

explain their own experiences or current duties to younger employees or students wishing to join their ministry is deemed helpful for succession of skills and knowhow. Furthermore, such opportunities will enable the employees in their 30s to reconfirm their original purpose and pride when they decided to become national public employees.

Besides, in light of the recent circumstances surrounding the public service, each employee, not exclusively the employees in their 30s, is expected to engage in duties with a strong sense of mission or ethics in order to secure public trust in the public service. The NPA will also continue to secure and develop national public employees who are aware as servants of all citizens.

Conclusion

Targeting the employees in their 30s whose relatively lower satisfaction level was confirmed in the AR FY2016, a new survey was conducted concerning career development and challenges at workplace; workplace environment such as streamlining of duties and personnel allocation; and management by superiors as well as communication at workplace. Based on the survey results, this report explored the concrete reasons for dissatisfaction or concerns and examined issues and measures.

One of the reasons for relatively lower satisfaction level of the employees in their 30s may be that the employees in this age group should instruct less experienced employees in their 20s and be responsible for coordination with managerial personnel in their 40s or above; and at the same time, they are supposed to directly deal with difficult problems as the personnel playing a central role in practical business. It, however, is presumed as an issue related to organizational structure, which exists in private companies as well.

The results of the 2018 Survey showed that many employees in their 30s are suffering from busy work and long working hours while considering if there is room for further streamlining of duties; and that there is a perception gap between the employees in their 30s and those at Division Director level concerning reaction to instructions provided by superiors and changes in communication at workplace. As a result, the survey identified organizational issues, including rectification of long working hours and promotion of flexible working styles; improvement in consciousness about management; and improvement in communication. Additionally, the employees in their 30s were concerned about their future career development and considered that they were making new proposals and performing challenges. On the other hand, the employees at Division Director level wanted those in their 30s to demonstrate more autonomy and challenging spirit, signifying a perception gap between them and the employees in their 30s. Accordingly, the surveys also identified the issues related to development of employees including how to maintain/raise awareness as servants of all citizens and further boost their challenging spirit while eliminating concerns held by the employees in their 30s about their career development.

Measures to resolve these issues should be taken because of reasons that maintenance/enhancement of motivation of the employees in their 30s leads to invigoration of public service as a whole; and that the employees in this age group are expected to work actively in the future as managerial personnel or employees with years of service with rich experiences. In addition, the 2018 Survey was conducted to get an insight into consciousness of

the employees in their 30s, but the issues identified are related to workplace in the public service as a whole. The parties concerned should fully cooperate to promote measures to solve this issues.

Despite a short survey period, many employees in their 30s participated in the 2018 Survey and responded also to free essay questions. This implies that they have the intention to solve various issues and to realize a workplace in the public service that can offer efficient and high-quality public service.

Given this background, this report made proposals for promotion of streamlining duties reflecting the opinions of young employees, such as those in their 30s; identification of own aptitude and establishment of image for career development by employees themselves; and improvement of management by superiors. The NPA hopes that the report is helpful for the personnel authorities of the Cabinet Office and each ministry as well as managerial personnel at each workplace to create workplace environment with a positive atmosphere. Additionally, the NPA endeavors to study and implement various of these measures.

Column: The Results of the Civil Service People Survey in the UK and Case Studies of Workplace with High Scores

In the United Kingdom, the Civil Service People Survey has been conducted annually since 2009 in every ministry and agency across the UK Civil Service. (For the overview of the survey, refer to the NPA's AR FY2016.) In addition to the overall result, the UK government website posts the survey results by attribute, such as institution, gender, ethnicity, with/without disabilities, health status, age, position level, job category and place of work. In the latest survey, that includes results by age (as of the end of Apr. 2018), the Cabinet Office, which is responsible for the survey, unveiled the results by attribute obtained in 2017.

According to this survey results, the employment engagement (index to show the level of how employees contribute to organizational objectives and feel satisfied with their work) was the highest among the youngest age group from 16 to 34 (62%) and became lower in older age groups (5-point gap at the largest) (※). Looking at the result by position level, the score went down as the position level became lower; and the score went up as the position level became higher. About 20-point gap existed between the administrative assistant at the lowest position level and Senior Civil Service (executive civil servants at Division Director level or above of each ministry/agency).

※ These results are based on simple comparison. The Cabinet Office disclosed the analysis result for the survey in 2015 after controlling the influence factors excluding age. The analysis result concerned did not show any remarkable gap among generations.

The employee engagement score of civil servants overall was 61% in 2017. Looking at questions having an influence on this score by category, relatively lower scores can be found in “training and development” (53%), “leadership and managing” (47%), and “pay and benefits” (30%). The results of Civil Service People Survey are fed back to each team of each workplace such as divisions where measures are taken to improve the employee engagement score. The latest score of the team in charge is recorded in the

performance evaluation sheet of Senior Civil Service. With a view to helping managerial personnel at each workplace to develop employee engagement, case studies of the workplace with high score are shared on the UK government website as follows.

○ Investment in Personnel Development

The team leader prioritized to promote training as a team goal. As a result, we could secure a large budget for training and capacity development and demonstrate the team's serious commitment to investment in employees at all position levels. Employees favorably evaluated the coverage of training fee by workplace.

○ Careful Understanding of Subordinates' Characteristics

The team leader spent enough time to understand their subordinates' strengths and weaknesses; and asked their subordinates to declare if they could perform a specific duty. As a result, the team leader could coordinate duties in accordance with the strength of their subordinates instead of forcing them to engage in duties at a low engagement level. Additionally, the team leader could secure time for capacity development to allow their subordinates to acquire necessary skills (by saving their time to work on difficult duties with their abilities at the time).

○ Careful Feedback

Face-to-face meetings have been launched between the superior and the subordinates, which take place every four to six weeks, along with the system to provide feedback from the superior, personnel authorities and parties related to duties of the division.

○ Meeting on Failures

The "Meeting on Failures" has been introduced as one of the tools to build open relationship of trust. At this meeting, all the team members are encouraged to share "unsuccessful experiences" with other members. The important point was that the leader started to talk about a mistake on the telephone first, which enabled team members to honestly talk about their own failures. Although failures are usually an uncomfortable topic, sharing such a topic helped to confirm many common themes among the members, which they found significant. At the same time, this meeting underlined that a risk of failure is just a sign of having challenging spirit; and that a failure itself is not a bad thing if they can learn something from it. Accordingly, the meeting was useful in creating an environment where they can trust each other better.