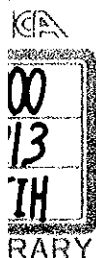


**Report of the Seminar  
on  
Government Human Resource Management  
1995**

**December 15, 1995**



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



TITC

TITC
JR
95-318



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National Personnel Authority  
Japan Association for Civil Service Training and Development**



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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 7, 1995 to September 30, 1995

#### **4. Administering Agencies**

(1) Japan International Cooperation Agency (JICA)

First Training Division,  
Tokyo International Centre (TIC)  
2-49-5, Nishihara, Shibuya-ku, Tokyo 151 Japan  
Tel.: 81-3-3485-7051

(2) National Personnel Authority

1-1-1, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan  
Tel.: 81-3-3581-5311

(3) Japan Association for Civil Service Training and Development

4-25-4, Shinbashi, Minato-ku  
Tokyo 105 Japan  
Tel.: 81-3-3459-6708  
Fax.: 81-3-3459-6709

#### **5. Training Institution and Facility**

Training Institution:

International Affairs Division,  
National Personnel Authority  
1-1-1, Kasumigaseki, Chiyoda-ku,  
Tokyo 100 Japan  
Tel.: 81-3-3501-1067  
Fax: 81-3-3580-6092

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

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

NPA plays a key role in the field of training of government personnel by coordinating training programs of the ministries and agencies and conducting inter-ministerial administrative training programs for potential senior executives.

International Affairs Division is the sole division within NPA acting as a channel for communication with foreign countries. As a part of its activities, the division conducts international training courses with the aim of assisting foreign countries to improve their own government administration.



*Training Facility:*

Institute for International Cooperation (IFIC), JICA  
10-5, Ichigaya-Honmura-cho, Shinjuku-ku,  
Tokyo 162 Japan  
Tel.: 81-3-3269-3022  
Fax.: 81-3-3269-2185

*Accommodation:*

Institute for International Cooperation (IFIC), JICA  
10-5, Ichigaya-Honmura-cho, Shinjuku-ku  
Tokyo 162 Japan  
Tel.: 81-3-3269-2911

## **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 ¥ 10,324 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**

12 persons from the People's Republic of Bangladesh, the Kingdom of Bhutan, the Republic of Botswana, the People's Republic of China, Hong Kong, the Republic of Indonesia, Malaysia, Mongolia, the Kingdom of Nepal, the Republic of the Philippines, Rumania and the United Republic of Tanzania (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. Yukiya Yoshizumi (NPA)

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

(3) Organization:

1. Institute for International Cooperation, JICA

Mr. Mitsuo Ishizaki, Managing Director

Mr. Mitsuo Ishikawa, Director, First Training Division

Ms. Chizuko Yamada, Training Officer, First Training Division

2. National Personnel Authority

Mr. Ken-ichi Sakuma, Director, International Affairs Division

Mr. Yukiya Yoshizumi, Deputy Director, International Affairs Division

Mr. Akira Yamamoto, International Affairs Officer, International Affairs Division

Mr. Taira Yakuden, Administrative Officer, International Affairs Division

3. Japan Association for Civil Service Training and Development

Mr. Kenzo Hattori, President

Ms. Junko Motohashi, Accounting Officer, General Affairs Department

## 12. Outline of the Curriculum

### Part I Role of Human Resource Management

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

Seminar "Characteristics of Civil Service Management in Japan"

### Part II Practice of Human Resource Management

Seminar "Career Development"

Seminar "Working Incentives"

Seminar "Japanese Management: An International Comparison"

Seminar "Supervisory Training"

Seminar "Current Problems of Human Resource Management and its Future"

### Study Tour

- Visit to Japanese Diet
- Visit to a Workplace (NPA)
- Visit to INAX Corp.
- Visit to Nagoya Castle
- Visit to Daiichi Corp.
- Visit to Hiroshima Peace Memorial Museum
- Visit to Kyoto 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 "Career Development System and its Problems in the Participating Countries" before their arrival in Japan.

## **II OPENING CEREMONY**

### **1. Opening Ceremony**

(1) Place

Institute for International Cooperation

(2) Time

14:00-14:30, September 8, 1995

(3) Ceremony

1. Opening Address

by Mr. Takeshi Ogi, Deputy Director General, Bureau of Administrative Services  
National Personnel Authority

2. Welcome Speech

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre  
Japan International Cooperation Agency

### **2. Courtesy Call on the President of the National Personnel Authority**

(1) Place

The President's office

(2) Time

16:30-17:00, September 12, 1995

(3) Ceremony

1. Welcome Address

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

2. Reply Address

by Mr. Nazrul ISLAM from the People's Republic of Bangladesh

### **3. Welcome Party hosted by the Commissioner of the National Personnel Authority**

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, September 12, 1995

(3) Ceremony

1. Welcome Address

by Dr. Atsunobu Ichikawa, Commissioner of the National Personnel Authority

2. Reply Address

by Ms. Mariam MWAFFISI from the United Republic of Tanzania

## Opening Address

Mr. Takeshi OGI  
Deputy Director General  
Bureau of Administrative Services  
National Personnel Authority

Distinguished guests, our friends the participants, ladies and gentlemen,  
It is a great pleasure and honor for me to say a few words at this opening ceremony of the Fifth Seminar on Government Human Resource Management. On behalf of the Government of Japan, I would like to extend a warm welcome to the twelve participants from various countries and regions represented here. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency, to the participating governments and to all others concerned for their great contributions to this seminar.

This is the fifth occasion for the senior officials of governments from all over the world to discuss the development of human resource management in their respective homelands under the auspices of the NPA. Everyone agrees that the human resource is one of the most important resources for the development of nations. But at the same time, no other resource is more difficult to develop and utilize than the human resource.

Every policy or activity is planned and implemented by people. In this sense, capable and motivated human resources are essential for the success of any organization, including a government. This fact will not change however much computers replace the basic labor force. With advanced mechanization, there will be

an increased need for highly trained personnel, which requires good human resource management.

Human resource management deals with people who are deeply tied to their society, culture and environment. Therefore, good personnel management has to adapt to the climate of the organization where it is undertaken, which will draw wide support from the people concerned. But society, culture and people change and sometimes such changes are unnoticed or unpredictable. This is one of the reasons why personnel management is difficult and officers like us who are in charge of personnel administration has to be very sensitive to people's voices and the phenomena of society.

Since personnel management has to be based on the culture and the environment which surround the organization, the systems and experiences of other entities can not be introduced directly. But I am convinced that sharing ideas and experiences with people from other governments will be of great benefit. In the lectures, the seminars and the study tour arranged in the curriculum, you will notice various aspects of personnel management of other governments including the Japanese government. I hope that you will have discussions about similar or different aspects of various personnel systems and practices. I believe that such discussions will present you with some new clues for the further development of your own personnel systems.

In closing, I believe that this seminar will bear fruit in response to the time and energy you will be putting into it. 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.

OPENING ADDRESS  
For the Seminar on  
Government Human Resource Management

Mr. Takeshi Ogi, Deputy Director General, Bureau of Administrative Services, National Personnel Authority, Honorable Guests, Overseas Participants, Ladies and Gentlemen,

It is my great pleasure to say few words on behalf of the Japan International Cooperation Agency (JICA) on this occasion of the opening ceremony of the Seminar on Government Human Resource Management in fiscal 1995.

First of all, I would like to extend our hearty welcome to all of you the participants who have just arrived in Japan to participate in this seminar.

One of our traditional proverbs says;

"If you prepare for one year ahead, you should grow rice"

"If you prepare for 10 years ahead, you should grow trees"

"But, if you want to prepare for 100 years ahead, you should grow people"

As the proverb says, we believe that the quality of a nation's manpower resources is the single most important factor determining a nation's development. In this sense, productivity development in the public sector is particularly important factor and thereby the performance of those working in the public sector will become the decisive element in realising this.

In this connection, it is paramount importance to develop the skills and knowledge of executive officers who plays a vital role in formulating a policy for human resource management in respective countries.

With this in view, this seminar intends to expose the participants to the current position of human resource management and its philosophy of Japanese Government. You are also invited to present a country report to introduce the situations of respective countries in which you could deepen your knowledge through the exchange of views among the participants.

Through these excercises, I believe you could learn from each other's experience, and adopt a fomular of success and avoid repeating simmlar mistakes.

I hope the seminar will meet your expectation ,and provide you with a source of inspiration as well as an impetus in tackling the problems at your respective countries.

Before closing, I would like to take this opportunity to express our deep thankfulness to the National Personnel Authority for their incomparable efforts in making this seminar possible.

Dear participants, I wish you every success in your study here and your stay in Japan will be fruitful and enjoyable one.

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 honor and pleasure to have the chance to exchange a few words with the senior officials from the twelve participating governments.

At present, every society faces environmental changes of an unprecedented rapidity. Personnel management has to cope with the changing needs required by such societies. It is often the case, however, that we have difficulty in discovering what the real needs are and even more difficulty in changing the present systems or practices with support from most of the people concerned.

The National Personnel Authority, the central personnel agency of the Japanese government, has played a significant role in providing efficient and democratic government service for the public for forty seven years, which is regarded as one of the key factors of Japanese success. But success in the past will not guarantee future success. Personnel management which has to adapt to contemporary society is no exception. In this sense, we have to be always sensitive to changes in the environment which personnel administration has to take into consideration. As an official engaged in the same difficult task of human resource management as yourselves, I hope that this seminar will provide you with opportunities to exchange views and experiences with your fellows and our staff, which may bring to light some new ideas to improve personnel management in each government.

In addition to your studies in the seminar, I hope that you will utilize this opportunity to develop your understanding of our society, which has shaped our personnel management system and practices.

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

Thank you very much for your visit.

Speech by Mr. Md. Nazrul Islam of Bangladesh on the occasion of courtesy call  
7th Sept., 1995

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Mr. Yatomi, the President of National Personnel Authority, Ladies and Gentlemen,

It is indeed my privilege to express our thanks to the National Personnel Authority, Japan International Cooperation Agency, and the Government of Japan for organising the Seminar on Government Human Resource Management. It is learnt that a good number of such seminars were organised in recent years. From this, one can easily understand the extent of importance given by the Government of Japan on this subject.

Sustainable human development may be termed as development which generates not only economic growth but also distributes its benefits equitably. It regenerates the environment rather than destroying it, empowers people rather than marginalizing them. Thus any improvement relating to human resource management in the government sector, would help in further improving the condition of the people, environment, job opportunities etc.

In the modern age, the world is becoming smaller day by day. The era of colonial domination has almost come to an end. The endeavor for unearthing potentials for development, rediscovering the opportunities, modern innovation etc. have virtually eliminated the barriers for mutual cooperation and understanding between countries & peoples. The Seminar would provide us not only an opportunity of knowing the Japanese way of Government Human Resource Management, which enabled Japan in attaining quick economic and industrial growth, and ultimately becoming one of the most developed countries of the world, but has also given us the opportunity of knowing each other and our respective countries more closely through exchange of ideas and experiences. What we acquire from this seminar is sure to add to our capabilities and in the long run it would help us

towards better human resource management in our respective countries.

We, the participants are very happy to be able to be here in the country of the Rising Sun. During the few days of our stay in Japan we are moved with the cordial behaviour and warm hospitality of all concerned. I hope our stay here would be happier and more fruitfull in the coming days.

Mr. Yatomi, I would like to express, on behalf of my fellow participants, our heartfelt thanks and gratitude to your excellency for allowing us this noble opportunity of calling on you in spite of your very busy schedule and through you to all concerned officals of N.P.A., JICA and the Government of Japan for organising this Seminar.

With these few words, ladies and gentlemen, I wouldlike to conclude thanking you all once again.

# Welcome Address

A. Ichikawa

Ladies and gentlemen, thank you very very much for joining this reception. My particular thanks go to some of you who have come from overseas to participate the Fifth Seminar on Government Human Resource Management.

It is my pleasure to say a few words, on behalf of National Personnel Authority, to welcome the participants of the Seminar. All of you are playing very important role in your own governments, so, it might be very difficult for you, I suppose, to detach yourself from your regular duties. I appreciate your effort and the support given to you from your governments.

I hope that this party will provide you with a good opportunity to get acquainted with those who are working together with you on this seminar. To get acquainted will be good for you as well as for us in planning and operating the seminar. So please fully utilize this opportunity.

The seminar has already started. You have attended the opening session, the course orientation and some of the classes. So you might have, I suppose, some impressions of the seminar's contents and what your life will be like during the course of the seminar. I hope your impressions are not worse than what you had anticipated. If you experience any inconvenience during the seminar please tell the secretariat of the seminar. The staff will try to take care of it for you.

Let me suggest that you try one thing, however, when you experience something convenient, inconvenient, easy or difficult. Please think about its origin, where, why and how it originated. Often, you may find that it has deep roots in Japanese culture. Searching for these roots, therefore, may lead you to a deeper understanding of Japanese society, and this understanding may lead you, in turn, to a deep understanding of Japanese system of administration, its structure, its mechanisms, and its dynamics, which naturally have their origins in Japanese culture. This would be wonderful fruit for you to pick from the seminar in addition to regular seminar courses.

Well, I do not want to detain you from enjoying the food, drink and talk for a long time. Please make yourself comfortable, get acquainted and enjoy the party.

Last but not least, I sincerely hope that your stay in this country will be fruitful and enjoyable.

Thank you very much.

Speech by Ms. Mariam Joy Mwaffisi, 12 Sept., 1995

Honourable Dr. Ichikawa, Commissioner of the National Personnel Authority,  
dear participants, ladies and gentlemen,

I have the honour to stand here and say a few words of thanks on behalf of my fellow participants. First of all I would like to take this opportunity to thank the Government of Japan, through JICA, for making it possible for us to travel to Japan in order to attend the Government Human Resource Management Seminar. By travelling to Japan, not only are we going to benefit from the Seminar, but also by meeting Japanese people and this way strengthen the friendship that exist between our countries.

We have come here to learn, through the exchange of ideas, on how best we can improve performance and efficiency in our countries. It is known all over the world that Japan has the most motivated work force in the world coupled with hard work. Through this attribute, it has become one of the leading economic giants of the world. By learning the Japanese human resource management policy of the government, we expect to be able to identify the shortcomings in our systems and find measures to rectify them. This is very important because it has already been pointed to us that the human resource is the most important aspect in any work environment, as without it, it is not possible to realise any meaningful progress in what we want to do.

We have already tested what efficient management is like in Japan. For, on arrival at Narita airport, we all found everything so well organized that we never felt lost at any time. This was coupled with the caring attitude and good hospitality which we continue to enjoy. This reception is a testimony to that hospitality. Again, honourable Dr. Ichikawa, ladies and gentlemen, we say thank you. ARUGA'FOU GOZAIMASHITA.

**Opening Ceremony**



Opening Address

**Courtesy Call on President of the National Personnel Authority**



Welcome Address

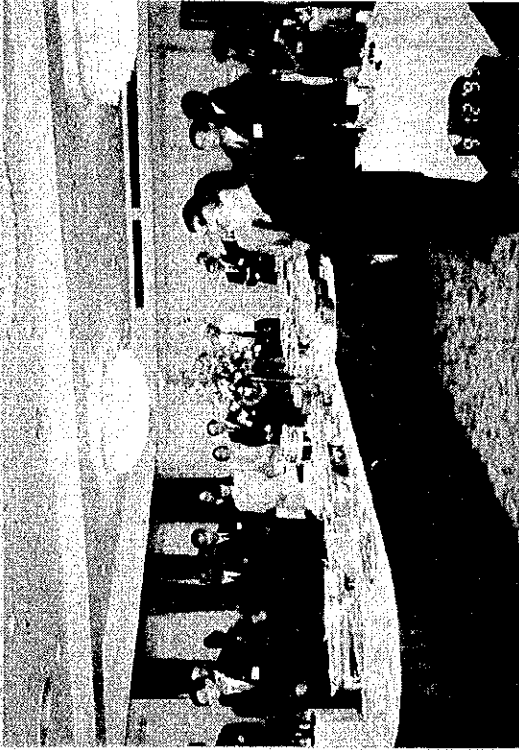


Welcome Speech



Reply Address

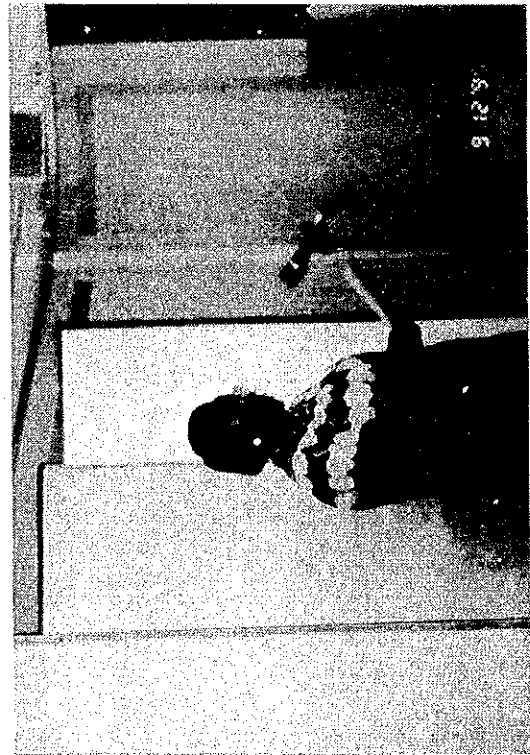
Welcome Party hosted by Commissioner of the National Personnel Authority



Welcome Party



Welcome Address



Reply Address



Welcome Party





Welcome Party



Welcome Party



Welcome Party



Welcome Party

### **III. LECTURE, SEMINAR AND DISCUSSION**

#### **Part I Role of Human Resource Management**

Date: Sep. 11 (Mon) 10:00-12:30 & 14:00-16:30 and

Date: Sep. 12 (Tue) 10:00-12:30

Lecture "Introduction to the Public Administration & Civil Service System in Japan"

Lecturer: Mr. Ken-ichi SAKUMA, Director of International Affairs Division, NPA

Date: Sep. 20 (Wed) 10:00-12:30

Seminar "Characteristics of Civil Service Management in Japan"

Lecturer: Mr. Seinosuke NIWA, Secretary-General, NPA

#### **Part II Practice of Human Resource Management**

Date: Sep. 13 (Wed) 10:00-12:30 & 14:00-16:30

Seminar "Career Development"

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

Date: Sep. 14 (Thu) 10:00-12:30 & 14:00-16:30

Seminar "Working Incentives"

Lecturer: Mr. Tsuneo FUJIWARA, Director of First Remuneration Division, NPA

Date: Sep. 18 (Mon) 10:00-12:30 & 14:00-16:30

Seminar "Japanese Management: An International Comparison"

Lecturer: Professor Naoto SASAKI, Graduate School of Systems Management  
University of Tsukuba

Date: Sep. 19 (Tue) 10:00-12:30 & 14:00-16:30

Seminar "Supervisory Training"

Lecturer: Mr. Ku TASHIRO, Member of International Civil Service Commission

Date: Sep. 20 (Wed) 14:30-16:30

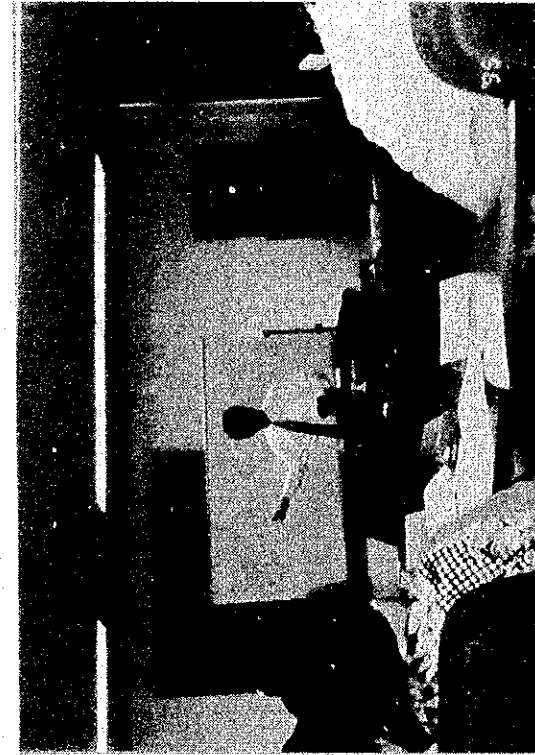
Study Visit to NPA's Staff (Questions & Answers)

Date: Sep. 25 (Mon) 10:00-12:30 & 14:00-16:30

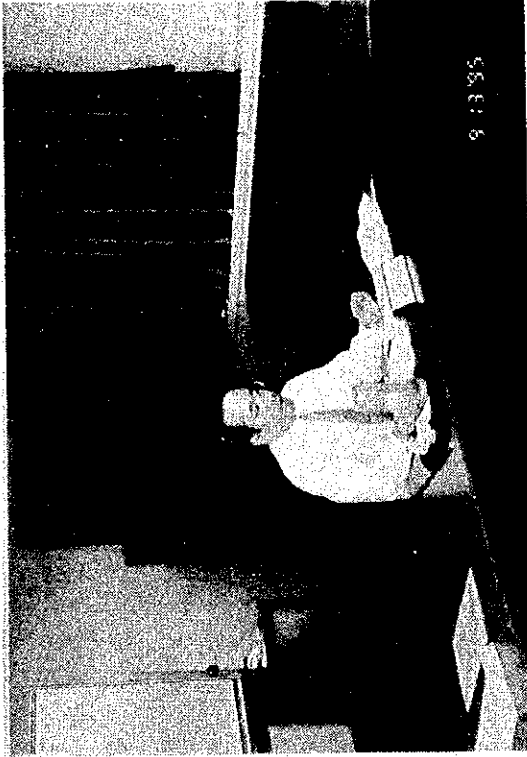
Seminar "Current Problems of Human Resource Management and its Future"

Lecturer: Professor Kazuo KOIKE, Housei University

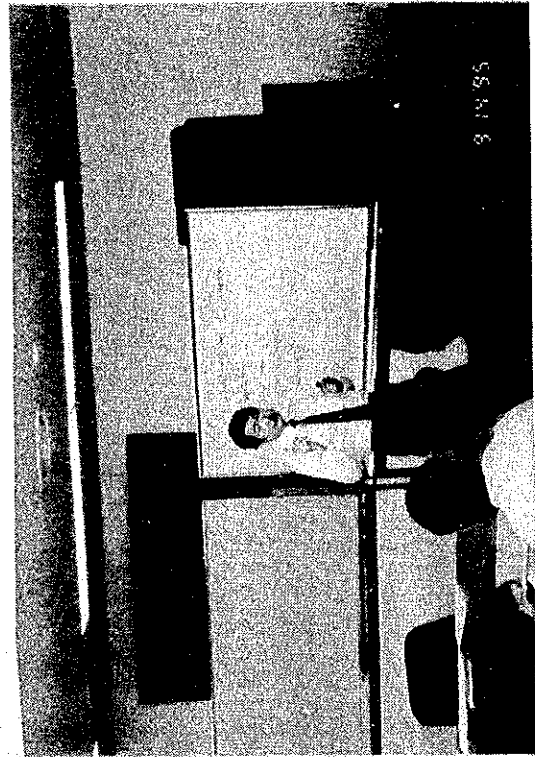
Lecture and Discussion



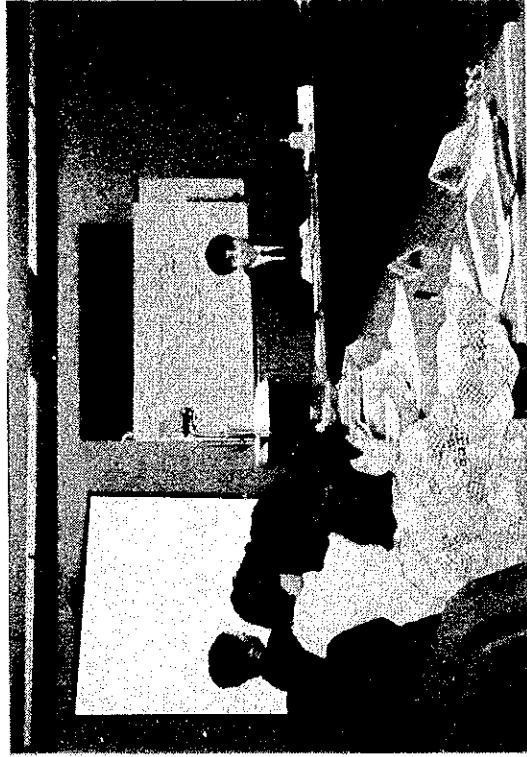
Mr. SAKUMA



Mr. KURITA



Mr. FUJIWARA



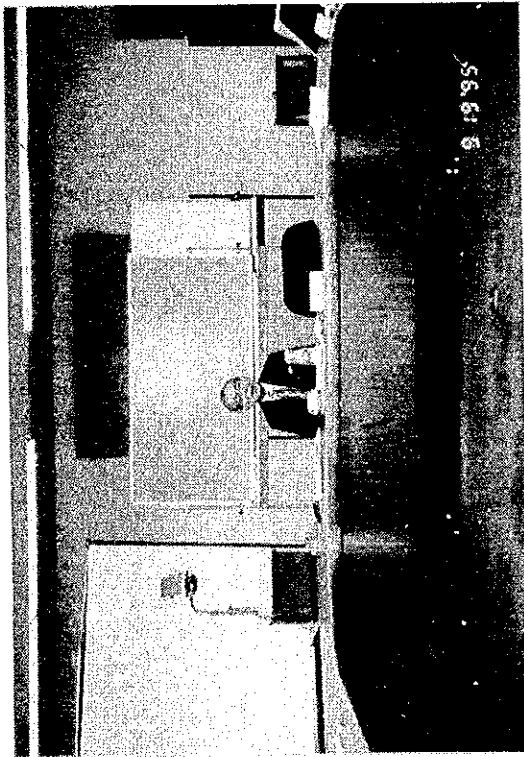
Professor SASAKI



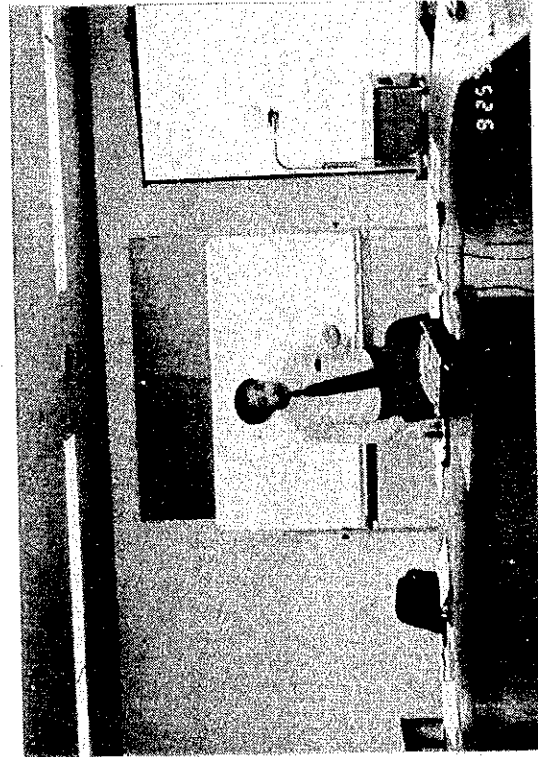
Mr. NIWA



Discussion



Mr. TASHIRO



Professor KOIKE

### **Part III Final Discussion**

Date: Sep. 26 (Tue) & 27 (Wed) 10:00-12:30 & 14:00-16:30

Presentation of Country Report

Group Discussion

Final Discussion

Coordinator: Mr. Ken-ichi SAKUMA (Ditto) and

Mr. Hiroshi KASHINO, Policy Planning Coordinator, Bureau of Recruitment, NPA

Date: Sep. 28 (Thu)

Final Report Writing

### **IV. STUDY TOUR**

Date: Sep. 12 (Tue)

Study Visit to Japanese Diet

Visit to the Planning & Coordination Division of NPA

Date: Sep. 21 (Thu)

Study Visit to INAX Corp.

Briefing by Mr. Tomio ICHINO, Managing Director

and Mr. Kenji TONISHI, Director, Human Resource Development Division

Personnel Department

Sightseeing of Nagoya Castle

Date: Sep. 22 (Fri)

Study Visit to Daiichi Corp.

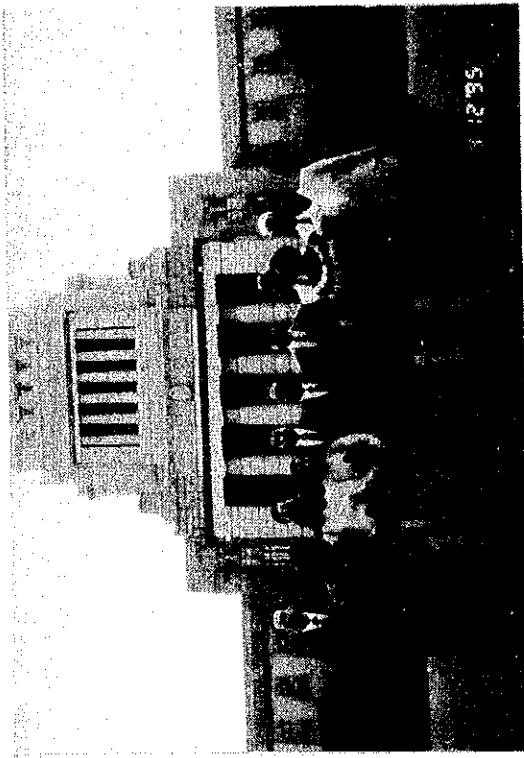
Briefing by Mr. Katsuharu ISHIDA, Executive Director, Main Store Department

Visit to Hiroshima Peace Memorial Museum

Date: Sep. 23 (Sat)

Sightseeing Bus Tour of Kyoto

Observation



The National Diet



Office of Planning & Coordination Division of NPA



Committee Room in the National Diet

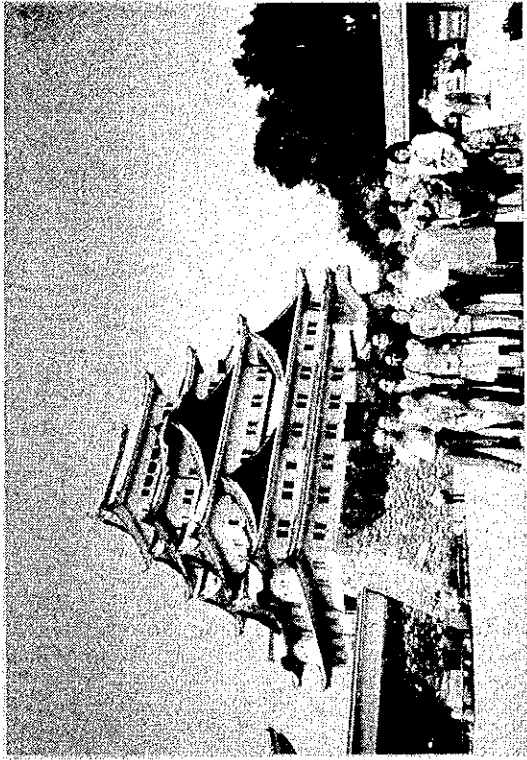


Nomunication (Communication by Drinking)

Study Tour



INAX



Nagoya Castle



Daichi



Bullet Train

## **V CLOSING CEREMONY**

### **1. Closing Ceremony**

(1) Place

Institute for International Cooperation (IFIC)

(2) Time

15:30-16:00, September 28, 1995

(3) Ceremony

1. Closing Address

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre  
Japan International Cooperation Agency

2. Congratulation Speech

by Mr. Ken-ichi Sakuma, Director, International Affairs Division  
Bureau of Administrative Services, National Personnel Authority

3. Presentations of Certificates

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre  
Japan International Cooperation Agency

4. Reply Address

by Mr. WONG, Man Hoi from Hong Kong

### **2. Farewell Party**

(1) Place

Institute for International Cooperation (IFIC)

(2) Time

16:00-17:00, September 28, 1995



CLOSING ADDRESS  
For the Seminar on  
Government Human Resource Management

Mr. Kenichi Sakuma, Director International Affairs Division, Bureau of Administrative Services, National Personnel Authority, Honorable Guests, Distinguished Members of the Seminar, Ladies and Gentlemen,

It gives me immense pleasure to say a few words on behalf of Japan International Cooperation Agency on this occasion of the closing ceremony for the Seminar on Government Human Resource Management in 1995. I would like to offer my wholehearted congratulations to all the participants on your successful completion of the seminar.

I am delighted to know that you have participated enthusiastically in the seminar programme, attending discussions, country report presentation session and study tours etc, and completed the whole programme right now.

My fellow participants, what do you think of the Japanese system of human resource management? You may have found some similarities and differences as well for some parts between yours and ours. At the same time you were able to deepen your knowledge on the systems of human resource management of other participating countries, through your comparative study at the country report presentation session.

We hope that you have found this seminar useful and inspiring, an impetus to further upgrade your knowledge in human resource management. Though there are different historical, social and cultural differences among us, we are still hopeful that at least some of the things you may have learned during the seminar may prove to be useful in helping you organise and run your activities in a more efficient and productive manner. If this proves to be so, we feel that we have done something worthwhile.

By the way, while in Japan, you have stretched your legs to various places in Japan such major cities like Nagoya, Hiroshima and Kyoto. Through these study tours, we hope that we could present you another example of human resource management adopted by private sector for your easy comparison with that of public sector.

Through these tours, you may have become aware that Japan still maintains its old traditional features and its cultural heritage in a good harmony with its industrial development.

Fellow participants, I always believe that the seminar could offer something more than we can evaluate in terms of words and figures. Your stay this time in Japan would broaden your horizon of thinking and skill development as a part of your career. For our people, it is good opportunity to further develop the existing friendly relationship established between the people of Japan and your participating countries, which we value so highly.

Today we bid fawell to each of you. However, we do not wish to make this the closing chapter of our association and friendship. Let us stay in touch, and we would be always happy to hear from you, as to how possibly you could utilise the fruits of your study in Japan in your own respective countries.

Before closing, let me on behalf of JICA, thank the National Personnel Authority, particularly Mr. SAKUMA for his very informative and thought provoking lectures as well as valuable contributions in making this seminar programme possible.

Now I would like to conclude my remarks by wishing you dear participants a good health and the best of the success of your future endeavour.

Thank you very much.

## Congratulatory Speech

Ken-ichi SAKUMA  
Director  
International Affairs Division  
National Personnel Authority

Mr. Ishizaki, Managing Director, Tokyo International Center,  
Japan International Cooperation Agency , Dear Participants, Distinguished Guests,  
Ladies and Gentlemen,

It is a great pleasure and honor for me to say a few words at this closing ceremony of the Fifth Seminar on Government Human Resource Management. On behalf of the Government of Japan, I would like to express our heartfelt congratulations to all of participants for your successful completion of the Seminar. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency and to all others concerned for their great contribution to the success of this seminar.

I believe that this seminar has enhanced your knowledge of Government Human Resource Management through lectures, discussion and exchange of views with fellow participants, and others of this seminar. Since human resource management systems have been built up over the long history of each government, it is not easy to analyze them independent of the social and cultural circumstances of respective governments. Nonetheless, I think that the comparative study of personnel management in twelve governments is very useful for every one of us to review the personnel system in each governments.

People generally work eight hours a day, five days a week, fifty weeks a year.

All people spend quite a lot of time in the workplace. In this sense, good personnel management is not only necessary for organizations to function well but also indispensable for every individual to feel satisfied.

In the discussion we had, many problems regarding human resource management were raised in various dimensions. All are closely related one another. It is not so easy to rectify one problem independently. Having said so, however, I am convinced that the principle of human resource management is treating people as important assets for organizations not as organizational costs. With this perception, we will be able to overcome the problems to a large extent.

I hope that this seminar encouraged you to be more involved in this difficult but precious duty of personnel management.

Lastly, I am very pleased to know that you have enjoyed your stay in Japan. I believe that the stationing in Tokyo and trip over to Kansai Area helps you understand both of traditional and new Japan.

In closing my address, I wholeheartedly wish you good health and further success in your careers. We look forward to seeing you again in the near future either in Japan or in your country.

Congratulations once again, and thank you very much for your valuable contributions.  
Thank you.

Speech to be given by Mr. M. H. Wong  
at the Closing Ceremony on behalf of participants of  
the 5th Seminar on Government Human Resource Management

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Mr. Ishizaki, Mr. Sakuma, ladies and gentlemen,

It gives me great pleasure to be asked to say a few words on behalf of my fellow participants at the Closing Ceremony of the 5th Seminar on Government Human Resource Management.

I would like to begin by thanking the National Personnel Authority for having organized a very successful seminar for us. In the past three weeks we have been greatly informed about human resource management in the Japanese Civil Service, about HRM in the private sector and about the Japanese society at large. The topics were sufficiently wide-ranging. The line-up of speakers was impressive and there was a good mixture of practitioners and academics. The organization of the seminar was just about right in terms of intensity and variety. I must add that we have enjoyed very much the courtesy call on the top officials of NPA; the reception given by one of the Commissioners, Dr. Ichikawa; the useful exchange sessions we had with subject officers in NPA and the exposure to the Japanese bar which, we have learnt, is a way of life for the busy Japanese businessmen and executives. And, of course, the Study Tour to Nagoya, Hiroshima, and Kyoto. So, once again, our sincere thanks to NPA and, in particular, Mr. Sakuma and Mr. Yoshizumi. We certainly realise that the seminar is something extra to your very heavy schedule. Please convey our thanks to all those members of your staff who have put in so much work behind the scene to make the seminar such an informative, useful and enjoyable one.

I can go on to say more about the seminar and the NPA, but in the interest of time, I would now like to turn to JICA. Our trip to Japan and our stay here would

not have been possible without the generous sponsorship from JICA. Let me say that everyone of us have enjoyed our stay at IFIC, much more so because we have had our seminar here. As a result we have been spared from the rush-hour traffic in Tokyo. We also appreciate the social and cultural programmes which have been organized for us at weekends and occasionally in the evenings. The cost of living in Tokyo is high but this is more than covered by the allowance we have been provided. So it has been a comfortable stay here for all of us and we are grateful to JICA.

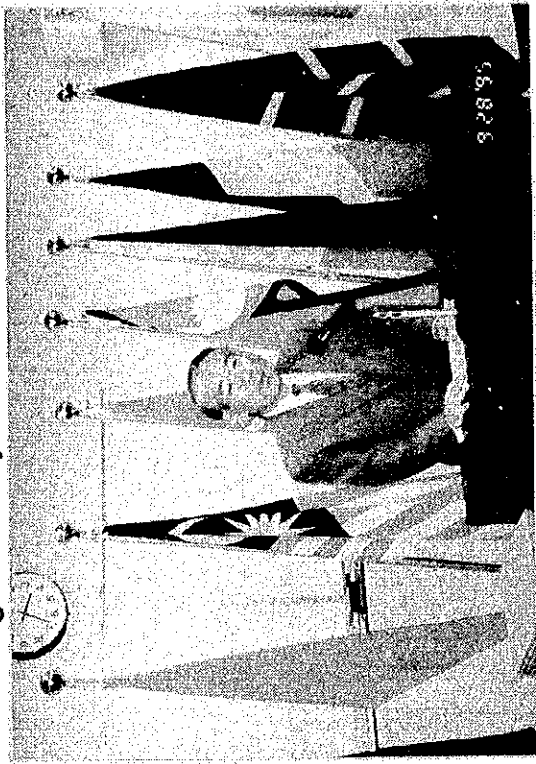
On behalf of my fellow participants, I would also like to extend a big "Thank you" to our Training Co-ordinator, Ms. Horiuchi. She has been on the frontline of everything in the past three weeks. To us, she is someone whom we can turn to when we need some advice or when we have a problem. Sometimes she has gone out of her way to make our stay a pleasant one. It has been such a hectic time for her in these three weeks that at one point she was almost losing her voice. Too much interpreting, I guess. I hope she will be able to take a good rest and have a peace of mind after this evening. Thank you once again, Horiuchi san.

Like it or not, we have come to the end of a 3-week seminar. But let us not lose sight that this is also the beginning. It is the beginning of a much better understanding of each other's country particularly Japan, the host country. It is also the beginning of a better appreciation of the need for international cooperation. May this spirit be with us at all times.

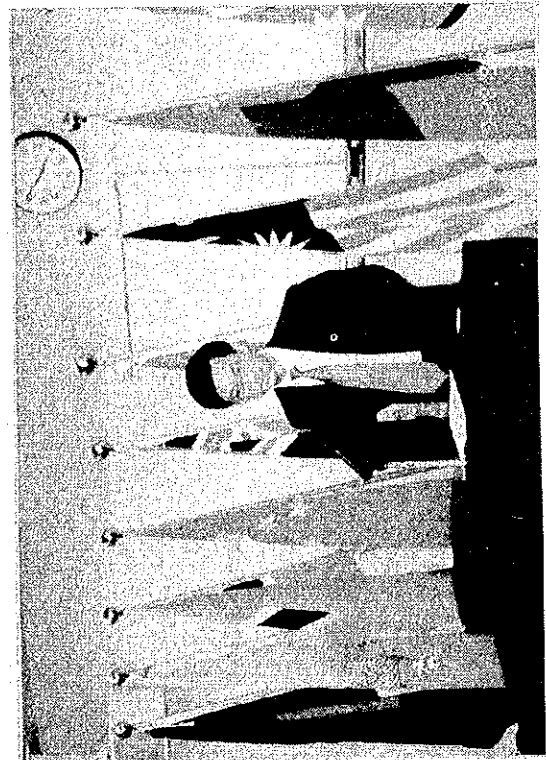
Before I end this speech, let me extend, on behalf of all the participants, an invitation to our friends in Japan. If you happen to be visiting any of our countries, do let us know and we shall do our best to return the hospitality we have been given. And we look forward to doing that.

I will stop here, Ladies & Gentlemen, thank you very much for your attention.

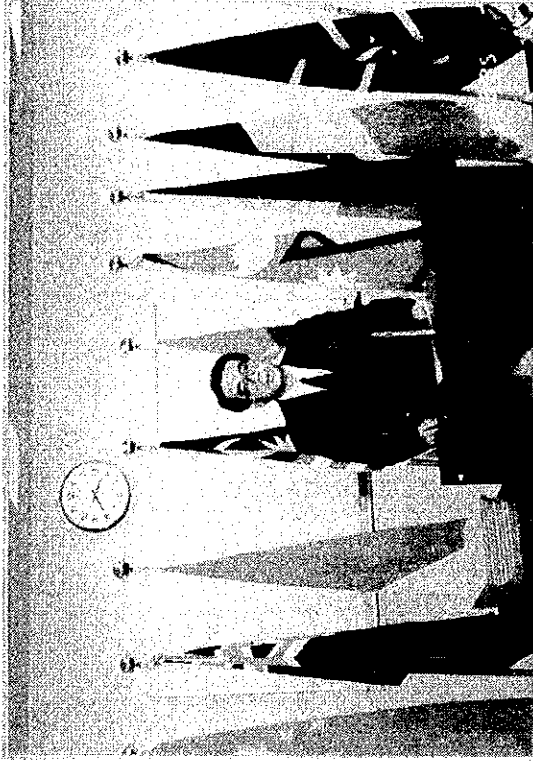
Closing Ceremony



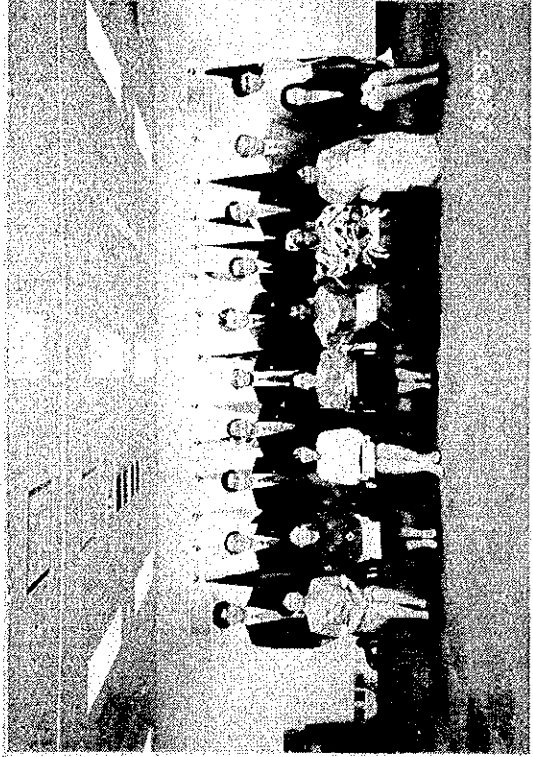
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Reply Address



Congratulation Speech



Closing Ceremony

**Farewell Party**



**Toast**



**Singing Japanese Song**



# **Final Report of the Seminar**

## **on**

# **Government Human Resource Management**

### **I Introduction**

Government human resource management differs from one country to another as recognized by the participants in the seminar. This is attributed largely to differences in the culture, socio-economic status, political structure, educational system and management policies and practices.

Against this backdrop, however, it was learned in the course of the discussion among the participants that there are common problems encountered in the field of human resource management by the different countries represented in the seminar.

This report presents the key problems identified and countermeasures to solve them in the interest of effective and sound government human resource management.

### **II Problems**

#### **1. Perception towards Civil Service**

The general perceptions of the public towards civil service employees are quite negative in that many think that civil service employees are merely spending taxpayers' money and idling away their time. Civil service is associated with graft and corruption and red tape, in general.

On the other hand, the attitude of civil service employees should also be looked into. The performance of most civil service employees is wanting. They tend to be unmindful of their duties and functions.

#### **2. Lack of Manpower Planning**

Manpower planning systems is one of the key factors in determining recruitment and human resource development. In most countries, there is lack of systematic manpower planning, both at the national and organization level. As a result of such drawbacks, no government agency, no central personnel agency is competent to make effective recruitment planning thereby inducting more people than required. In addition, success in planning is not achieved, thus, placement of incompetent personnel usually occurs. Lack of manpower planning also affects the agency's human resource development efforts.

#### **3. Defective Recruitment System**

Recruitment system in place are found not effective in ensuring recruitment of qualified and

competent candidates. Nepotism and political patronage play vital roles in the recruitment process. Moreover there are no effective selection devices to measure capability on competence of employees in the civil service.

#### 4. Poor Implementation of Career Development System

Although every country has some kind of career development system, the outcome of such a system has, however, not improved the productivity of the civil service. The reason for not achieving the desired level of outcome can be attributed mainly to the poor implementation. There is no focus on individual career plan. Hence, the supply of graduates who have unrealistic expectations usually end up with mismatch of skill acquired vis-a-vis position assumed. Specific skill formation is not taken up as a problem thereby producing more arts and social science graduates who find jobs which bear little or no relations to the skills they have acquired.

#### 5. Poor Salary and Benefits

This problem, which is prevalent in most developing countries, gives rise to inability in recruiting the most qualified employees since civil service become unattractive to "the best and the brightest." Furthermore, low salary and benefits leads to low morale and productivity of employees and to a certain extent, graft and corruption.

#### 6. Political Intervention / Influence

Majority of the countries are faced with the problem of political interference in the mechanism of government human resource management which hampers the institutionalization of the civil service. More often than not, political intervention defeats the principle of merit and fitness in the career service. It has been observed that politics has always taken active role in the bureaucratic structure.

#### 7. Need for Stronger Private Sector

Most countries have just begun to introduce market economy, yet the private sector has not really established itself to provide secure employment. Most graduates would still prefer to look for jobs in the government rather than having to work under the mercy of the private sector. But to what extent should the civil service contribute to social stability by enlarging recruitment? This definitely has to be acted upon.

### **III Counter Measures**

#### 1. Perception toward Civil Service

In the face of negative perception and close scrutiny of the public vis-a-vis the civil service, it

is imperative that delivery of services be improved by the civil service. Civil service employees should bear in mind that we are accountable to the people and as such, we should render public service at all times with sincerity.

Red tape should be minimized by gradual shifting toward decentralization. Prompt service should be practiced by doing away with cumbersome rules and procedures.

## 2. Manpower Planning

In order to improve the manpower planning capabilities, the system of personnel record keeping or human resource information system should be introduced or enhanced so that proper statistics will be evolved to do labor survey. It is not just sufficient to establish central manpower planning unit in the central personnel agency, but also such units should exist at a line agency so that macro and micro manpower planning can be effectively achieved. Manpower planning is a specialized profession and therefore adequate number of staff should be trained in manpower planning.

## 3. Improvement of Recruitment System

Requirement based on merit and fitness should be strictly observed. There should also be effective selection devices like psychometric tests, measurement of managerial competence, test of skills, etc. in addition to the national competitive examinations conducted by central personnel agencies.

## 4. Implementation of Career Development System

To address the problem, a series of measures must be adopted as done in the Japanese public service system. Under the broad heading of training, a number of skill formation could be realized by imposing On-the-Job Training (OJT), Off-the-Job Training (Off JT), and job rotation. Emphasis could be given more to the OJT system as Off JT system requires other resources without which it would be difficult to implement.

## 5. Upgrading of Salaries and Benefits

It was strongly recommended that steps be undertaken to upgrade the salaries and benefits of civil service employees to, at least, the level of general standard of living to enable them to lead decent lives. If attainable, the civil service has to be competitive with private sector in this aspect not only to uplift morale and attain higher productivity but also to enable it to compete in the supply of competent candidates to assume responsibilities in the civil service.

## 6. Political Intervention/Influence

All participants are of the opinion that governments should minimize political pressures. As to

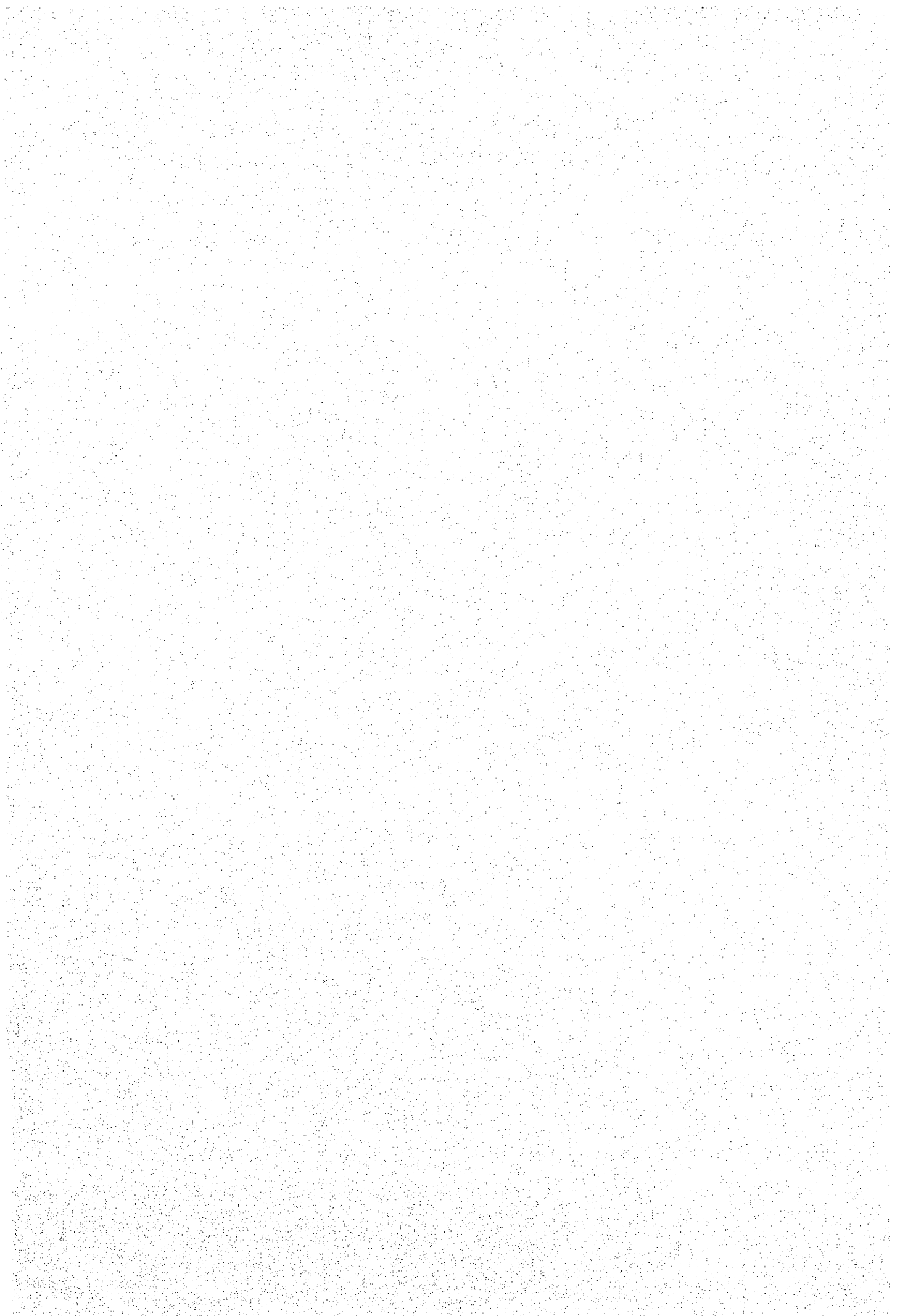
how to achieve it, however, is something that everyone admitted to have no concrete suggestions to offer. It really depends on the will and resolve of the government to achieve it in the face of the great influence which politics has in the bureaucratic structure. It is perhaps a question of time and the type of leadership in the government that a politics-free civil service can be achieved.

#### 7. Need for Stronger Private Sector

The employment trends are changing. The government cannot continue to be the largest employer as it has created a number of socio-economic problems. The private sector, therefore, has to take a more active role in employment. It should develop working conditions and follow labor protective legislations. This way, it can assist in solving unemployment problems.

### **IV Conclusion**









Any system, be it public or private human resource management, co-exists within certain sub-systems relating to politics economics, society and religion. In order to institutionalize any system, other sub-systems must be in stable condition to be able to provide conducive atmosphere. More than anything, there should be a resolve to change in order to cope with the changing environment. Otherwise, even the best management theory can avail no productive results. And as human resource management practitioners that we are, we have that important role as change agents in instituting these reforms in our respective countries.



## LIST OF PARTICIPANTS IN "SEMINAR ON GOVERNMENT HUMAN RESOURCE MANAGEMENT, F.Y.1995"

(平成7年度 特設 上級人事管理セミナー 研修員リスト)





As of September 7, 1995 No. 1

No.	Photo	Country	Name	Date of Birth /ID Number	Present Post	Final Education	Mailing Address
1		BANGLADESH バングラデシュ	Mr. Md. Nazrul Islam イスラム	Jan. 5, '45 (D-95-06293)	Joint Secretary, Ministry of Establishment 人事省 任用担当局長	Rajshai University; M. Sc (Chemistry)	Joint Secretary to the Government of Bangladesh, Ministry of Establishment, Dhaka, Bangladesh
2		BHUTAN ブータン	Mr. Sonam Rinchen ソナム	Jan. 1, '57 (D-95-07573)	Under Secretary, Recruitment and Selection Division, Royal Civil Service Commission 王立公務委員会 採用課長	Pennsylvania State University; M. P. A. (Public Administration)	Royal Civil Service Commission, P. O. Box 163, Thimphu, Bhutan
3		BOTSWANA ボツワナ	Ms. Ikalafeng Mokgosi モコーシ	Mar. 10, '52 (D-95-07468)	Assistant Director, Directorate of Public Service Management, Office of The President 公務管理局 局長補佐	Newhampshire College; M. Sc. (Development Planning)	Ikalafeng Mokgosi, Private Bag 0011, Gaboroné, Botswana
4		CHINA 中国	Mr. Wei, Zhi Qian ウェイ	Feb. 20, '56 (D-95-06299)	Director of General Office, Department of Examination and Recruitment, Ministry of Personnel 人事部 試験・採用局 総務課課長	University of York; M. Sc. (Administrative Science)	Ministry of Personnel of The People's Republic of China, No. 12 Middle St. He Ping Li, Beijing 100716, China
5		HONG KONG 香港	Mr. Wong, Man Hoi ウォン	Jul. 17, '54 (D-95-06305)	Chief Training Officer, Civil Service Training Centre, 公務員研修所 研修部長	University of London; M. Sc. (Economics: Industrial Relations and Personnel Management)	Civil Service Training Centre, 11th Floor, Wing On Centre, 111 Connaught Road Central, Hong Kong
6		INDONESIA インドネシア	Ms. Astuti Utomo アストゥーティ	Mar. 6, '44 (D-95-06542)	Head of Mutation Division, Bureau of Personnel, Department of Manpower 人的資源庁 人事局任用課課長	University of 17 Augustus; M. of Law (Labour Law)	Komplex BPK V/i. 12 Gandul Pondok Labu, Jakarta, Selatan, Indonesia
7		MALAYSIA マレーシア	Mr. Samsudin Bin Mon サムスディン	Mar. 29, '55 (D-95-06302)	Assistant Director, Training Division, Public Service Department 人事院 研修課課長補佐	National University of Malaysia; B. of Economy (Development and Planning)	Training Division, Public Service Department, Complex JPA, Tun Ismail Road, 50510 Kuala Lumpur, Malaysia
8		MONGOLIA モンゴル	Ms. Gerelmaa Sanduin ゲレルマ	May 12, '61 (D-95-06292)	Officer, Legal Department, Cabinet Secretariat 内閣官房 法務局上級専門官	State University of Irkutsk, Russia; B. of Law (Business Law)	Legal Department, Cabinet Secretariat of The Government of Mongolia, Ulaanbaatar -12, Sukhebaatar Square -1, State Palace, Room 176







No.	Photo	Country	Name	Date of Birth /ID Number	Present Post	Final Education	Mailing Address
9		NEPAL ネパール	Ms. <u>Vijoy Parajuli</u> バラジュリ	Aug. 25, '44 (D-95-06303)	Under Secretary, Manpower & Employment Section, National Planning Commission 国家経済委員会 人材・雇用課長	Tribhuvan University of Nepal; M. of Economics	National Planning Commission Secretariat, Singh Durbar, Kathmandu, Nepal
10		PHILIPPINES フィリピン	Ms. <u>Loreta G. Ayson</u> アイソン	Dec. 12, '50 (D-95-06290)	Director of Administrative Services, Ministry of Energy エネルギー省 総務部長	University of Santo Tomas; B. of Sc. (Finance)	Dept. of Energy, Administrative Services, PNPC Complex, Merritt Road, Fort Bonifacio, Metro Manila, Philippines
11		ROMANIA ルーマニア	Mr. <u>Ion Ghircoias</u> ギルコイアシュ	Apr. 30, '51 (D-95-01909)	Director of Human Resource Division, General Secretary 政府総務局 公務員人事担当課長	University of Bucharest B. of Law	Human Resource Div, General Secretary, Govt. of Romania, Piata Victoriei 1, Bucharest, Romania
12		TANZANIA タンザニア	Ms. <u>Mariam Joy Mwaffisi</u> ムワフィシ	Dec. 6, '50 (D-95-06406)	Director of Administration & Personnel Department, Ministry of Education & Culture 教育文化省 総務・人事局長	Institute of Social Studies, Netherlands; M. (Development Studies)	Administration & Personnel Department, Ministry of Education & Culture, P. O. Box 9121, Dar Es Salaam, Tanzania







## **Annex B**

### **Schedule of the Seminar on Government Human Resource Management**

- Sep. 7(Thu) Arrival in Japan
- Sep. 8(Fri.) Briefing & Orientation, Opening Ceremony
- Sep. 9(Sat) Orientation
- Sep. 10(Sun) Free
- Sep. 11(Mon.) 10:00-12:30 & 14:00-16:30  
Lecture " Introduction to the Public Administration & Civil Service System in Japan "  
by Mr. Ken-ichi SAKUMA, Director of International Affairs Division, NPA
- Sep. 12(Tue) 10:00-12:30  
Lecture " Introduction to the Public Administration & Civil Service System in Japan "  
by Mr. Ken-ichi SAKUMA, Director of International Affairs Division, NPA
- 14:30-15:30 Visit to the Japanese Diet  
16:30-17:00 Courtesy Call on the President of NPA  
17:10-17:30 Visit to an Office of the NPA  
18:00-19:00 Welcome Reception hosted by Dr. Ichikawa  
Commissioner of the NPA
- Sep. 13(Wed) 10:00-12:30 & 14:00-16:30  
Seminar " Career Development "  
by Mr. Hisaki KURITA, Director-General of Bureau of Recruitment, NPA
- Sep. 14(Thu) 10:00-12:30 & 14:00-16:30  
Seminar " Working Incentives "  
by Mr. Tsuneo FUJIWARA, Director of First Remuneration Division, NPA
- Sep. 15(Fri.) National Holiday
- Sep. 16(Sat) Free
- Sep. 17(Sun) Free
- Sep. 18(Mon.) 10:00-12:30 & 14:00-16:30  
Seminar " Japanese Management: An International Comparison "  
by Professor Naoto SASAKI, Graduate School of Systems Management  
University of Tsukuba
- Sep. 19(Tue) 10:00-12:30 & 14:00-16:30  
Seminar " Supervisory Training "  
by Mr. Ku TASHIRO, Member of International Civil Service Commission

- Sep. 20(Wed) 10:00-12:30  
Seminar " Characteristics of Civil Service Management in Japan "  
by Mr. Seinosuke NIWA, Secretary-General, NPA
- 14:30-16:30  
Study Visit to NPA's Division according to your interest
- 18:30-  
Nomunication (Informal social gathering with staff of International Affairs Division of  
NPA at a Japanese style bar)
- Sep. 21(Thu) Study Tour  
(Tokyo→Nagoya)  
Sightseeing of Nagoya Castle  
Study Visit to INAX Corp.
- Sep. 22(Fri.) (Nagoya→Hiroshima)  
Study Visit to Daiichi Corp.  
Visit to Peace Memorial Museum  
(Hiroshima→Kyoto)
- Sep. 23(Sat) Sightseeing Bus Tour of Kyoto  
(Kyoto→Tokyo)
- Sep. 24(Sun) Free
- Sep. 25(Mon.) 10:00-12:30 & 14:00-16:30  
Seminar " Current Problems of Human Resource Management and its Future "  
by Professor Kazuo KOIKE, Housei University
- Sep. 26(Tue) 10:00-12:30 & 14:00-16:30  
Presentation of Country Report by each participant  
Group Discussion  
coordinated by Mr. Ken-ichi SAKUMA(Ditto) and  
Mr. Hiroshi KASHINO, Policy Planning Coordinator  
Bureau of Recruitment, NPA
- Sep. 27(Wed) 10:00-12:30 & 14:00-16:30  
Group Discussion  
Final Discussion  
coordinated by Mr. SAKUMA and Mr. KASHINO(Ditto)
- Sep. 28(Thu) Final Report Writing  
13:30-15:00 Evaluation Meeting  
15:30-16:00 Closing Ceremony  
16:00-17:00 Farewell Party
- Sep. 29(Fri.) Preparation for Departure
- Sep. 30(Sat) Departure from Japan

