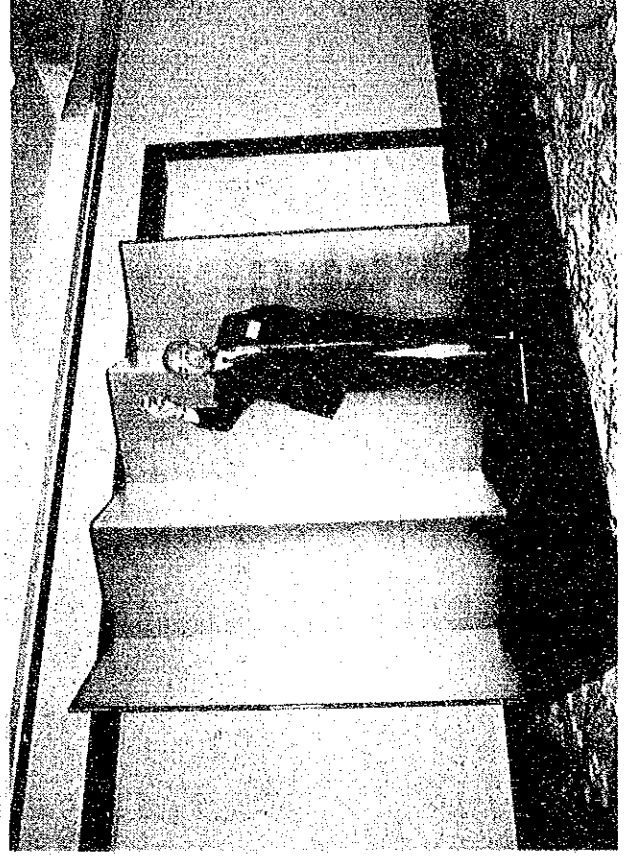
Reply Address



Welcome Address



Reply Address





III. Lecture, Seminar and Discussion

Part I Role of Human Resource Management

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

Date: Wednesday, 25 November 1992

Lecturer: Mr Toshiaki MATSUMOTO, Director, Office of International Affairs, National Personnel Authority

Lecture "Role of Human Resource Management"

Date: Thursday, 26 November 1992

Lecturer: Mr Tadayoshi NAKAJIMA, Secretary General, National Personnel Authority

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

Part II Practice of Human Resource Management

Seminar "Career Development"

Date: Friday, 27 November 1992

Lecturer: Mr Hisaki KURITA, Deputy Director General, Bureau of Recruitment, National Personnel Authority

Assistant: Mr Tadakazu WATANABE, Planning Officer, General Affairs Division, Bureau of Administrative Services, NPA

Seminar "Remuneration System"

Date: Monday, 30 November 1992

Lecturer: Mr Sachio MORIZONO, Director General, Bureau of Compensation, National Personnel Authority and Mr Masahiro ONISHI, Deputy Director, First Compensation Division, Bureau of Compensation, NPA

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

Seminar "Characteristics of Bureaucracy in Japan"

Date: Tuesday, 1 December 1992

Lecturer: Mr Yutaka TSUJINAKA, Associate Professor of Political Science, Institute of Social Sciences, University of Tsukuba

Assistant: Ms Yumiko SENOO, Administrator, Bureau of Recruitment, NPA

Seminar "Human Resource Management in Private Companies"

Date: Wednesday, 2 December 1992

Lecturer: Professor Masaru SAKUMA, School of Business Administration, Kanagawa University

Assistant: Mr Akira YAMAMOTO, Administrator, Office of Policy Planning for Aged Personnel, Bureau of Administrative Services, NPA

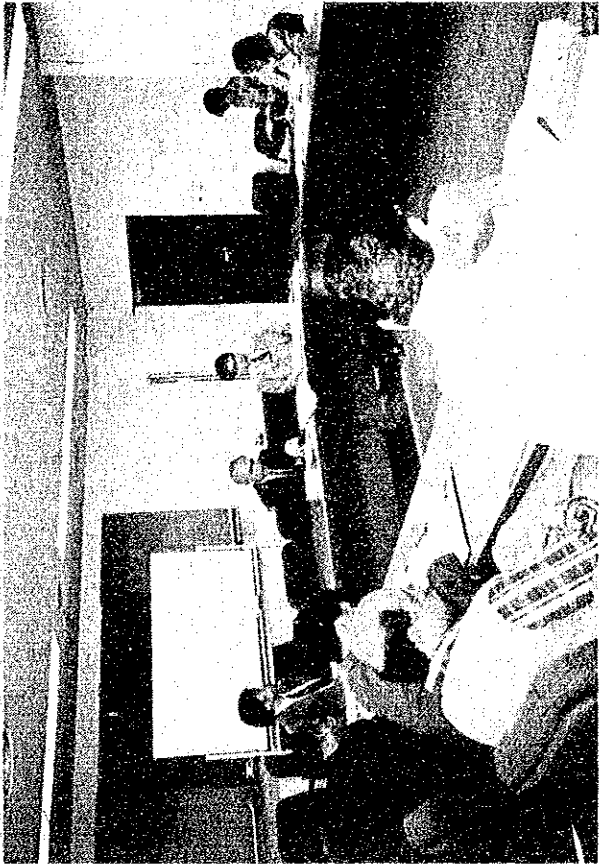
Part III Final Discussion

Date: Monday, 7 and Tuesday, 8 December 1992

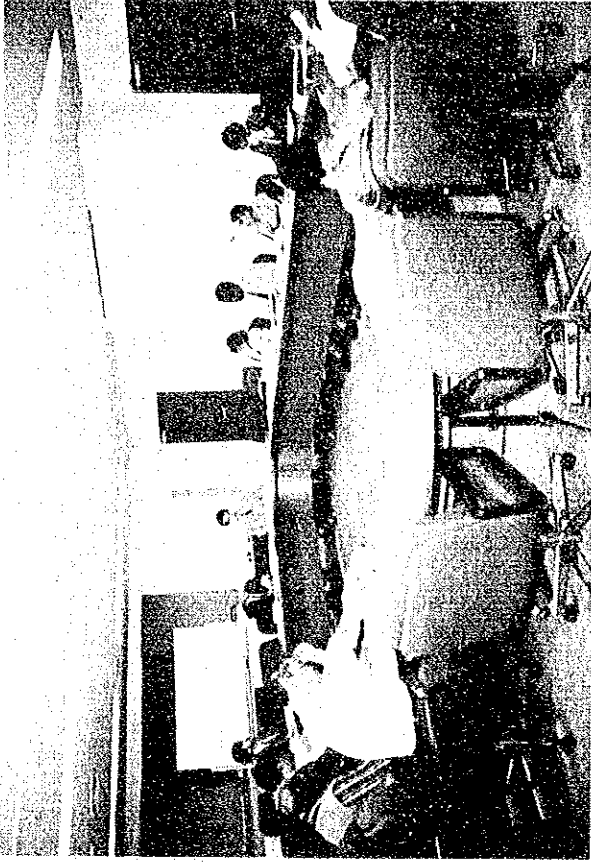
Chairpersons: Mr Tsuneo FUJIWARA, Director, Legal Affairs Division, Bureau of Administrative Services, National Personnel Authority and Mr Masamichi YOSHIFUJI, Director, Accident Compensation Division, Bureau of Employee Relations, NPA

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

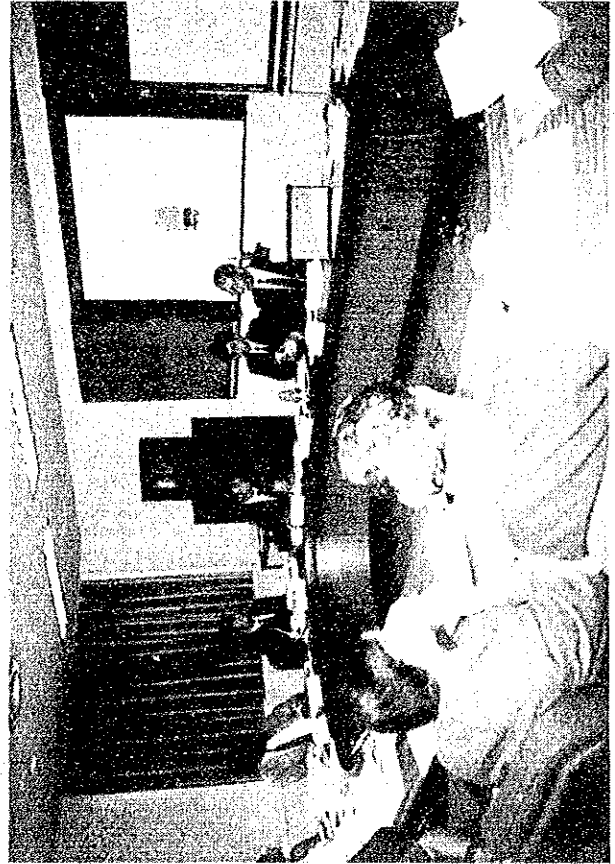
Lecture and Seminar



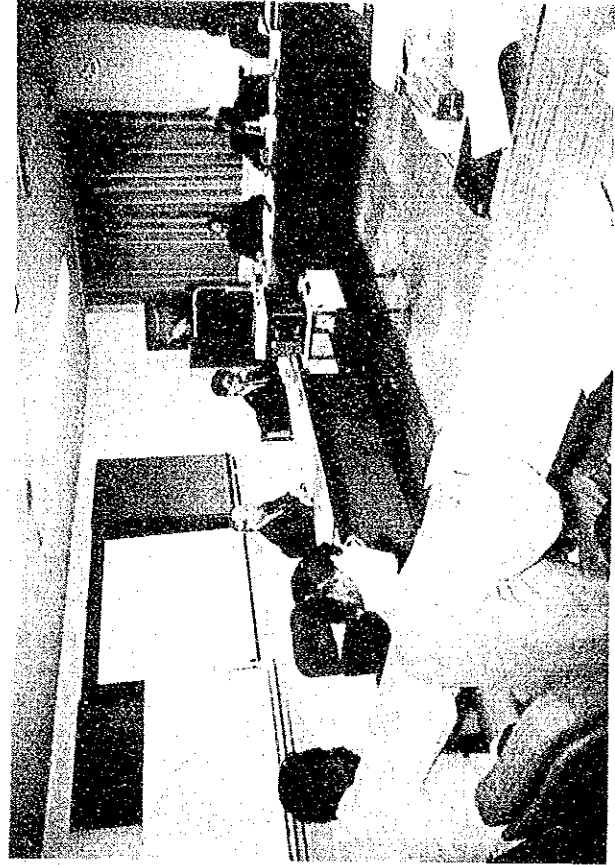
Mr Nakajima (NPA)



Mr Nakajima (NPA)

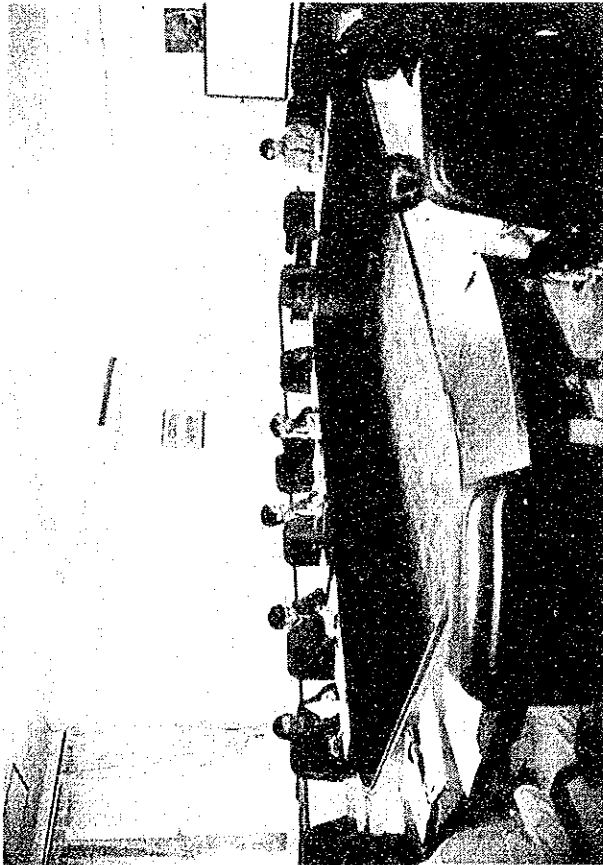


Mr Morizono (NPA)



Mr Kurita (NPA)

Lecture and Seminar



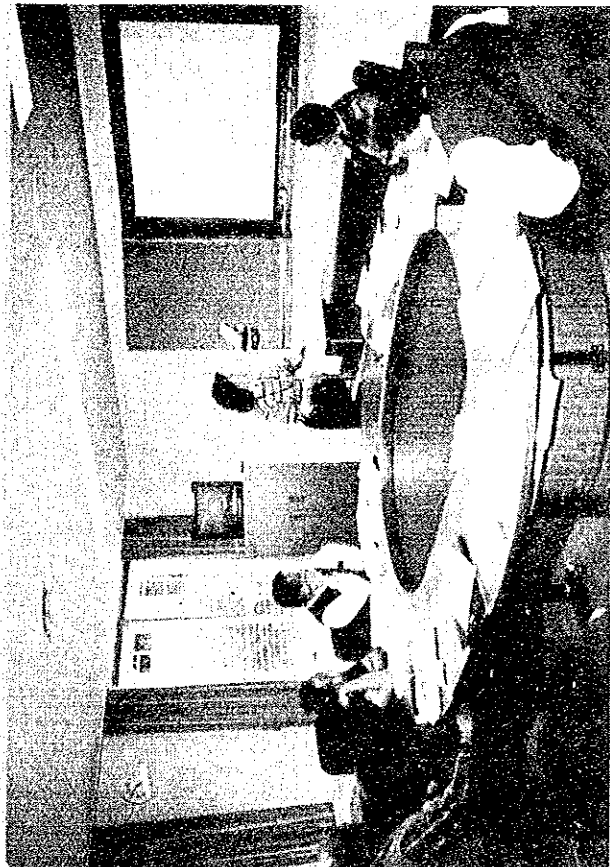
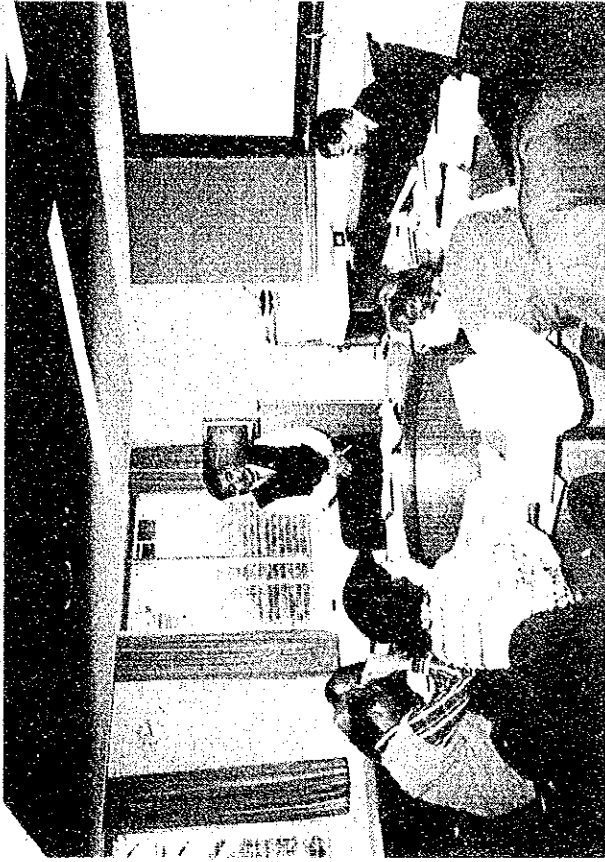
Mr Matsumoto (NPA)



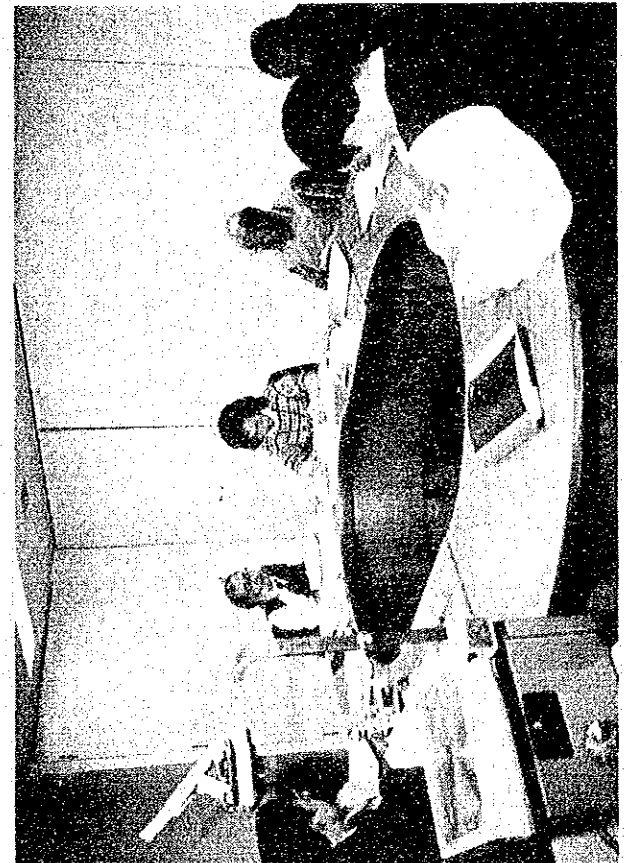
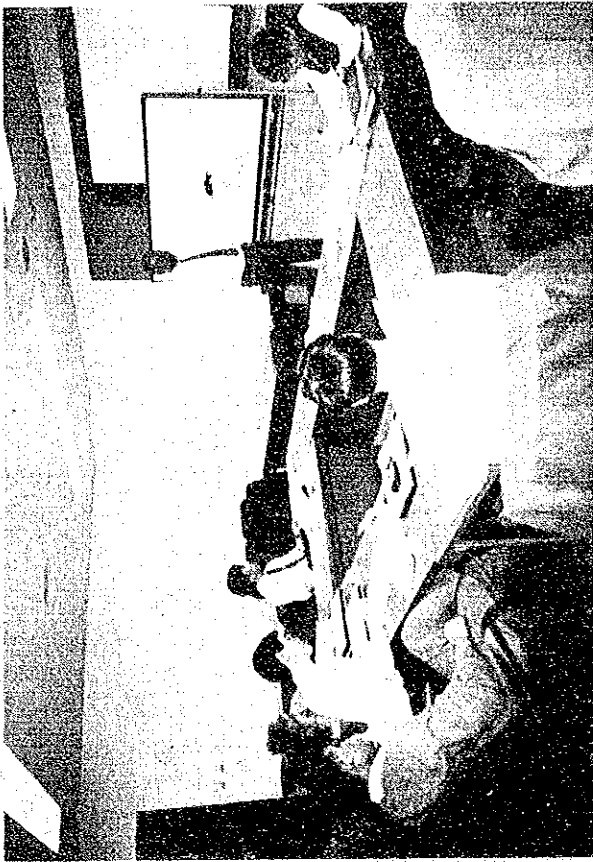
Professor Sakuma



Mr Tsujinaka



Discussion



Discussion



Discussion

IV. Study Tour

(1) Visit to Toyota Motor Corporation

Date: Thursday, 3 December 1992

Observation of Tsutsumi Plant

Briefing about "Outlines of Toyota's Human Resource Development"
by Mr Mithuru HIGUCHI, General Manager, Human Resources Development
Division, Mr Hiromichi KOIKE, Project General Manager, International
Human Resources Division, and Mr Hideo SUZUKI, Development
Department No.3, Human Resources Development Division

(2) Visit to Kyoto City

Date: Friday, 4 December 1992

(3) Visit to Nara City

Date: Saturday, 5 December 1992

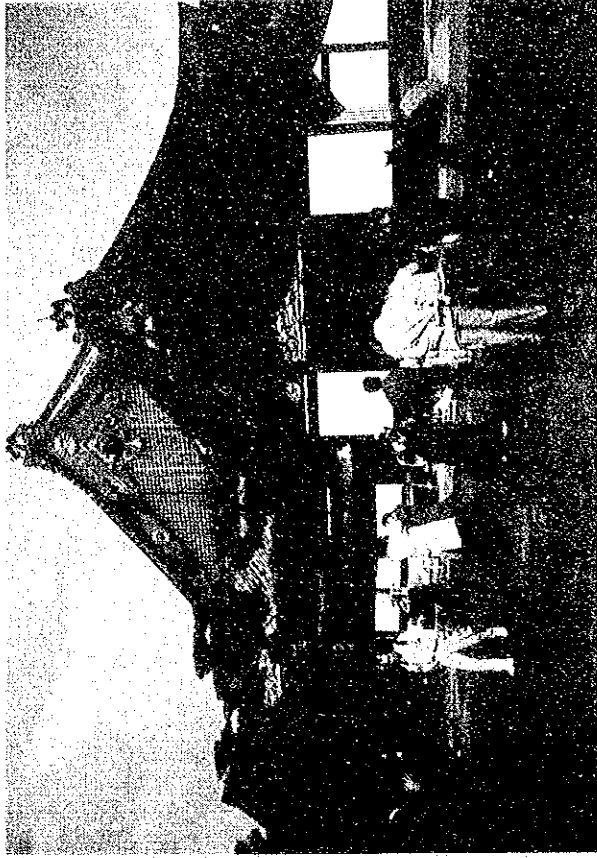
Study Tour



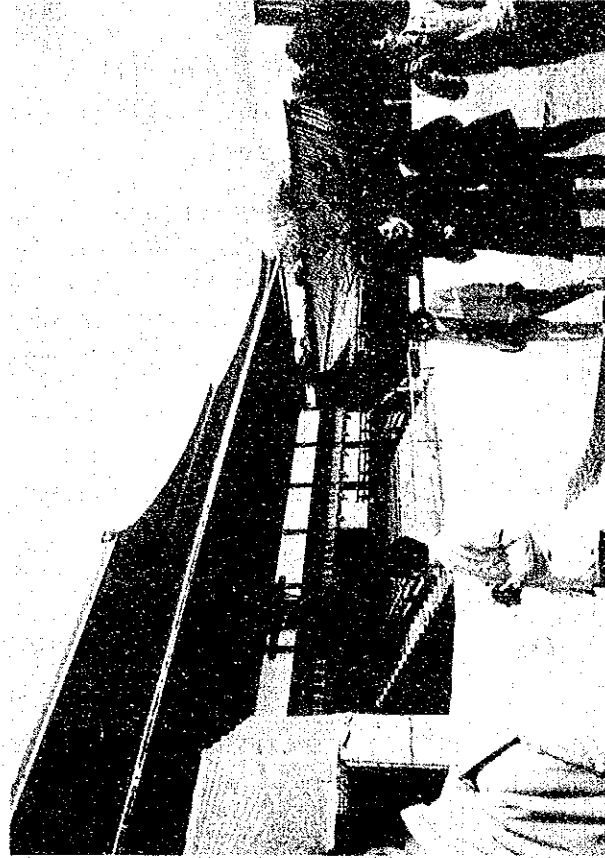
Toyota Motor Corporation



Golden Pavilion



Nijo Castle

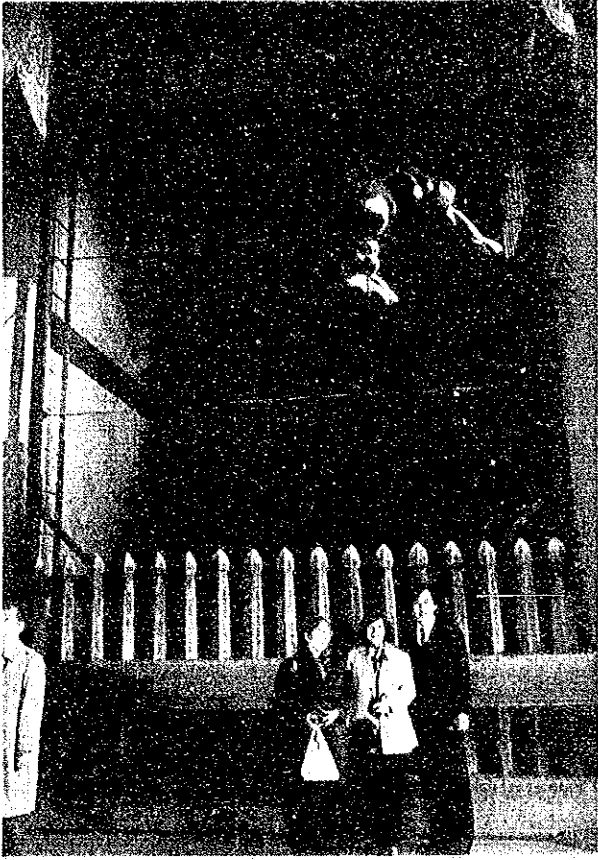


Kyoto Imperial Palace

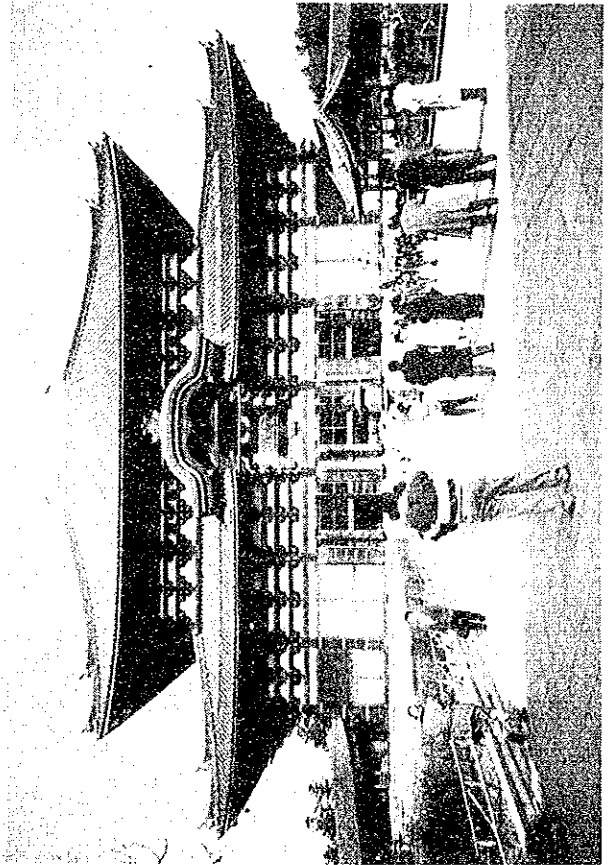
Study Tour



Nara Park



Todayji Temple



Todayji Temple



Kasuga Shrine

V. Closing Ceremony

1. Closing Ceremony

(1) Place

Institute for International Cooperation

(2) Time

16:30 - 17:00, 9 December 1992

(3) Ceremony

(i) Closing Address

by Mr Akira KASAI, Managing Director, Institute for International Cooperation,
Japan International Cooperation Agency

(ii) Congratulatory Speech

by Mr Hiroaki SUMINO, Councillor (Deputy Director General), Bureau of
Administrative Services, National Personnel Authority

(iii) Presentations of Certificates

by Mr Akira KASAI, Managing Director, Institute for International Cooperation,
Japan International Cooperation Agency

(iv) Reply Address

by Dr Fadil Azim Abbas from Malaysia

2. Farewell Party

(1) Place

Institute for International Cooperation

(2) Time

17:00 -, 9 December 1992

Closing Address

Mr. Akira KASAI
Managing Director
Institute for International Cooperation
Japan International Cooperation Agency

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 the Seminar on Government Human Resource Management in fiscal year 1992.

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

Dear participants, what do you think of the Japanese system of government human resources management? The way of human resources 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 the administration of each countries. To my regret, I have to admit that I am not well aware of the situations in your countries but what I can say is that it is you, the participants who have to judge if the Japanese ways you have learnt in Japan this time can be applied to your respective countries. I hope you will be good practitioners of government human resources management in your own countries when you resume your duties after this Seminar.

Now, with the close of the seminar programme, we must bid farewell. However this should not be seen as the end but rather as the beginning of a long lasting relationship in which we will be very happy to assist you on any matter in the future.

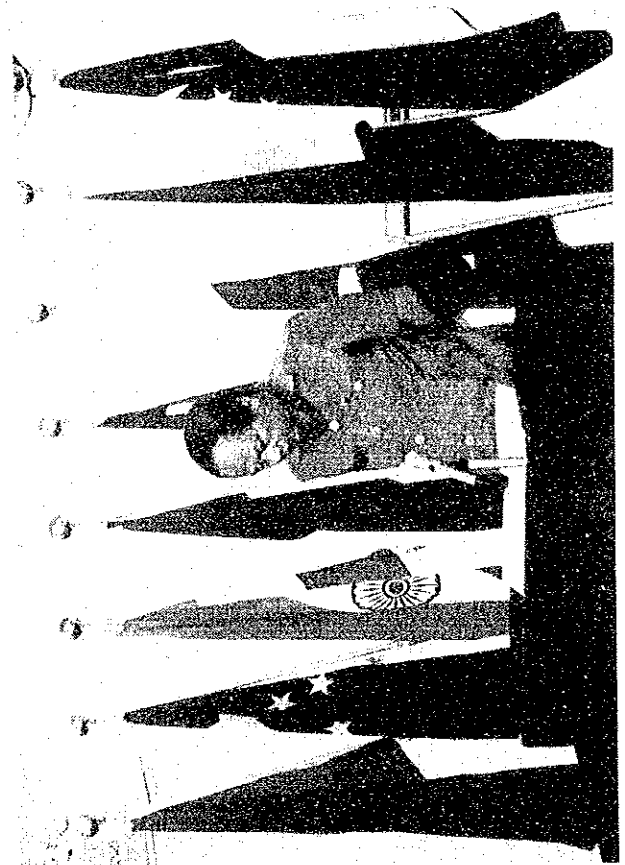
To conclude, I wish each one of you a pleasant journey home and every success in your career.

Thank you very much.

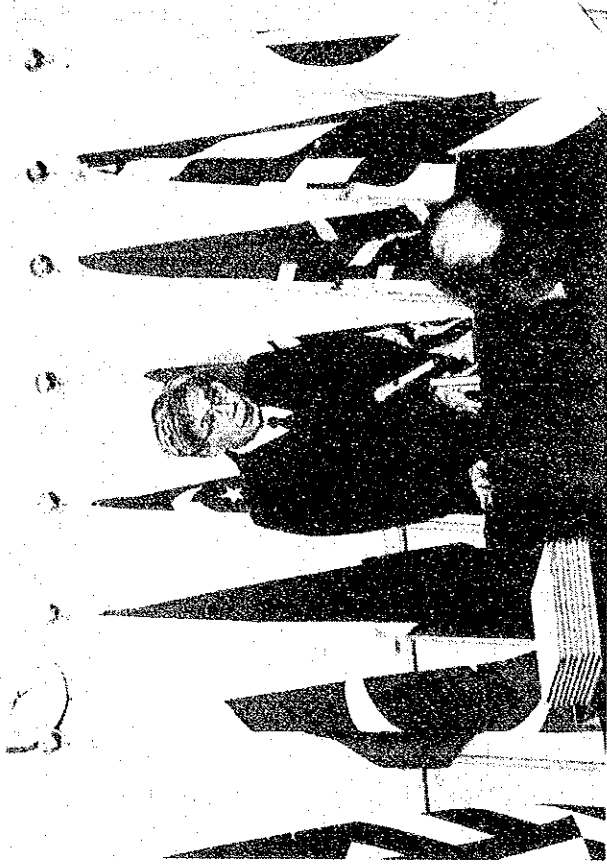
Closing Ceremony



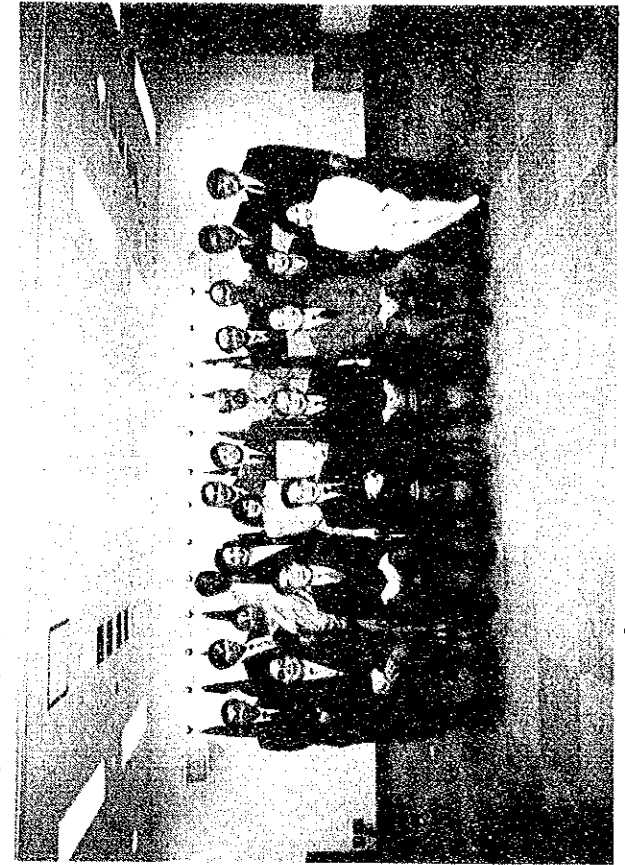
Closing Address



Reply Address



Congratulatory Speech



Participants and Staff

