C - Breakdown of Compensation per head of National Government Employees (as of Sept. 15, 1949)

Based on:	Special Area	Class A Area	Class B Area	Class C Area	Average
Employees under General Pay Schedule:					
Base Pay	4,874.94	4,628.52	4,606.95	4,497.70	4,660.45
Family Allowance	721.00	772.80	793.22	1,023.25	829.58
Area Allowance	1,678.78	1,080.26	540.02		794.65
Total	7,274.72	6,481.58	5,940.19	5,520.95	6,284.69
Employees under Pay Schedule applicable to Economic Investigators & Tax Officers:					
Base Pay	4,880.47	4,459.53	4,429.26	4,260.37	4,525.22
Family Allowance	535.19	478.37	480.98	413.03	483.75
Area Allowance	1,624.69	987.58	491.02		770.03
Total	7,040.34	5,925.48	5,401.26	4,673.40	5,779.00
Employees under Pay Schedule applicable to Personnel of Prison, Maritime Safety Agency & Police:					
Base Pay	5,185.22	5,415.51	5,436.36	5,442.55	5,393.68
Family Allowance	1,019.47	1,250.66	1,325.19	1,357.93	1,273.62
Area Allowance	1,861.41	1,333.23	676.15		779.84
Total	8,066.10	7,999.40	7,437.70	6,800.48	7,447.14
Employees under Pay Schedule applicable to Seamen:					
Base Pay	5,596.29	5,531.34	5,373.64	5,282.75	5,509.86
Family Allowance	502.27	626.53	592.45	668.42	566.82
Area Allowance	1,829.57	1,231.57	596.61		1,279.12
Total	7,928.13	7,389.44	6,562.70	5,951.17	7,355.80
Whole employees:					
Base Pay	4,890.42	4,679.65	4,654.27	4,541.29	4,696.59
Family Allowance	717.76	780.84	804.54	1,015.83	830.48
Area Allowance	1,682.45	1,092.10	545.88		794.72
Total	7,290.63	6,552.59	6,004.69	5,557.12	6,321.79

Data for Reference 2 - Number of N.P.A. Staff
(as of December 1, 1949)

Headquarters:

Office of Director General	15
Bureau of Recruitment	211
Bureau of Compensation	393
Bureau of Efficiency	61
Bureau of Equity	43
Bureau of Investigation	94
Bureau of Public Information	33
Bureau of Law	14
Bureau of Administration	179
Bureau of Personnel	32
Total	1,075

Regional Offices:

Sapporo Regional Office	11
Sendai " "	13
Nagoya " "	13
Osaka " "	25
Hiroshima " "	22
Takamatsu " "	15
Fukuoka " "	18
Total	117

Grand Total 1,192

Data for Refence 3 - N. P. A. Budget Estimates

1. Actual Disbursement during the fiscal year of 1948-1949 ..... 73,782,902.87

2. Budget for the fiscal year of 1949-1950 .....271,427,000.00

3. Appropriations requested for the year of 1950-1951 .....307,500,000.00

Data for Reference 4 - Basic principles for determining policies on underlying a management-employee relations

1. Fundamental concepts

   A. The Government has a duty to carry out the will of the people.

   B. All Government employees are public servants who have voluntarily accepted the conditions of public employment.

   C. Government employees are divided into management and employee. However, in the capacity of public servants, their interest and purpose are one and the same.

   D. Government employees are employed and promoted according to their own merit and are free from all personal prejudice.

   E. Determination of a sound policy on management-employee relations is an essential part of the normal process of day to day administration.

2. Rights and responsibilities of management

   A. Management has the right of making decisions to administer business as defined by law and accept sold responsibility for them.

   B. Management has the right of, and responsibility for, seeking and considering opinion of employees before making decisions on matters affecting their interests.

   C. Management has the right of, and responsiblty for, establishing "a two way traffic" whereby employees may have ready access to management, and management may obtain fresh information from employees.

D. Management has the right to cause employees perform their duties and accepts responsibility to see that their activities do not interfere with the proper conduct of government agencies in the administration of public affairs, no matter whether or not they are members of an employee organization.

3. Rights and responsibilities of employee

A. Employees have an absolute right to join and organize an association and elect officers thereof, without interference from management.

B. Employees have right, as individuals or members of an association, to be heard by management on matters affecting their interests.

C. Employees are responsible for performing their duties and following decisions of management.

D. Constituent members of employees organizations accept responsibility for the activities of the organization as well as for the conduct of their officers and representatives.

Data for Reference 5 - List of N.P.A. Rules

Rule Number	Subject	Effective Date
1 - 0 series		
1 - 0	Legal Authority for Rules	Jan. 1, 1949
1 - 1	Classification of Rules	"
1 - 2	Definition	"
1 - 3	Application of Provisions of the National Public Service Law	Jan. 8, 1949
	Partial amendment thereof	Mar. 25, 1949
	"	Nov. 12, 1949
1 - 4	Abrogation of Existing Laws, Orders and Rules	Jan. 15, 1949
	Partial amendment thereof	Aug. 20, 1949
	"	Oct. 2, 1949
1 - 5	The Special Government Service	Feb. 18, 1949
1 - 6	Exceptions to the Law Based on the Special Nature of Duties and Responsibilities of Members of Committees, etc.	June 16, 1949
	Partial amendment thereof	Sept. 15, 1949
1 - 7	Contracts for Personnel Services between the National Government or an Organ thereof and Foreign Nationals	Aug. 15, 1949
2 - 0 series		
2 - 0	Commissioner's Oath	Jan. 4, 1949
2 - 1	Meetings and Proceedings of the Authority	Jan. 15, 1959
2 - 2	Records, Reports and Statistics	"
2 - 3	The Organization of the National Personnel Authority's Secretariat	Aug. 18, 1949
	Partial amendment thereof	Dec. 24, 1949
3 - 0 series		

3 - 0 Powers of the Director-General Jan. 15, 1949

4 - 0 series		
4 - 0	Agencies of Government which shall have a Director of Personnel	Mar. 25, 1949
	Partial amendment thereof	May 25, 1949
	"	June 1, 1949
5 - 0 series		
5 - 0	National Personnel Council	Mar. 25, 1949
7 - 0 series		
7 - 0	General Provisions governing Examination	Jan. 15, 1949
7 - 1	Prerequisites for Examination	"
7 - 2	Announcement of Examinations	"
7 - 3	Examining Bodies	"
7 - 4	Examination as provided by Article 9 of the Supplementary Provisions of the National Public Service Law	Nov. 12, 1949
8 - 0 series		
8 - 0	Appointing Officers	Jan. 15, 1949
8 - 1	Appointment and Designation of Personnel	"
	Partial amendment thereof	Feb. 18, 1949
	"	Aug. 24, 1949
8 - 2	Concurrent Appointments	Jan. 15, 1949
8 - 3	Employment Eligible Lists	Mar. 25, 1949
8 - 4	Certification of Eligibles	Mar. 25, 1949
8 - 5	Waiver of Appointment	"
8 - 6	Temporary Measures concerning the Lists of Applicants for Appointment in Educational Public Service	May 14, 1949

8 - 7	Appointment of Part-time Employee	May 31, 1949
8 - 8	Abolition of the System of Temporary Employees	"
8 - 9	Conditional Appointment	June 2, 1949
8 - 10	Temporary Employment as provided by Article 9 of the Supplementary Provisions of the National Public Service Law	Nov. 12, 1949
8 - 11	Appointment of Personnel to Government Positions designated by the National Personnel Authority under the Provisions of Article 9 of the Supplementary Provisions of the National Public Service Law	Nov. 12, 1949
9 - 0 series		
9 - 0	Special Work Allowance	Mar. 19, 1949
	Partial amendment thereof	Dec. 24, 1949
9 - 1	Compensation of Par-time Employees	Mar. 19, 1949
9 - 2	Scope of Application of Special Salary Schedules	"
	Partial amendment thereof	June 22, 1949
	"	Dec. 24, 1949
9 - 3	Deduction from Compensation	June 13, 1949
9 - 4	Direct Payment of Compensation	Aug. 20, 1949
9 - 5	Payroll	Jan. 1, 1950
10 - 0 series		
10 - 0	Authority for Supervision concerning Safety and Health among Working Conditions of Employees	May 11, 1949
11 - 0 series		
11 - 0	Demotions and Dismissal against the Will of Personnel in the Service	Mar. 31, 1949

11 - 1	The Period of Temporary Retirement	June 13, 1949
11 - 2	Temporary Retirement of Personnel in the Educational Service	July 27, 1949
12 - 0 series		
12 - 0	Discipline of Personnel	Jan. 4, 1949
13 - 0 series		
13 - 0	Appeal from Disciplinary action (Abolished as from Aug. 20, 1949)	Jan. 4, 1949
13 - 1	Procedure for Review of Disadvantageous Action taken Against the Will of Personnel and Disciplinary Punishment	Aug. 20, 1949
14 - 0 series		
14 - 0	Negotiation Procedure	Jan. 8, 1949
	Partial amendment thereof	Jan. 13, 1949
14 -1	Activities of Personnel in Connection with Employee Organizations	May 9, 1949
14 - 2	Registration of Employee Organization	June 3, 1949
	Partial amendment thereof	Aug. 17, 1949
14 - 3	Changes in Registration of Employee Organization	June 3, 1949
14 - 4	Acceptance of Appointment in Profit-Making Enterprise	June 10, 1949
14 - 5	Elective Public Office	June 29, 1949
14 - 6	Oath of Office by Personnel	Aug. 16, 1949
	Partial amendment thereof	Dec. 12, 1949
14 - 7	Political Activity	Sept. 19, 1949

15 - 0 series

15 - 0	Work Hours of Employees	Jan. 1, 1949
	Partial amendment thereof	Oct. 2, 1949
15 - 1	Non-Work Periods	Jan. 15, 1949
15 - 2	Recess Periods	Jan. 15, 1949
15 - 3	Leaves of Absence of Employee to be Exclusively Engaged in the Business of an Employee Organization	May 9, 1949
	Partial amendment thereof	June 3, 1949
15 - 4	Work Periods and Leaves of Absence of the Part-time Employees	May 31, 1949
15 - 5	Exception concerning the Summer Work Hours of Personnel (Abolished as from Oct. 2, 1949)	July 22, 1949
15 - 6	Leave of Absence	Dec. 19, 1949

Data for Reference 6 - List of N.P.A. Directives

Directive Number	Subject	Effective Date
No. 1	Enforcement of Rule No. 15-0 (Work Hours of Employees)	Jan. 8, 1949
No. 2	Standard for Review of Initial Appointment and Promotion of First Class Officials established under Rule No. 8-1 (Appointment and Designation of Personnel)	Feb. 17, 1949
No. 3	Standard for Review of Initial Appointment and Promotion of Second Class Officials established under Rule No. 8-1 (Appointment and Designation of Personnel)	Feb. 17, 1949
No. 4	Standard for Initial Appointment and Promotion of Third Class Officials established under Rule No. 8-1 (Appointment and Designation of Personnel)	Feb. 17, 1949
No. 5	Investigation of Compensation of Government Employees	Feb. 28, 1949
No. 6	Investigation of Compensation of Government Employees	Mar. 4, 1949
No. 7	Investigation of Compensation of Government Employees	Mar. 4, 1949
No. 8	Inauguration of National Personnel Council	Mar. 26, 1949
No. 9	Enforcement of Rule No. 14-1 (Activities of Personnel in Connection with Employees Organizations) and Rule No. 15-3 (Leaves of Absence to Employees to be Exclusively Engaged in the Business of an Employee Organization)	May 10, 1949
No. 10	Qualification for Statistical Officers ("Tokei-Kan") as provided for in Article 10 of the Statistics Law	July 27, 1949

No. 11	Standards for Review of Initial Appointments, Promotions, or Transfers of the Employees to the Positions Prescribed in Paragraph 1, Item 3 of Rule No. 8-1 (Appointment and Designation of Personnel)	Aug. 24, 1949
No. 12	Partial Amendment of Directive No. 4 of N.P.A. (Standard for Initial Appointment and Promotion of Third Class Officials established under Rule No. 8-1 (Appointment and Designation of Personnel)	Aug. 24, 1949
No. 13	First Survey on Existing Status of Compensation of Government Employees	Sept. 1, 1949
No. 14	Exceptions to the Application of Article 103, Paragraph 2 of the National Public Service Law	Sept. 14, 1949
No. 15	Partial Amendment of the Directive No. 1 (Enforcement of Rule No. 15-0 (Work Hours of Employees)	Sept. 30, 1949
No. 16	Exceptions to the Application of Article 103, Paragraph 2 of the National Public Service Law	Oct. 4, 1949
No. 17	Enforcement of Special Survey of Consumers' Prices in November, 1949	Oct. 19, 1949
No. 18	Designation of the National Personnel Authority under the Provisions of Article 9 of the Supplementary Provisions of the National Public Service Law	Nov. 12, 1949
No. 19	Partial Amendment of Directive No. 18 (Designation of the National Personnel Authority under the Provision of Article 9 of the Supplementary Provisions of the National Public Service Law)	Nov. 28, 1949

No. 20	Work hours of Nurses and Midwives in the Service of National Hospital and National Sanatoriums Under the Jurisdiction of Ministry of Welfare	Dec. 7, 1949
No. 21	Partial Amendment of Directive No. 18 (Designation of the National Personnel Authority under the Provision of Article 9 of the Supplementary Provisions of the National Public Service Law)	Dec. 19, 1949
No. 22	Notification issued by the Chief of the Office of New Pay Administration and Ordinances issued by the Minister of Finance	Dec. 24, 1949
No. 23	Application of Rule No. 9-5 (Payroll)	Dec. 27, 1949
No. 24	Decision on Disadvantageous Action Appeals Case No. 3 of 1949	Dec. 28, 1949

Request for East Pakistan Government to Obtain a Director of Agriculture.

Mr. M. N. Shirven
26-8925

19 July 50

For GS

To DS

1.

1. Reference is made to check sheet S 210.9 from DS to NRS dated 23 May 50, subject, "Request for East Pakistan Government to Obtain a Director of Agriculture".

2. Attached are personal data summaries of the three applicants for the position of Director of Agriculture for East Bengal who were deemed best qualified by the National Personnel Authority.

3. Further information relative to these applicants or to any of the other applicants may be obtained through the National Personnel Authority.

3 Incls
3 Personal Data
Summaries.

- C. W. - - - - -

CSD Files

X

The following evaluated as best qualified by the National Personnel Authority for candidates of post of Director of Agriculture under the Government of East Bengal:

OKADA Ryuichi

From August 1946 to Date: Agricultural adviser in Natural Resources Section, GHQ, SCAP

Duties and Responsibilities: Made advices concerning the planning, investigation administrative supervision and direction on agriculture.

. . . . . .

FUJIKATSU Shuhei

From April 1949 to Date: Assistant to the Section Chief, Liaison Section, Minister's Secretariat, Ministry of Agriculture and Forestry.

Duties and Responsibilities: Research and report on the demand and supply of foodstuff and other agricultural materials. Liaison and coordination with the officials in charge of research and reports. Research and propagation of overseas industrial and economic data. Duties concerning liaison at large.

. . . . . .

YAMANAKA Ichiro

From Sept 1947 to Date: Chief of the Crop Conditions Research Section, Yamanashi Statistic & Research Office, Ministry of Agriculture and Forestry.

Duties and Responsibilities: Made research and plans on the conditions, damages and output of agricultural products.

. . . . . .

CSO file copy

CW/WPW/MNS
CAPT W E CURTIS JR
26-5961

Request for East Pakistan Government to Obtain a Director of Agriculture.

From: OS To: DS 7 June 1950

3. 1. The National Personnel Authority of the Japanese Government has issued a press release concerning the position of Director of Agriculture for East Pakistan which was printed by several Tokyo papers on 6 June 1950. Similar news items will be given to an appropriate agricultural paper at once and should be published on 9 June. In addition, the Ministry of Agriculture and Forestry has been notified and asked to cooperate.

2. Any resulting applications will be reviewed and forwarded to Diplomatic Section at a later date.

2 Incls
n/c

- C. W. - - - - - - - - - - - - - -

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FSLee/jc 26-8942

S 210.9

Request for East Pakistan Government to Obtain a Director of Agriculture.

1. From: DS To: NRS Date: 23 May 50

1. The American Consul in Dacca, East Pakistan has been requested by the Government of East Bengal to assist in advertising in Japan for a qualified person to fill a vacancy in the post of Director of Agriculture. A copy of an extract of a memorandum and other related documents on the subject received from the Public Service Commission, East Pakistan, are inclosed herewith.

2. It is requested that appropriate action be taken to advertise the vacancy and to receive applications in coordination with the Japanese agencies concerned.

2 Incl:
Extract of memo fr Pakistan
Public Service Commission.
Draft of Advertisement.

- W. J. S. - - - - - - - - - - -

T. E. Ritchie 26-6217
HGS/MBW/TER/jm

2. From: NR To: GS Date: 2 Jun 1950
ATTN: Mr. M.N. Shirven

1. Reference is made to telephone conversation on 1 June 1950 between Mr T. E. Ritchie, NR/A, and Mr. M. N. Shirven, GS/CS.

2. The attached correspondence is transmitted to GS for appropriate action with the Japanese National Personnel Authority.

2 Incls
n/c

Copy furnished:
DS

- H. G. S. - - - - - - - - - - -

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DRAFT ADVERTISEMENT

Applications are invited from overseas candidates for recruitment to a post of Director of Agriculture under the GOVERNMENT OF EAST BENGAL.

Engagement will be on contract for 5 years on a fixed pay of Rs.3,000/- per month.

Facilities for conversion of salary in dollars, rates of taxation on salary, house accommodation and other similar questions will be considered at the time the contract is negotiated with the candidate.

Qualifications: Every candidate

(1) must furnish evidence of having received a good general education and of possessing a thorough knowledge of the science of agriculture;

(2) must hold a university degree of agriculture or a university degree in science and the diploma of a recognised college of agriculture, together with a reasonably high standard of post graduate training;

(3) must have wide experience of technical agricultural developments and high administrative abilities, power to control and supervise a large technical staff and at least 15 years practical experience in agriculture;

(4) should be between 35 and 45 years of age on the 1st March 1950.

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* * * * * * *

"I am directed to address you on the subject of advertisement in Japan of a vacancy in a post of Director of Agriculture under the Government of East Bengal.

2. The Public Service Commission, Eastern Pakistan have arranged for advertisement in other countries but have not been able to comply with Government's request for advertisement in Japan. The Commission will be very grateful if you will assist them in this matter. A copy of the draft advertisement which has been sent to other countries is attached.

3. It is hoped that you will be able to arrange for suitable publication in Japan and for receipt of applications for which no particular form is required but which should be in the English language. It is also hoped that you will be able to arrange for interviewing in Japan the most suitable candidates and for the transmission to the Commission (i) of all applications received, (ii) of a report on the candidates interviewed showing in order of merit those found most suitable.

4. The Commission will arrange to reimburse you for any costs."

* * * * * * *

Newspaper account of Director of Agriculture, East Pakistan

夕刊中外

時事新報 6/7

農業局長を求む……ベンガル政府から申込……

日本から農業局長を一人あつ旋してほしいと五日インドのベンガル政府から人事院に珍らしい求人依頼があった

話は同政府対給司令部の政治局（公務員課）シャーバン氏を通じて持込んだもので、採用條件は五か年契約、給料月三千ルピー（廿二万五千円）農業専門学校または農業大学の卒業生で十五年以上の実地経験をもち廿五歳以上四十五歳未満の者となっている

日本経済 6/7

農業局長を求む……ベンガル政府から申込……

月給は三千ルピー（廿二万八千八百円）住宅その他の相談にお乗るという好條件でベンガル政府から農業局長を世話してほしいと五日総司令部民政局のシャーバン氏を通じて日本政府に申込んで来た、資格は農業に関する豊富な知識と十五ケ年以上の国際経験を有する県大または農業関係専門学校卒業者で行政能力、統制力を有する卅五歳以上四十五歳未満の者、人事院で任意選考者を募集する

日本農業新
日本タイムス

本タイムス

農業新聞

に掲載也。予定

S 550

Mr. Ainsworth 26-7695

Indian Government Request for Employment of Japanese Technicians.

DS GS 10 July 1950
INFO: ESS

CSD Files

(1) 1. Forwarded as a matter pertaining to GS is the inclosed copy of the Indian Liaison Mission's note no. T.C.G.(4)H/50 dated 3 July 1950 inclosing a letter addressed to the Chairman of the Advisory Council of Travelof Technicians Abroad of the Japanese Government and requesting assistance in recruiting Japanese technicians for employment in India in the hand-made paper, pottery, flash light bulbs, and umbrella rib industries.

2. Payment is offered at a maximum of $125 per month, $90 of which is payable in Japan. Other features of the employment include incidental expenses, life insurance, board and lodging allowance, free passage and medical attention, and exemption from Indian income tax.

3. It is requested that if no objection is perceived the inclosed letter be forwarded to the appropriate agency of the Japanese Government for necessary action in recruiting personnel as requested, and that DS be furnished information on which to base reply to the Indian Mission.

1 Incl:
Copy of note of
3 July 50 and
sub-incl.

- W.J.S. - - - - - - - - - - - -

Mr. Shirven 26-8925
18 July 1950

(2) From: GS To: DS

1. Recruitment of applicants for the positions referred to above is being undertaken by the National Personnel Authority in cooperation with the Ministry of Foreign Affairs. Applicants will be evaluated by the National Personnel Authority and papers forwarded through Government Section to your office.

2. It is suggested that similar requests in the future be treated in the following manner.

a. If the position to be filled is in private employment, the request should be forwarded to the Advisory Council for the Travel of Japanese Technicians Abroad, Ministry of Foreign Affairs, for appropriate action.

b. If the position to be filled is in the employment of a government, the request should be forwarded to the National Personnel Authority which will undertake appropriate action in cooperation with the Ministry of Foreign Affairs.

1 Incl:
- n/c - ~~through GS~~ - C. W. - - - - - - - - - -

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INDIAN LIAISON MISSION
TOKYO
(TRADE SECTION)

No. TCG.(4)H/50

July 3rd, 1950

To:

The Chairman, Advisory Council for Travel of
Japanese Technicians Abroad,
Ministry of Foreign Affairs, Tokyo.

Subject: Recruitment of Japanese Cottage Industry Technicians for India

• • • •

Sir,

I am directed to say that with a view to organise cottage and small scale industries for the rehabilitation of displaced persons from Pakistan, the Government of India desire to secure the services of eight Japanese Technicians for the undermentioned industries for periods extending from six to twelve months each:-

Name of Industry	Probable duration of employment in India.	No. of Technicians required.
1. Hand made paper industry.	12 months	2
2. Potteries.	-dO-	2
3. Manufacture of small torch bulbs.	-dO-	3
4. Manufacture of umbrella ribs.	6 months	1
	Total	8

2. The terms and conditions to be offered to the technicans will be somewhat as follows:-

(i) Pay at suitable rates according to merit in each case, but not exceeding $.125 p.m. out of which the amount payable in Japan should not exceed $.90 p.m.

(ii) Incidental expenses at mot more than $.30 per head, payable in Japan before leaving, or on arrival in India, according to the employee's option. If husband and wife are both selected, the amount will be $.45 per couple.

(iii) Life insurance with a Company in Japan for an amount not exceeding $.3000 valid for the period of their stay in India (including the periods of journeys from Japan to India and back).

(iv) Board and lodging allowance during the period of stay in India at a rate not exceeding Rs.250/-p.m. per head or Rs.400/- per couple if both husband and wife are selected, and posted at the same station. The amount will be lower if the place of posting is less expensive then Delhi.

(v) Free passage both ways by sea/rail by a class next below the First class. Personal luggage in excess of that admissible under the ticket will be carried at the cost of the employee concerned.

(vi) Free medical attendance, dental care, etc., during the period of stay in India as admissible to Class II officers of the Government of India.

(vii) Pay and allowance to be paid in India will be free from Income Tax.

(viii) The technicians will not necessarily work at one place in India, but will be posted at such places as may be decided by the Government of India.

3. This Mission would be grateful if the Council would be so good as to recommend suitable candidates for the industries in question giving full particulars about their academic qualifications, experience, age and terms and conditions of service under which theywould be prepared to go to India on employment.

4. The Government of India would prefer the selection of both husband and wife for the same or different trades, if their employment together will result in any saving to the Government.

5. For hand paper making, it is suggested that recommendations may be made from amongst persons engaged in this industry in Sendai or Gifu. The Technicians should bring with them five or six sets of all implements, screens and raw materials for three months' requirements so that they can commence work immediately on arrival and workers in India may have an opportunity of seeing the implements in use in Japan with a view to their introduction in India after necessary modification. While recommending the candidates, this Mission may also be kindly informed what funds will be required for this purpose.

6. As regards pottery, it will perhaps be most useful to select men from Nagoya or Kiyushu. Here again the technicians should bring a few sets of their implements and tools so that their work is not held up until tools are provided locally according to their requirements. The funds necessary for this purpose may also be kindly intimated.

7. An early reply in the matter will be greatly appreciated.

Yours faithfully,

(V.C. TRIVEDI)
First Secretary.

INDEX and
NPA (375)

1

ORGANIZATION REPORT

OF

JAPANESE GOVERNMENT

(June 1, 1950)

Ministry of Foreign Affairs

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NPA

F NATIONAL PERSONNEL AUTHORITY

President: ASAI, Kiyoshi (Ninsho-kan)

Commissioner: YAMASHITA, Okiiye (Ninsho-kan)

" UYENO, Yoichi (Ninsho-kan)

Confidential Secretary: SATO, Junichi

SECRETARIAT OF NATIONAL PERSONNEL AUTHORITY

Director-General: SATO, Tomoo

Office of Director-General

(In charge of matters pertaining to: works as specified at the direction of the Commissioners of the Director-General; receipt and disposal of documents and correspondence connected with the work of the Commissioners and the Director-General's Office; preparation of agendaand proper arrangement of minutes of the meeting of the Authroity; preparation of agenda and proper arrangement of minutes of the meetings of the National Personnel Council, and other matters pertaining to the meetings; custody of official seals of the President, the Director-General and the Authority; General secretarial work for the Commissioners and the Director-Genreral.)

Bureau of Recruitment

Chief: MIYAJI, Kenjiro

Planning and Control Section

Chief: NAKAYA, Yasukichi

(In charge of matters pertaining to; determine personnel needs through liaison with operating agencies, analysis of employment and turnover statistics and the labor market, review of emplyment eligible lists and like methods; develop recruitment programs to meet thd needs of the service; prepare for the announcement of examination as provided for in the law and rules and arrange for the publicity of information relating to recruitment programs in cooperation with the Bureau of Public Information; maintain employment eligible lists and act and act on the personnel requisition of the appointing officers by certifying names of eligibles or other appropriate means.)

Examination Section

Chief: YAMAGUCHI, Kazuo

(In charge of matters pertaining to; determint and prescribe qualifications necessary for statisfactory performance of theiss

duties of the various classes of positions; review and pass on all applications for examinations and employment where examination may not be required; prepare all examination materials and devise appropriate tests of fitness to determine qualification for employment; print or otherwise reproduce and maintain examination materials on its own responsibility; make necessary arrangement for examination; administer or control examinations and determine the effect of the examinations held; score examinations and perform the statistical operations which are an integral part of examination program; nominate and supervise the examiners; prepare employment eligible lists; review and pass on requests for temporary employment in terms of the qualifications of individuals, the necessity for such employment and other criteria established by law, rules and directives; establish and maintain controls on temporary employments.)

Transactions Section

Chief: SHIMIZU, Shiro

(In charge of matters pertaining to; receive, review and act on personnel reports and service record cards in accordance with established procedures; review lay-off actions in compliance with law, rules and directives and prepare employment eligible lists for reinstatement of lay-off employees; keep lists of appointing officers up-to-date; perform the statistical operations which are an integral part of transactions peration relating to personnel records and reports and other documents; review and pass on requests for concurrent appointments, participation in private enterprises, appointments of the part-time employee, actions affecting the status of employees of conditional appointment and other exceptional cases; make inspections of various government agencies to assure compliance with established procedures concerning personnel actions.)

Chief:

Bureau of Compensation

Chief: TAKIMOTO, Tadao

Position Classification Section

Chief: ONOUCHI, Yukio

(In charge of matters pertaining to; investigate to determine, within the provisions of the law, whether positions are in the regular government service or the special government service; investigate the duties and responsibilities of positions in regular service; establish classes and class titles and prepare class descriptions and definitions of occupation and make amendments there-to as deemed necessary; prepare and recommend a position classification plan and make recommendation for the amendments there-to as deemed necessary; furnish the Director General information to issue rules or directives for the installation and administration of the position classification plan; allocate position to their proper class or review for approval allocations made of various government agancies; review and act on requests of various government agencies to allocate or revise the allocation of positions and advise various government agencies regarding position allocations; investigation and research on the duties and responsibilities of positions in private enterprises as deemed necessary; collect and maintain current data relating to the organizational structure of the National Government and participate in necessary studies thereon in cooperation with other government agencies; develop and assist in the conduct of the training programs necessary for the administration of the position classification plan in cooperation with Training Section; in cooperation with other sections to conduct audits to determine compliance with standards in order to maintain uniformity in the allocation of positions and administration of the classification plan.)

Compensation Research Section

Chief: OZAKI, Asai

(In charge of matters pertaining to; develop and recommend pay plan and make recommendation for the amendment thereto as deemed necessary; investigate and determine the proper compensation for various classes of position; investigate and determine the proper rates or amounts for employee allowances; conduct continously studies relating to the cost of living; conduct continously studies of salaries and wages in private employment to determine comparetive rates of pay for similar work in the National Government; conduct other special studies related to the pay plan; conduct hearings for the purpose of determining facts concerning the pay plan or any of its aspects based on research initiate by the section or based on appeals presanted to the National Personnel Authority by interested groups of employees claiming thenneed for adjustment in one or more aspects of the pay plan.)

Compensation Hearing Section

Chief: FUJIMAKI, Tadashi

(In charge of matters pertaining to; prepare and recommend rules for the administration of the pay plan; prepare technical interpretations found necessary in the administration of the pay plan and rules or directives pertaining thereto; recommend standards for hours of work, leaves and attendance and time keeping and payroll procedures; conduct payroll audits to determine that the pay plan is being enforced and properly administered; determine facts related to requests for adjustment of pay presented by government agencies or employees to make necessary adjustment, if admissible, under the pay plan; in cooperation with other sections of the Authority, conduct audits of the operation personnel programs and as necessary make corrective recommendations; develop and assist in the conduct of the training programs necessary for the administration of the pay plan is cooperation with the Training Section.)

Injury Compensation Section

Chief: YORIGOME, Sojiro

(In change of matters pertaining to; conduct investigations and studies related to the problem and develop and recommend an injury compensation program; establish a system for the administration of the injury compensation program; review claims for compensation for injuries, diseases or death and make awards according to schedules provided by law; review and make technical recommendation concerning rejected claims; promote safety programs and safoty education in cooperation with the Safety Section; recommend necessary amendments to the injury compensation law and rules pertaining thereto; investigate Mutual Aid Associations in connection with development and operation of the injury compensation program; perform the statistical operations whichare an integral part of the injury compensation program.)

Retirement Section

Chief: SAKANAKA, Zenji

(In charge of matters pertaining to; conduct investigations and studies related to problem and develop and recommend a comprehensive, unified retirement program; establish a system for the administration of the retirement program; review claims for retirement and make awards according to schedules provided by law; review and make technical recommendation concerning rejected claims; recommend necessary amendments to the retirement law and rules pertaining thereto; investigate Mutual Aid Associations in connection with development and operation of the retirement program; perform statistical operations whichare an integral part of the retirement program.)

Bureau of Equity

Chief: OKABE, Shiro (concurrently)

Disciplinary Appeals Sedtion

Chief: YAGURA, Ichiro

(In charge of matters pertainingtto; receive requests for investigation, hearing and recommendation on employee appeals from adverse action; formally hear and evaluate such appeals; make recommendations for equitable decisions to be rendered by the Authority on such cases; maintain records of preceedings on cases and records of decisions and enforcement measures; furnish to the Authority-the Director-General and the Bureau of Law, information regarding the activities of this section to servecas the basis for corrective administrative measures and necessary amendments to the law and rules.)

General Appeals Section

Chief: MIZUNO, Masamoto

(In charge of matters pertaining to; furnish to all interested persons full information regarding the rights, duties and privileges of employees and the laws and rules pertaining thereto; receive from employee, individually or collectively, appeals, complaints, views, wishes or expressions of dissatisfaction; to afford full opportunity for the discussion of such matters, and the presentation of evidence thereon; and to facilitate prompt and equitable decisions; furnish to the Authority-the Director-General and the Bureau of Law, information regarding the activities of this section to serve as the basis for corrective administrative measures and necessary amendments to the law and rules; develop affirmative programs to establish sound employee-management relations and sound grievances procedures. Advise the agencies of the government on such programs and direct their installation through both the National Personnel Council and directly with the Directors of Personnel of the ministeries and agencies.)

Bureau of Efficiency

Chief; KANEKO, Hiroshi

Training Section

Chief: HOSONO, Teiji

(In charge of matters pertaining to; determine training needs for employees in the regular service of the government; cooperate with various agencies of the national government in promoting, planning, developing, conducting and evaluating the training programs to meet the individual needs of the various agencies; conduct training research; develop and arrange training materials, training aids, course outlines, bibliographies; and promote specialized techniques for training; promote educationel programs in schools and colleges to provide properly trained personnel to meet the needs of the government service.)

Safety Section

Chief: TAKEYASU, Yoshimitsu

(In charge of matters pertaining to; determine the needs for specific safety programs; develop safety standards and cooperate with the various agencies of the government to promote, install, guide, and evaluate safety programs; develop and administer accident reporting systems in cooperation with the government agencies and the Injury Compensation and Statistics and Report Section.)

Health Section

Chief: IGARASHI, Yoshiaki

(In charge of matters pertaining to; establish and enforce physical standards for appointment in the government service in cooperation with the Bureau of Recruitment; cooperate with various agencies of the Government to develop and administer appropriate programs for the protection and improvement of employees health through proper working conditions and environement; cooperate with various agencies of the government to develop and administer appropriate programs relating to the establishment of health insurance, medical service insurance, and the like forms of protection for government employees; develop and administer appropriate programs for the promotion of health education in the government service.)

Welfare Section

Chief: SARUWATARI, Shinichi

(In charge of matters pertaining to; give advice and assistance to welfare programs administered by various agencies of the government; determine the needs of welfare facilities in various agencies of the government; promote the activities of Mutual Aid Association, Cooperative Credit Societies, or any other association for mutual benefits; study matters as to assisting and improving employees economic and personal welfare and make recommendations thereon;)

Recreation Section

Chief: YANAGIDA, Toru

(In charge of matters pertaining to; develop appropriate recreation programs and give necessary assistance to government agencies and employee organizations for the administration of such programs; promote and encourage employees recreation programs within the government service; evaluate the needs for recreation facilities and give advice and assistance in the procurement of reasonably adequate facilities.)

Employee Evaluation Section

Chief: ANDO, Mizuo

(In charge of matters pertaining to; devise standards and practical methods of evaluating employee performance in cooperation with the various agencies of the government; give advice and direction relating to the proper evaluation of employee performance; devise standards of job performance as to determining susperior performance and inadequate performance; conduct necessary investigation whenever inadequate or superior group or individual performance is reported to determine the basic reason therefor; and utilize the information gained in making appropriate recommendation for establishment of plans regarding superior work performance and measures for correcting inadequate perfomance and appropriate action thereon; control the administration of the employee evaluation system.)

Employee Utilization Section

Chief: NAKAYA; Yasukichi

(In charge of matters pertaining to; cooperate with other Bureaus and sections concerned to develop appropriate programs leading to the improvement of personnel techniques, simplification of works in the government service and other amelioration of office practices for the better utilization of employees; develop appropriate programs for effective transfer of employees; develop appropriate promotion policy to improve the effective utilization of employees; develop and promote employee suggestion programs; perform inspections of the programs of government agencies relating to the effective utilization of employees;)

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Bureau of Investigation

Chief: KAWASAKI, Sanzo

Employment Investigation Section

Chief: OKUMA, Jiichi

(In charge of matters pertaining to; conduct investigation relating to the qualification and character of candidates for employment and applicants for examination as requested by the Bureau of Recruitment and to report the facts to that bureau; maintain files for confidential documents concerning activities of this section; carry out business relating to the registration of employee organizations; develop procedures for fingerprinting and otherwise for investigating and identifying employees.)

Vibation Investigation Section

Chief: TONOMI, Toshio

(In charge of matters pertaining to; determine and report the relevant facts to, or to give evidence on, complaints, grievance and requests for administrative actions as well as appeals against disadvantageous actions by employees and the public as requested by the Authority, Director-General, bureaus or sedtions; investigate and report the relevant facts on alleged violation of the National Public Service Law and the rules and directives of the Authority as requested by the Authority Director-General, bureaus of sections; maintain files for confidential documents concerning activities offthis section; to maintain security for the Authority throughout its building and report to the Director-General on needed security measures.)

Bureau of Public Information

Chief: KASUYA, Yoshio

Editorial Section

Chief: KANAKURA, Yoshikazu

(In charge of matters pertaining to; on its own initiative and upon request, investigate specific phases of the National Personnel Authority's programs and prepare authentic statements; edit manuscripts by the National Personnel Authority's personnel for style, authenticity, and conformity with basic informational policy.)

Dissemination Section

Chief: TAKIMOTO, Kunihiko

(In charge of matters pertaining to; answer all general inquiries either through correspondence or at the reception desk; adapt basic informational text for the use of the press; adapt basic informational text for the use of the radio; adapt basic informational text for lectures, exhibits, posters, and other audio-visual media; prepare for publication all books, pamphlets, reports, and other publications of the National Personnel Authority.)

Bureau of Law

Chief: OKABE, Shiro

Counseling Section

Chief: TSURUMI, Ryoichiro

(In charge of matters pertaining to; advise the Authority, the Staff, and other governmental agencies on legal problems relating to the National Public Service Law, other pertinent laws, and rules of the Authority; review the documents, directives, rules and laws proposed for action to the Authority for legal soundness; cooperate with the Office of the Attorney-General in handling litigation to which the Authority is party.)

Drafting Section

Chief: OTAKE, Masao

(In charge of matters pertaining to; draft proposed amendments to the National Public Service Law and to draft other pertinent laws and proposed amendments thereto as requested; draft proposed rules, directives and legal documents for the authority requested and based on subject content furnished by the various bureaus and actions.)

Bureau of Administration

Chief: ONO, Kazuo

Organization and Planning Section

Chief: YUKAWA, Ryuji

(In charge of matters pertaining to; develop plans for the organizational structure, functions and procedures of the Authority and conduct constant surveys on these matters to the end of improving the service and operations of the agency; assist in the development of and approve all procedures and forms devised for the agency; maintain control of all forms used, including standardization of their design and duplication and use; establish standards for equipment and supplies; conduct audits and surveys of the operational programs of the Authority to bring about improvement therein; develop manuals of law and reules, procedures and forms for use by the Authority and the other agencies of government; develop work load measurement programs both as to operations and personnel for determining budget requirements and bringing about proper work load distribution.)

Budget and Finance Section

Chief: OKEMOTO, Katsuo

(In charge of matters pertaining to; secure from the Bureaus and sections estimates, together with adequate supporting data, work loads and other exhibits for the preparation of annual budgets; compile, prepare and administer the annual budget of the Authority; advise with the bureaus and regional offices on specific fund allotments for their operations; keep detailed accounting reports and records; establish subsidiary accounting fund controls to be kept by the bureaus and regional offices as necessary to maintain adequate financial control; keep accounting records on specific unit consisting of operation; review and approve purchases and contract for budgetary control; conduct concerning disbursement, and revenue and draw checks; prepare and submit accounting records and reports, as required, to other governmental agencies.)

Office Services Section

Chief: IMAI, Tsuguo

(In charge of matters pertaining to; operate the office and dormitory buildings, provide adequate custodian, guard and telephone services; and keep the premises in good repair; control and allocate space in the buildings and offices occupied by the Authority in accordance with sound principles of office layout and space utilization; receive, control and dispatch all mail, correspondence, documents and other communications of the Authority through a central mail and messenger service; operate central office services such as central files, stenographic and typing pools, duplicating services and supply rooms; plan programs relating to the purchase and contract, and submit their records and reports, as required, to other government agencies; review and pass on requests for and be responsible for the procurement, distribution and inventory control of office supplies, printing, furniture and fixtures, manuals and publications; manage the transportation facilities; arrange for publication of matters in the Official Gazette; conduct translation, interpreting and liaison activities.)

Statistics and Report Section

Chief: SEKIDO, Yoshiaki

(In charge of matters pertaining to; plan and administer a programs for the tabulation, collection, compilation, analysis and interpretation of all statistics relating to National Government employment and the operations of the National Personnel Authority; prepare useful regular statistical reports and charts on the above matters for use of all interested persons and agencies; coordinate technical statistical research work within the bureas and sections of the Authority to avoid duplication of work; prepare informative statistical summaries and charts for the annual report of the Authority and prepare spedial statistical reports as needed.)

Library Section

Chief: MIYA, Koichi

(In charge of matters pertaining to; maintain a specialized collection of books, pamphlets, documents, periodicals and articles on all subjects relating to the work of the Authority; maintain a central catalog for the library and control the issuance of library materials; keep abreast of publications in the field relating to the work of the Authority and place order for useful publications; perform references and research work, compilation of bibliorgaphics and related services as requested; maintain liaison with the Diet Library and other Government agency libraries to develop the widest possible use of government library facilities.)

Bureau of Personnel

Chief: KANATSUGU, Hiroshi

Staff Recruitment Section.

Chief: Vacant

(In charge of matters pertaining to; determine personnel needs through liaison with the various bureaus and sections; assist, advise or conduct the recruitment and examination program for the National Personnel Authority's personnel in conformity with pricedures and standards established by the Bureau of Recruitment; process all appointments, separations, and other personnel transactions relating to the "in-service" status of the personnel of the Authority; keep all staff personnel records.)

Staff Compensation Section.

Chief: Vacant

(In charge of matters pertaining to; investigate, as required, the duties and responsibilities of positions in the Authority; classify, in accordance with standards prescribed by the Bureau of Compensation, individual positions of the Authority; review and act on requests, by the various bureaus and sections, for changes in classifications of position therein, be responsible for the application of the paytlan to the positions in the Authority; prepare the payrolls of the Authority and conduct payments of salary and wages; receive, investigate act on or refer, in accordance with provisions of the law or related rules, appeals and complaints from employees on compensation matters.)

Staff Efficiency Section.

Chief: ISHIKAWA, Satoshi

(In charge of mattors portaining to; determine training needs within the Authority and plan and conduct, or assist in, training programs in the various bureaus, sections or units; develope or assist in developing training materials and specialized training techniques; establish and carry out programs for promoting the health and safety of employees; install and direct a medical service for the Authority's staff; develop and carry out, in cooperation with the Bureau of Efficiency, general welfare and recreation programs to assist in the betterment of employee morale; conduct such activities as are necessary to carry out the function of the Mutual Aid Associations and other mutual assistance programs; administer in the Bureau of Efficiency, the program for the evaluation of employee performance; develop and carry out, in cooperation with the Bureau of Efficiency, programs relating to the most effective utilization of employees skills, knowledges and abilities; including proper employee placement, promotion and transfer.)

Regional Offices

Chief of Sapporo Regional Office of NPA: YAMAMOTO, Mitsunaga

" Sendai " " " : MATSUOKA, Toshisuke

" Nagoya " " " : ANDO, Shigehisa

" Osaka " " " : NAGASAKA, Shinichi

" Hiroshima " " " : FUJII, Yutaka

" Fukuoka " " " : MIZOE, Sanji

" Takamatsu " " " : OTSUBO, Katsumi

X-24
Grade 4
Exam

National Personnel Authority

May 22, 1950

Planning and Control Section,

Bureau of Recruitment

Report on Result of Survey of Demand for Employees of Grades 3 and 4

1. Gist of survey

a. Purpose of survey

The purpose of this survey is to know the estimated number of employees of grades 3 and 4 to be subject to the application of the general salary schedule who will be appointed in all the ministries and agencies for the fiscal year 1950-51, as well as the real condition of appointment and turnover in the past, among the national public employees in regular service (to be hereinafter referred to as "employees of grades 3 and 4"), for the purpose of obtaining concrete data for estimating the demand for the employees of grades 3 and 4 in the fiscal year 1950-51.

b. Employees to be covered by survey

We made it a point to cover all the appointing officers of the employees of grades 3 and 4 in ministries and agencies in this survey. In this case, we included not only the regular appointing officers but also the employees who were legally delegated the appointing power, and endeavored to get nearer to the practical aspect of personnel affairs. However, those who were delegated the appointing power of "Yonin" only were excluded from the survey, because of the difficulty in grasping their data, and it was therefore decided that those who come under this category be handled by higher-level appointing officers.

c. Method of survey

We distributed directly to all employees subject to the survey a questionnaire setting for the items to be surveyed and collected them after it had been duly filled in. The distribution and collection of the questionnaires were made by post.

The questionnaires were all despatched by the Planning and Control Section, the original program having been changed for certain reasons, and only the collection was made through the regional offices having the jurisdiction over the area concerned.

d. Time and period of survey

(1) Time of survey: as of February 1, 1950

(2) Deadline for submission of questionnaires: February 28, 1950

e. Items surveyed

(1) Appointment condition by occupation in the fiscal years 1948 and 1949.

(2) Outline of the entrance examination administered in the fiscal year 1949.

(3) Estimation of employees to be appointed in the fiscal year 1950 by occupation.

(4) Turnover condition in the fiscal year 1949.

f. "Summation" items

(1) Condition of collection of questionnaires (by regional office and by government agency.)

(2) Number of employees to be appointed by government agency in the fiscal years 1948 and 1949.

(3) Number of employees to be appointed in the fiscal years 1948 and 1949 by occupation.

(4) Estimated number of employees to be appointed in the fiscal year 1950 by government agency, by grade and by regional office.

(5) Estimated number of employees to be appointed in the fiscal year 1950, by occupation, by grade and by sex.

(6) Estimated number of general clerks to be appointed in the fiscal year 1950 by grade and by regional office.

(7) Turnover condition in each government agency in the fiscal year 1949 by grade.

g. Basic standards for classification in the summation.

(1) Occupation. The classification of occupations under the position classification plan was made the basic standard. A fuller statement on this will be made later.

(2) Government agency. Generally speaking, each ministry and independent organization was made the unit. As an exception the National Rural Police, the Headquarters of the Imperial Guards, the National Fire Defense Agency and the Public Procurators' Office were each made a unit, because it is highly convenient tc treat these in same way as independent organizations from the standpoint of their organization and character. The offices related to the Diet were treated as a single unit. It is to be noted that the above method was used for convenience' sake only and that there was no special and clear ground for doing so.

2. Course of survey

As this survey was made by means of correspondence, the excent to which the questionnaires were collected was the key to determine the value of the survey, and it was fortunate that more than 90% of the questionnaires were collected by the zeal of the employees in charge of the survey and the cooperation of the staffs of all the ministries and agencies in charge of personnel affairs.

Appended table No. 1 shows the result of the collection of the questionnaires by regional office. Notwithstanding the fact that each regional office, which was responsible for the work of collecting the questionnaires, was unable to spare a sufficient number of employees and a sufficient time required for the purpose due to the pressure of work because of the near-end of the fiscal year, coupled with the increasing work resulting from the administration of the examination for police and the conduct of other activities related to other bureaus and sections, it attained a fairly high percentage in the collection. It is only inevitable that a full-scale activity could not be hoped for in the case of some regional offices due to the excessive shortage of their office staff and geographical handicaps.

Appended table No. 2 shows the result of the collection by government agency. Aside from the fact that the Agency of Industrial Science and Technology and the Tax Administration Agency showed a slightly low percentage, the result was better than anticipated as a whole.

We sent a reminder to all those which had not returned the questionnaires as of March 5, and the result was that the percentage in the collection was upped jumpingly 73% to over 90.7%, which speaks that the reminder was quite effective.

An interim summation of the questionnaires collected by March 5 was made by each regional office and its result was forwarded to the National Personnel Authority together with the questionnaires. Thereupon, the Planning and Control Section commenced a final summation, and, although it had met various obstacles, it was able to proceed on a smooth course without changing the original program on the whole.

The reports from each regional office mention various criticisms listed below on the conduct of the survey:

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The reports from each regional office mention various criticisms listed below on the conduct of the survey:

(1) Prior consultations should be made in regard to survey programs.
(Between NPA and each regional office.)
(Between NPA and the staffs of each ministry and agency in charge of personnel affairs.)

(2) A period for interim summation has been too short.

The above two points are stressed among others. With respect to (1), we took pains to keep a proper balance between the regional offices as to, for instance, answers to inquiries from the employees surveyed concerning the questionnaires, steps for designating additional employees for sufrvey, basic policy for interim summation, etc. during the survey period. Although we were compelled to maintain liaison by corespondence throughout, we consider that, if prior consultations had been made, the above points could have been made more through and a more satisfactory result could have been obtained. With respect to (2), we consider that in its effort to hasten to obtain the interim result and in its anticipation that each regional office could spare at least two employees to be exclusively engaged in the survey work, the National Personnel Authority had caused a difficult state of affairs which was not compatible with the real conditions, and we apoligize to the regional office staff for various troubles that had been caused to them.

Furthermore, during the survey period, the Supreme Court requested us to the effect that, because all the District Courts and Family Courts are under such circumstances that they are unable to estimate the number of employees to be appointed during the fiscal year 1950-51, although they are delegated the appointing power, it (the Supreme Court) be permitted to report the estimates for those institutions en bloc, and, accordingly, we permitted that an independent survey be conducted in

the case of the Courts only. Consequently, in summing the estimated number of employees to be appointed, only the estimate of the Courts could not show the distribution by regional office, so that we would ask you to note that there will be some discrepancy in the figures.

3. Employment condition in the fiscal years 1948-49 and 1949-50

a. Definition of terms.

Occupation: This is the name established under the position classification plan. As the position classification plan has not yet been completed, we adopted, as a provisional standard, the names given in the temporary list of occupations (as of November 20, 1949). As it had been anticipated that these data would not be distributed to all the subordinate organizations, we requested that, in such a case, they would use the names which would accurately express the duties and responsibilities, so that we might re-name the occupations with proper names when we examine the questionnaires.

Examination: We gave this term a wider meaning than an open competitive examination. For example: The case where, even though an examination is not an open one, selection is made from among a large number of persons through some sort of test method, or the case where, even though the number of examinees is only one, his real ability is examined objectively and appointment made on confirming that his ability is higher than a certain fixed standard, is given the name of examination. On the other hand, the case where, after appointment has been almost decided on through the introduction of acquaintances, etc., some perfunctory method of selection (interview, etc.) has been conducted, or the case where appointment has been made only on the strength of the educational background or an evaluation of crafts and trade qualifications, will not be considered as "appointed through examination". Accordingly, in the case of typists, chauffeurs, or those who have undergone a performance test will be considered as having been appointed through

examination, but those whose appointment has been decided only on the strength of certificates or an evaluation of occupational careers will not be considered as having been appointed through examination.

However, the foregoing definition does not necessarily give a clear line of demarkation, and as it is feared that the employees concerned, in making the entries, might have relied on their common-sense subjectivity, it is thought that this classification somewhat lacks objectivity. Accordingly, we have not gone searchingly into the result.

Year: The year used for this investigation is the fiscal year in all cases. However, as the period of the investigation for the fiscal year 1949-50 has not expired, we set its period as from April, 1949 to January 1950.

b. Number of initial appointments by government agency and by grade

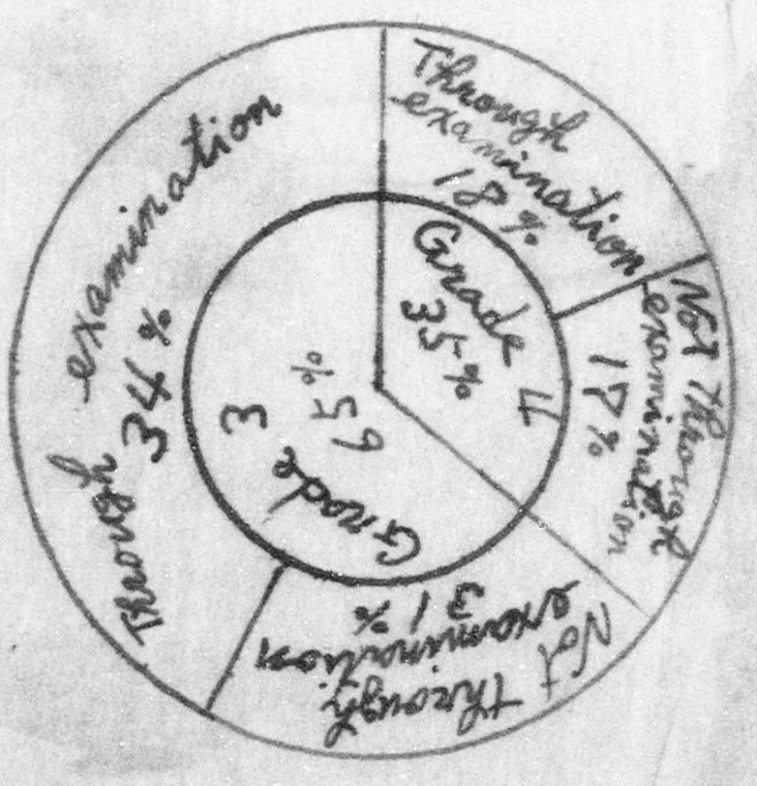
In a comparison between the fiscal years 1948-49 and 1949-50 the after-effect of the administrative readjustment enforced in the fiscal year 1949-50 shows itself in the marked difference in the results of those two years. The number of initial appointments in the greater part of government agencies shows a sharp decrease when compared with the previous year, the total number having been reduced to one-third. To offset against this general tendency, a very small number of agencies which show an increase, though not large, are the National Personnel Authority, the Diet, the Reparation Agency, the National Offenders Prevention Rehabilitation Commission and the Radio Regulatory Agency, which were established comparatively recently and have been still in the process of extending their structures. The agencies which show a big decrease are: the Food Agency (to 1/60), the Resources Agency (to 1/17), the Printing Agency (to 1/11), etc.

The agencies that are appointing all their employees through examinations are the National Personnel Authority, the Board of Audit, the Patent Agency, the Smaller Enterprise Agency, etc., and those, on the contrary, that are not administering examinations are comparatively small-sized independent organizations, such as the Fair Trade Commission, the National Election Administration Committee, the Public Office Qualification Appeal Commission, the Reparation Agency, the Administrative Management Agency, the Marine Accident Inquiry Agency, the Mariners' Labor Relations Commission, etc., the reason in each case being the small number of appointments effected. A majority of the rest are using both methods. In the total number, the agencies that administered examinations and those that did not were fifty-fifty in the fiscal year 1948-9, but, in the fiscal year 1949-50, the appointments made through examination were about 40% more than the other.

(Number of initial appointments by grade through examination as compared with that not through examination)

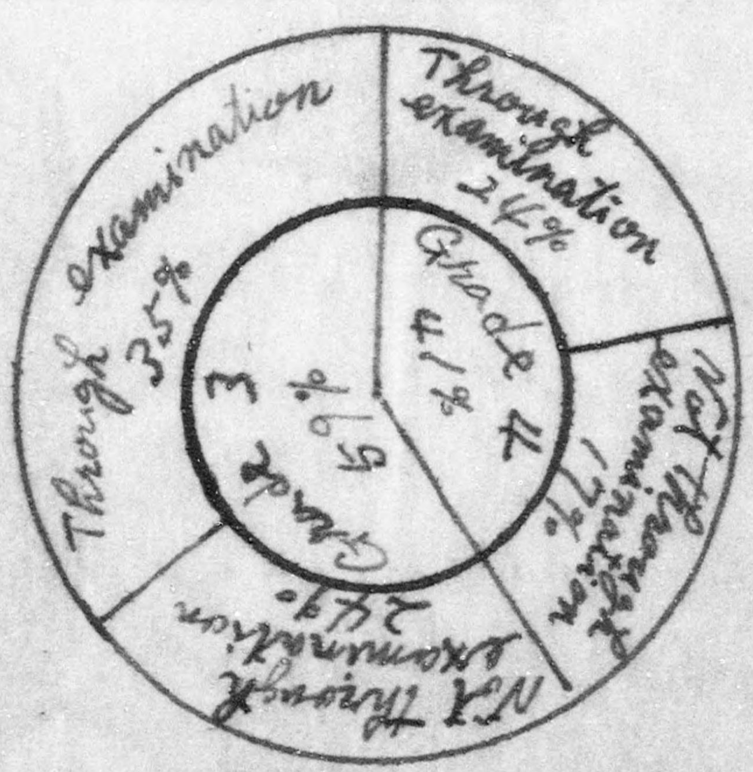
(Fiscal Year 1948)

66,702 persons



(Fiscal Year 1949)

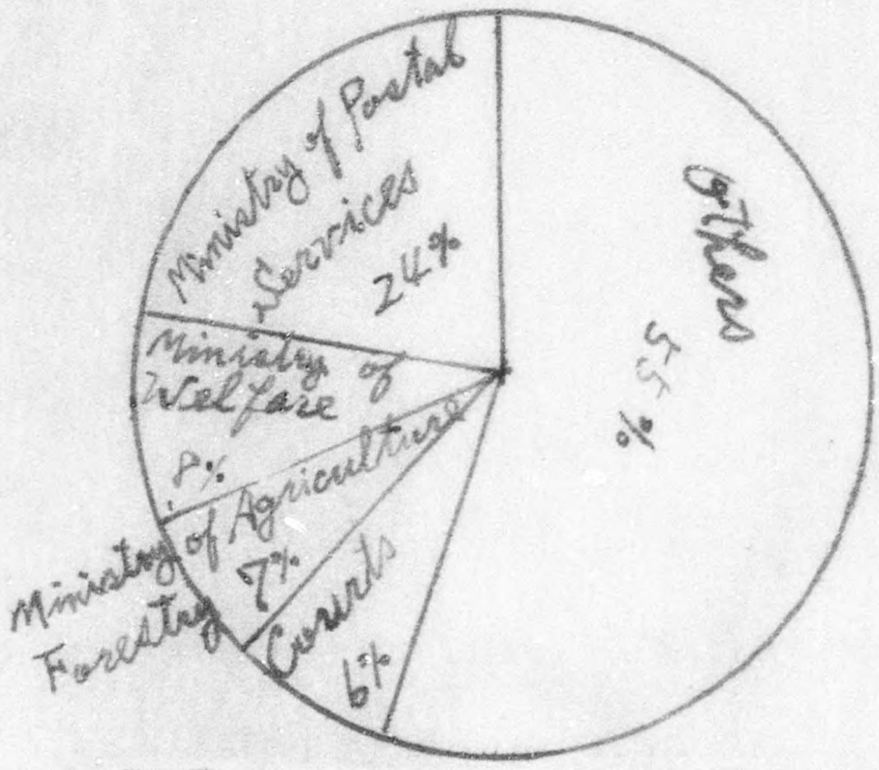
25,076 persons



(Comparison of numbers of initial appointments effected in each government agency)

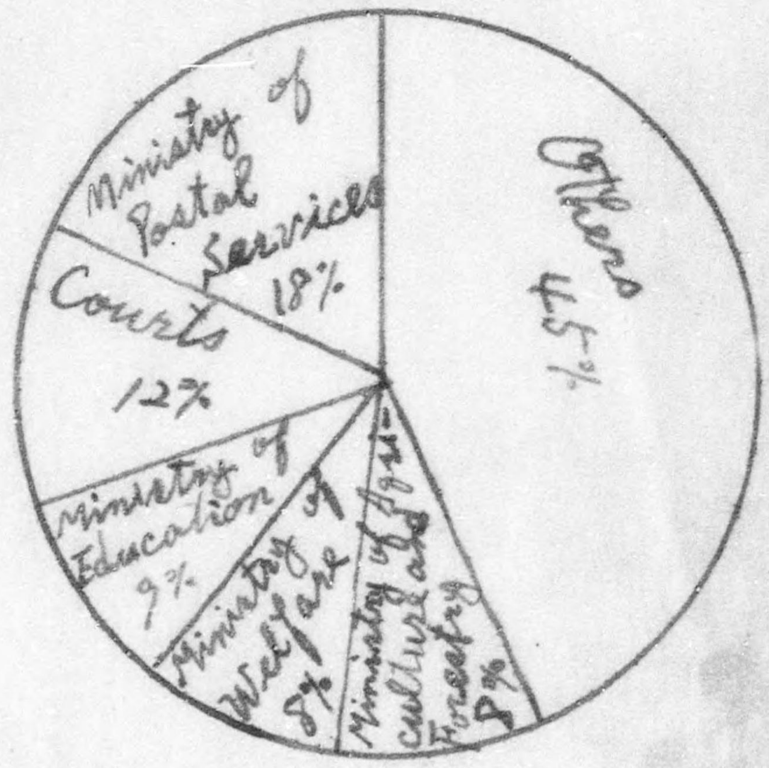
(Fiscal Year 1948)

66,702 persons



(Fiscal Year 1949)

25,078 persons



c. Number of Initial Appointments by Occupation and by Grade.

Appended Table No. 4.

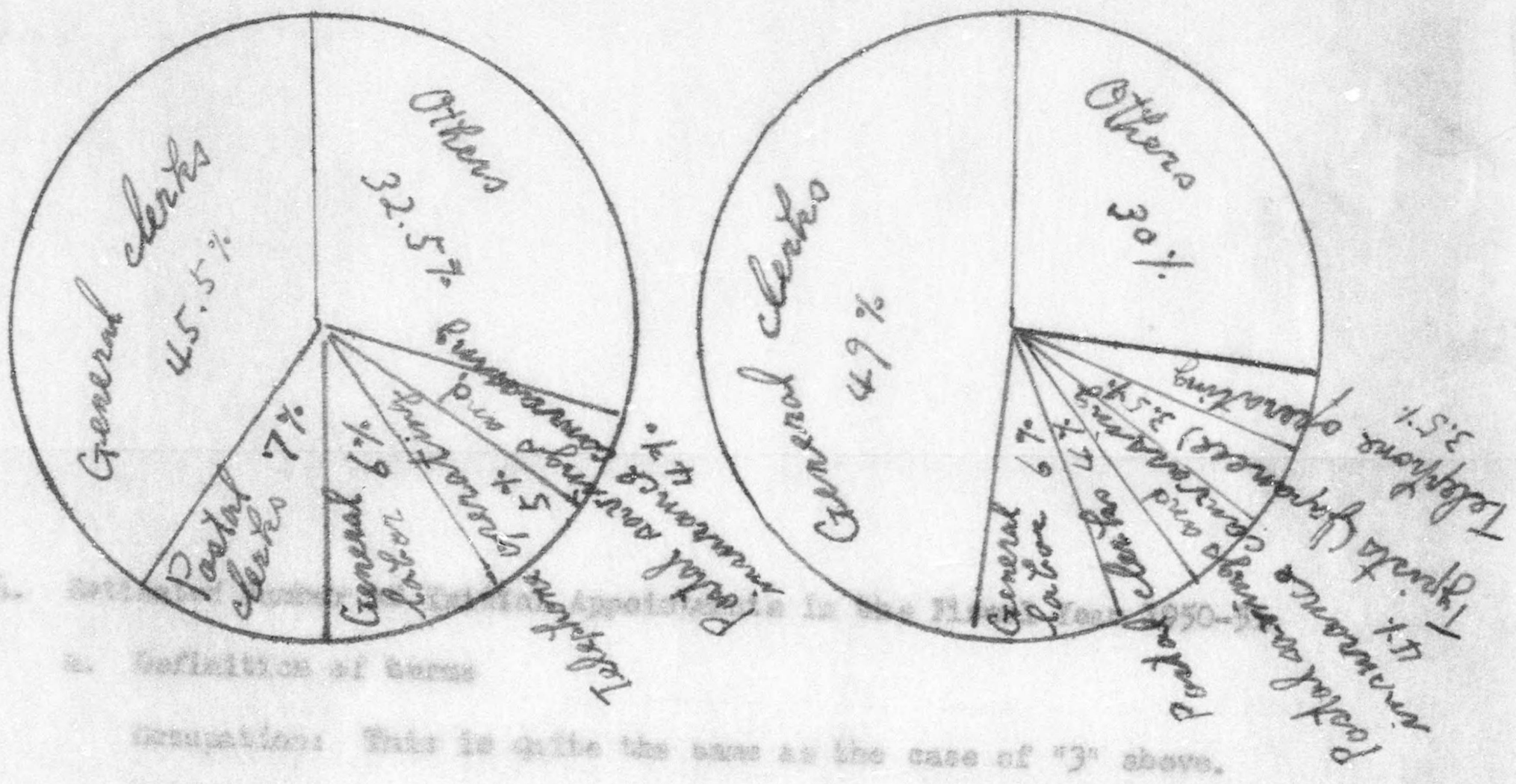
Viewing from the results of the fiscal year 1948-9, the general clerk occupies about one-half of the employees appointed, being by far the most, the postal clerk coming next with about 8%, followed by general labor with 7%, telephone operating with 5%, the occupational group of postal services, such as postal savings and insurance canvassing, mail and telegram carrier, postal savings clerk, etc., and statistical clerk, typist (Japanese language) and commodity inspection (staple food). While the occupation covers a fairly wide field, it will be seen that the kinds of occupation enumerated above, if viewed quantitatively, occupy a major portion of the employees of grades 3 and 4, and it might similarly be said that they also occupy more than one-half of the employees required.

The tendency in the fiscal year 1949-50 is not different from the foregoing, the general clerk still occupying one-half of the whole, except that the occupational group of postal services decreased slightly, followed by general labor with a decrease of 7%. Next come the postal savings and insurance canvassing, the postal clerk, the typist (Japanese language), and

the telephone operating in the order given. The decrease in the occupational group of postal services shows that the administrative readjustment had especially affected the appointments to this type of occupation to a more marked degree than others.

While the effect of the administrative readjustment can be noticed from the fact that the figures of all the occupations for the fiscal year 1949-50 dropped down considerably compared with the preceding year, those which particularly show a tendency of sharp decrease are the employees related to the Printing Agency, such as the mechanical printing, the paper currency inspection, etc., related to the Ministry of Agriculture and Forestry and the Food Agency, such as the raw silk aid, agriculture specialist (plant pathology and applied entomology), commodity inspection (staple food), etc., and those related to the Ministry of Telecommunications, such as the electrician and the telephone installing and repairing. It is thought that such remarkable decrease is due to the fact that these fields were affected particularly heavily by the administrative readjustment and also that the staff increase program due to the structure expansion had been nearly completed during the previous year. The occupations which show an increasing tendency, on the contrary, are the Diet police, the tuition and guidance officer, correction and rehabilitation, personnel (general), light-house and beacon keeping, agriculture specialist (crop), etc. This is perhaps the effect of the staff reinforcement due to an increase of workload.

(Comparison of Number of Initial Appointments by Occupation and Grade)



Some occupations are limited to either males or females only on account of the duties and responsibilities involved therein, for example: the nurse or the guard. However, most occupations can be filled by either males of females, and as decision in this respect is made by the subjectivity of those appointing them, we have as a trial made the above classification so as to grasp the actual status of this problem.

b. Estimated Number of Initial Appointments by Government Agency, by Regional Office and by Grade — Appended Table No. 5

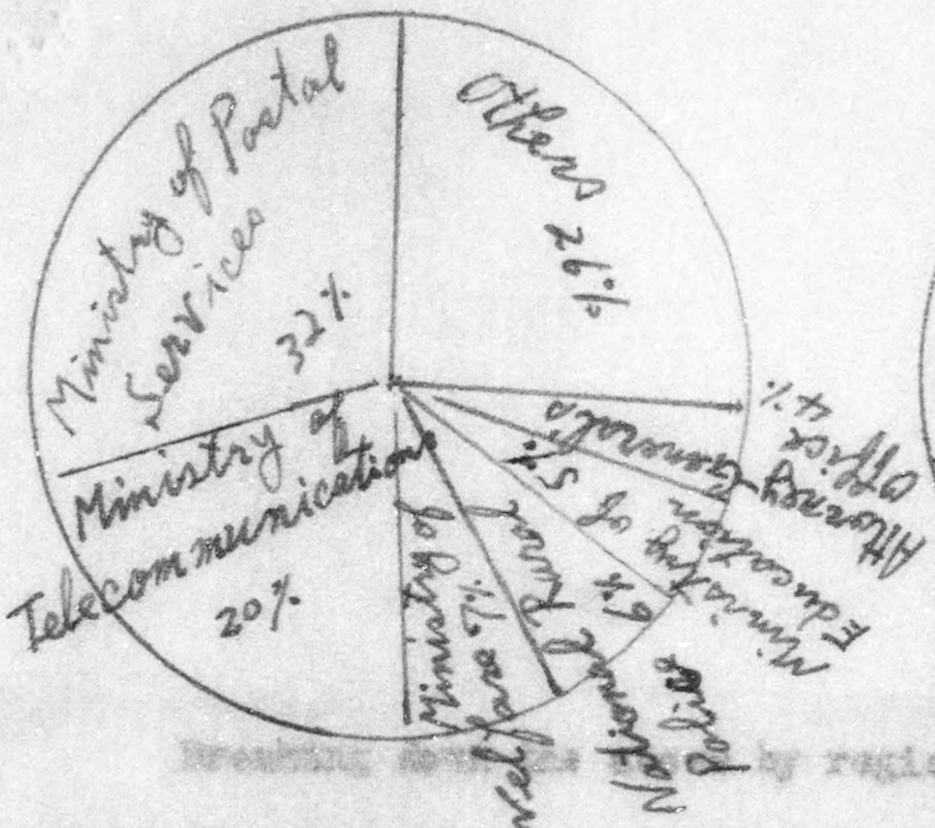
In the demand for employees of grade 3, the Ministry of Postal Services comes at the top with about 30%, being followed by the Ministry of Telecommunications with 20%, the Ministry of Welfare, the National Rural Police, the Ministry of Education and the Attorney-General's Office

in the order given. In the demand for employees of grade 4, the Ministry of Postal Services again ranks first with about 30%, then come the Ministry of Telecommunications, the Ministry of Welfare, the Ministry of Education, the Courts, etc., showing in the main the same tendency.

(Comaprison of Estimated Number of Initial Appointments in each Ministry and Agency)

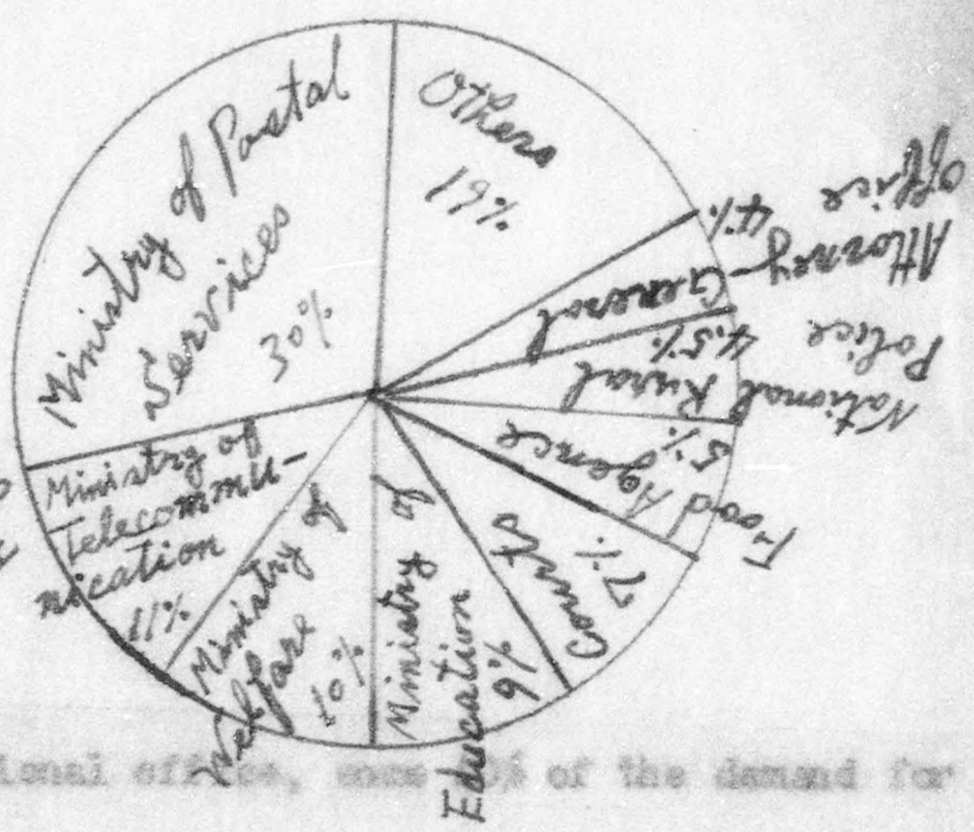
(Grade 3)

16,485 persons



(Grade 4)

11,952 persons

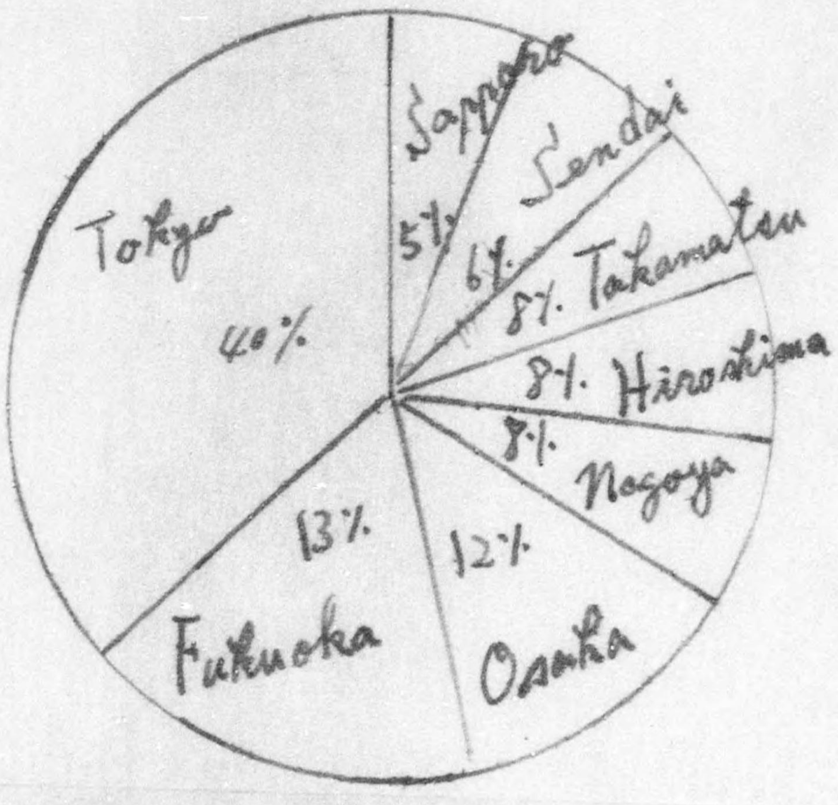


Breaking down the data by regional offices, more than 1/4 of the demand for grade 3 employees is distributed in the areas under the jurisdiction of the Tokyo Regional Office, followed by Fukuoka, Osaka, Nagoya, Hiroshima, Takamatsu, Sendai and Sapporo in the order given, but with the exception of Sapporo there is not much difference. As to grade 4 employees, Tokyo holds some 40%, followed by Osaka, Fukuoka, Nagoya, Hiroshima, Takamatsu, Sendai and Sapporo in the order given. It is, however, to be understood that, as the percentage of the survey questionnaires collected is not uniform for various regional offices, these figures represent those revised by considering raw figures in conjunction with the percentage of collection.

(Comparison of Estimated Number of Initial Appointments by Regional Office)

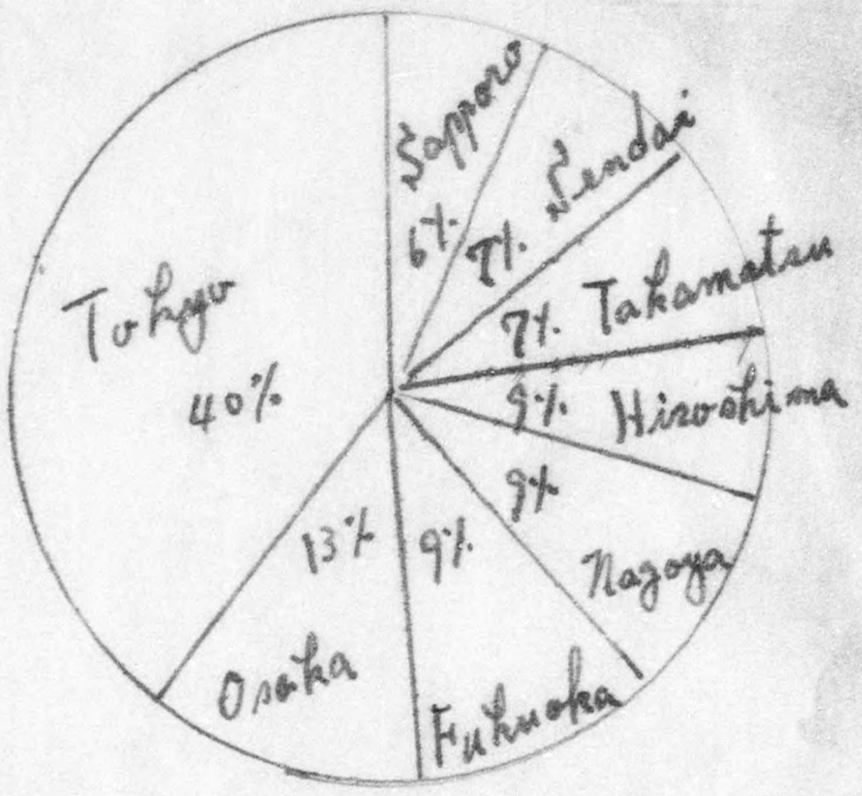
(Grade 3)

17,012 persons (revised figure)



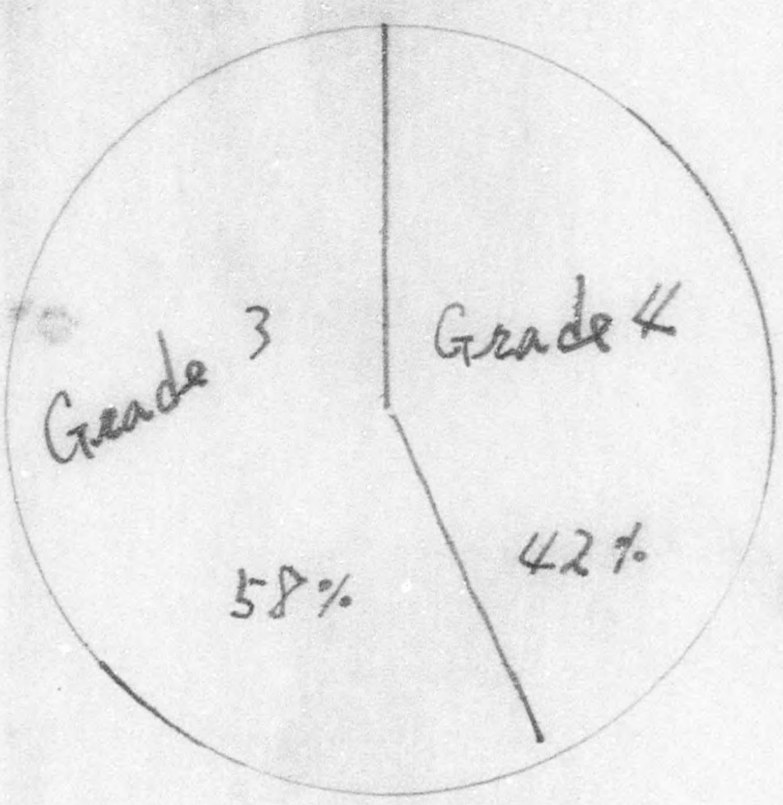
(Grade 4)

13,035 persons (revised figure)



Comparing with the preceding year where in the demand for grade 3 employees was greater than for grade 4 employees by 1,000, the total number shows an increase of over 10% over the figure of the preceding year, thus giving the impression that the administrative readjustment is now over. In particular, not only the Food Agency, Printing Agency, Resources Agency, etc. which kept the number of initial appointments to a minimum in the preceding year show the figures far in excess of those of the preceding year, but also a great increase in the demand from the Ministries of Postal Services and Telecommunications is particularly conspicuous.

(Comparison of Number of Initial Appointments by Grade)



(Comparison of Estimated Number of Initial Appointments and Number of Initial Appointments in the Past)

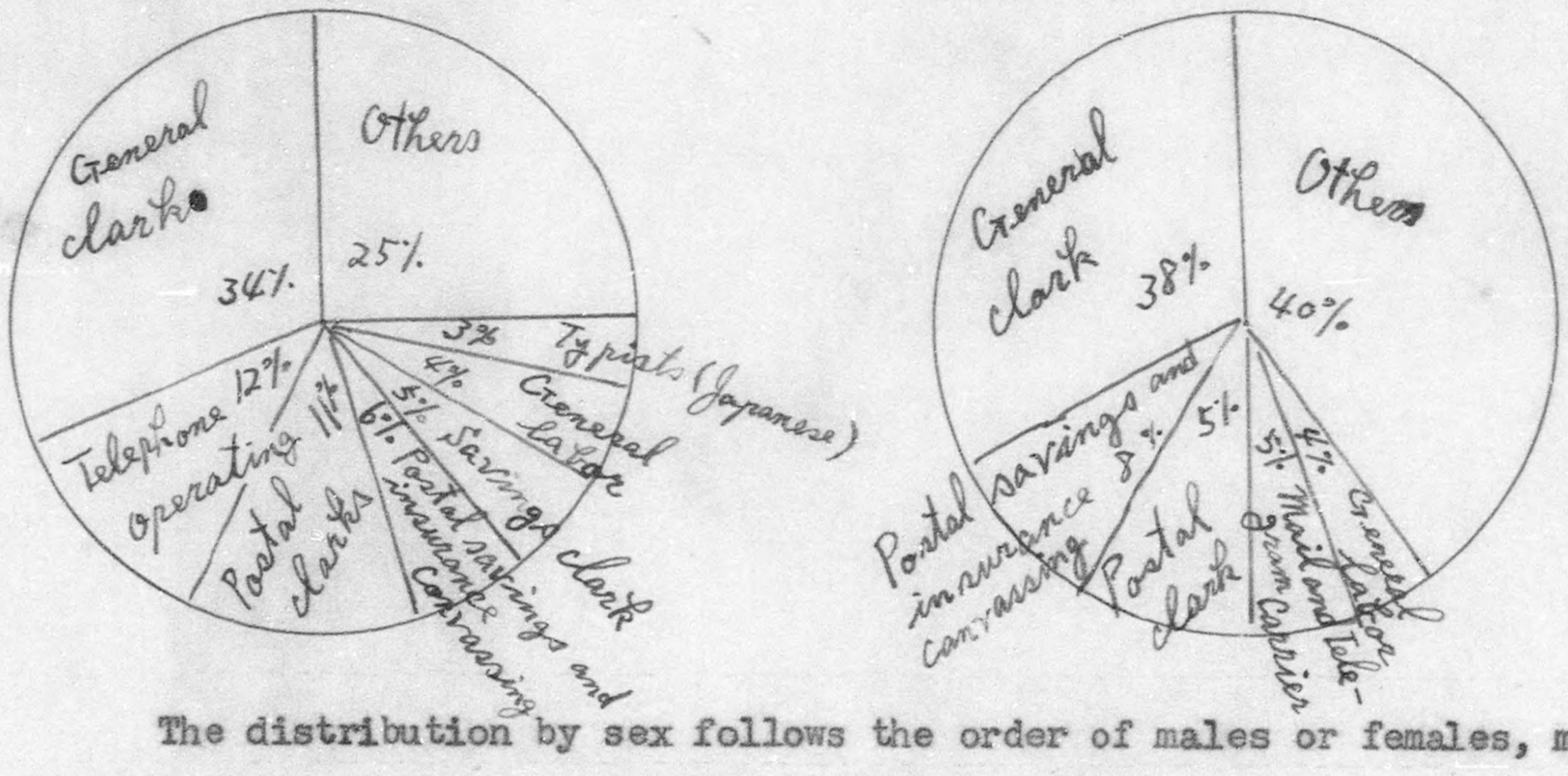
0 1 2 3 4 5 6 7	
1948	66,702 persons
1949	25,078 persons
1950	28,439 persons (estimated)

c. Estimated Number of Initial Appointments by Occupation, Grade and Sex

Appended Table No. 6

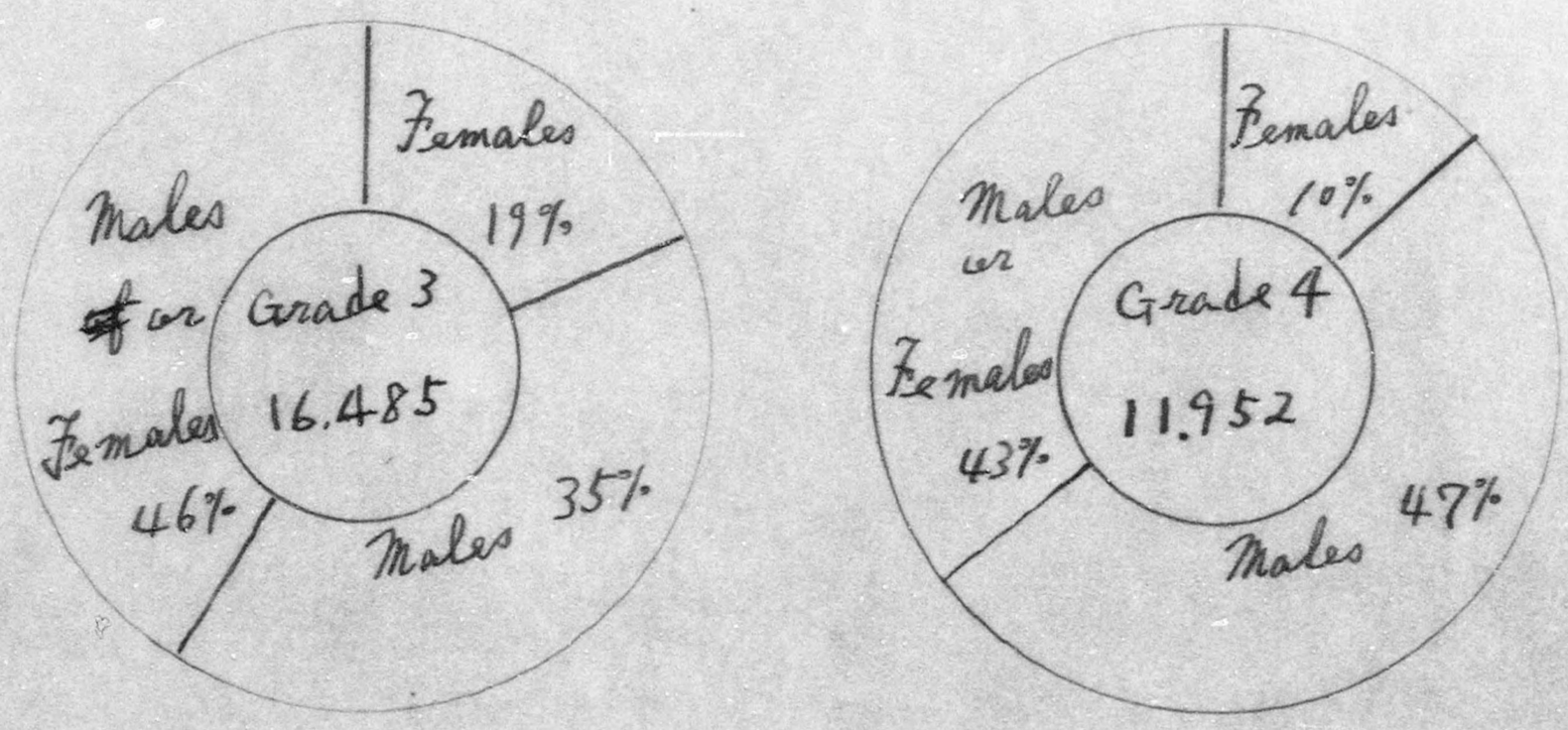
For the grade 3, the general clerk shows the greatest number and occupies over 30%, followed by telephone operaring, postal clerk, postal savings and insurance canvassing, postal savings clerk, general labor, typist (Japanese language) in the order given. For the grade 4, the order is the general clerk, postal savings and insurance canvassing, postal clerk, mail and telegram carrier, and general labor, and shows the same tendency as the actual result of the appointees of the preceding year. Viewed from the standpoint of occupations, the principal sources for demand of grade 4 employees are the general clerk, postal services group, general labor, telephone operating, typist (Japanese language), etc.

(Comparison of Estimated Number of Initial Appointments by Occupation)



The distribution by sex follows the order of males or females, males and females for grade 3, while the order is males, males or females, and females for grade 4, thus showing conspicuously a decrease in the demand for females. This is due to the fact that, as the occupations for which females are in demand are those having comparatively simple work and, moreover, younger ages are sought, the demand for them is concentrated in lower grades, and it is thought that the difference will become more marked as the grades go higher.

(Distribution of Estimated Number of Initial Appointments by Sex)



d. Number of General Clerks by Position, Regional Office and Grade

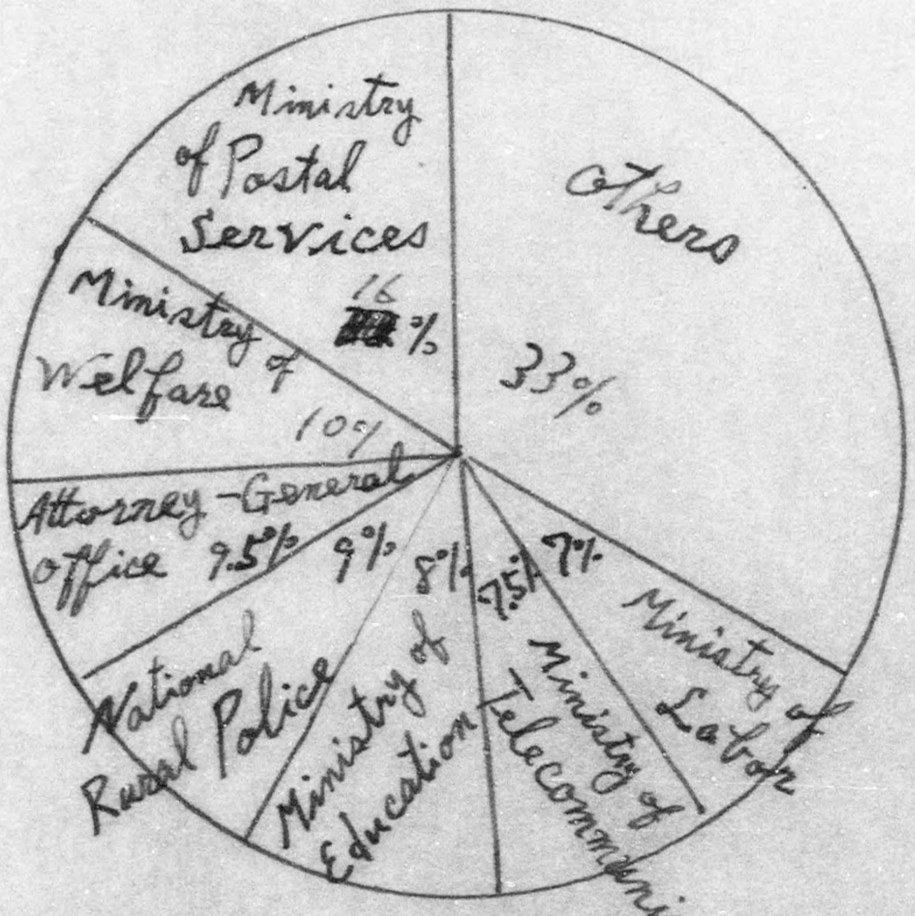
Appended Table No. 7

Both for grade 3 and grade 4, while the Ministry of Postal Services is the principal source of demand for general clerks, the difference in the number of such employees between it and Ministry of Welfare, Ministry of Education, National Rural Police, Attorney General's Office, Ministry of Telecommunications, Ministry of Labor, Courts, etc. which come next in the order named is not so marked as the difference in the total number of employees, this being due to the fact that the postal services group consumes a greater part of the demand on the part of the Ministry of Postal Services.

(Comparison of Estimated Number of General Clerks to be Appointed by each Ministry and Agency)

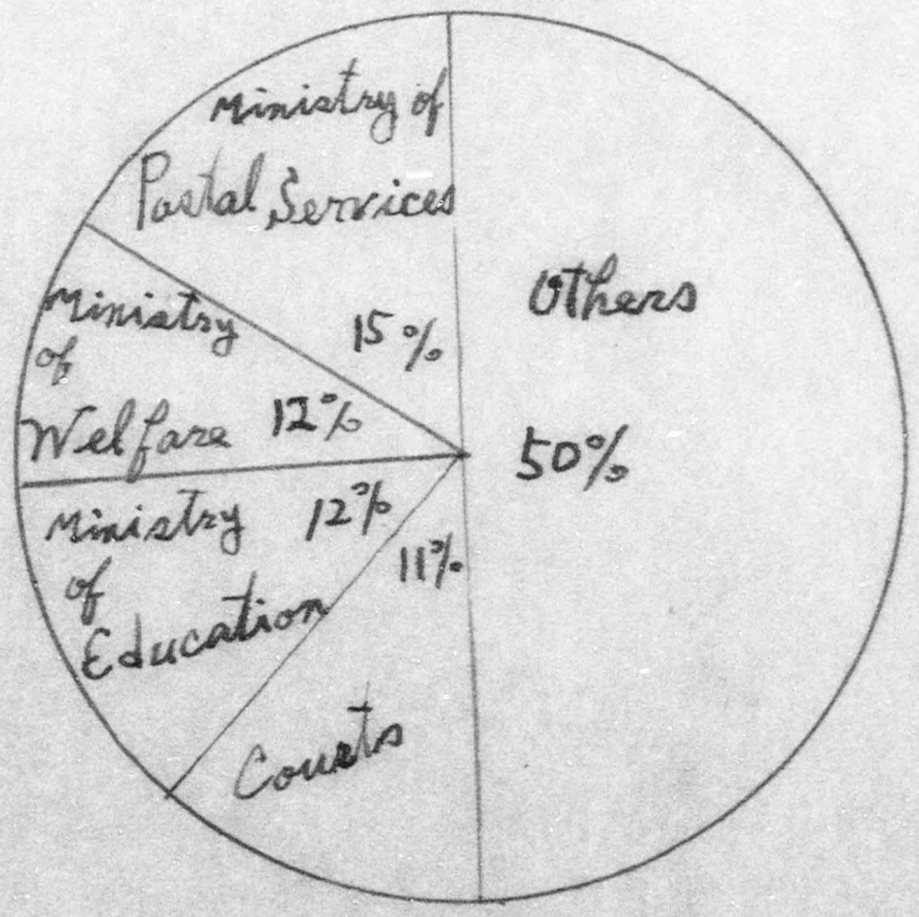
Grade 3

5,535 persons



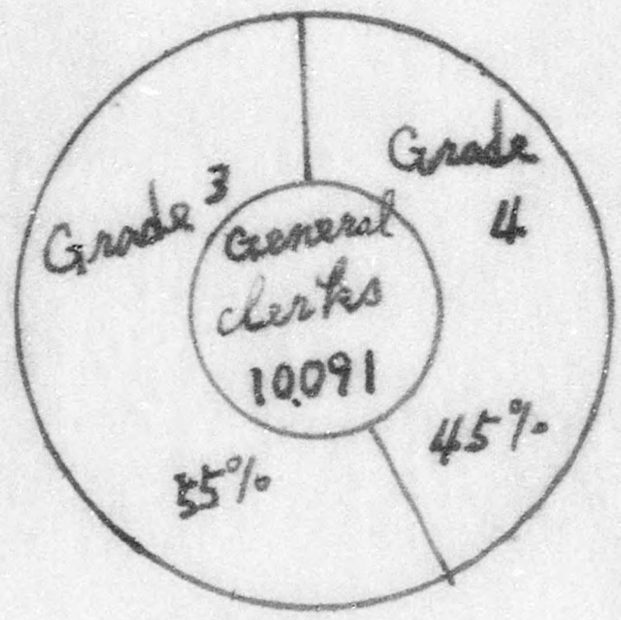
Grade 4

4,556 persons



In point of total number, the grade 3 exceeds the grade 4 by 20%

(Comparison of General Clerks to be Appointed by Grade)



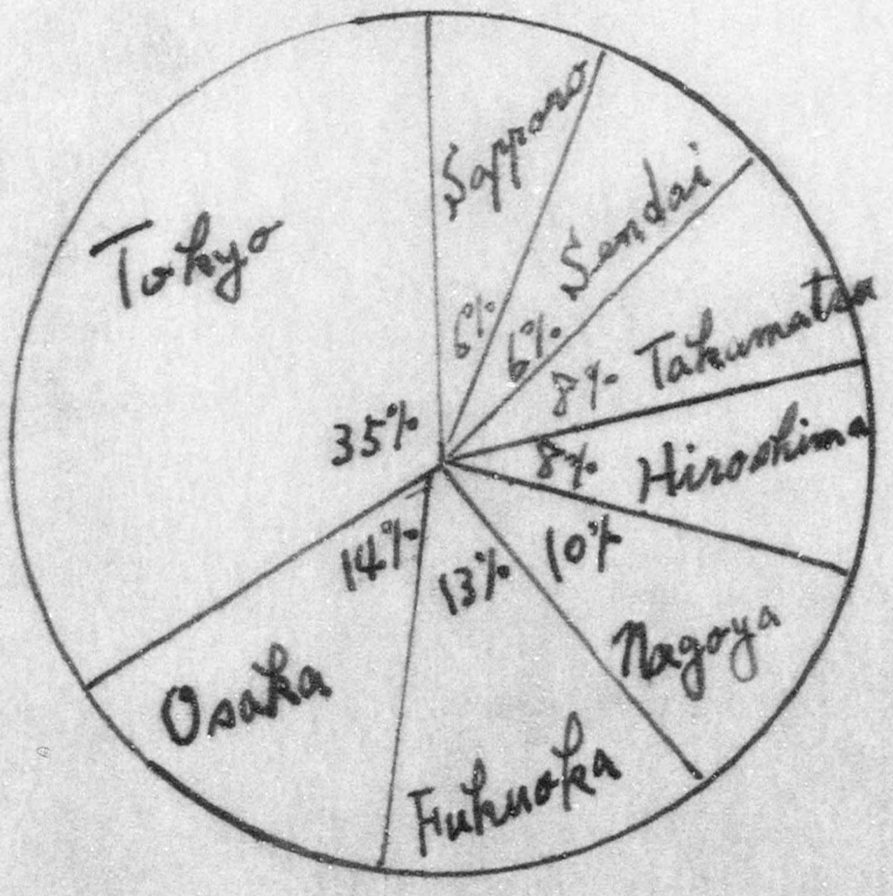
The distribution by regional office is mainly the same as the case of "2" above.

(Comparison of General Clerks to be Appointed by Regional Office)

Grade 3

6,050 persons

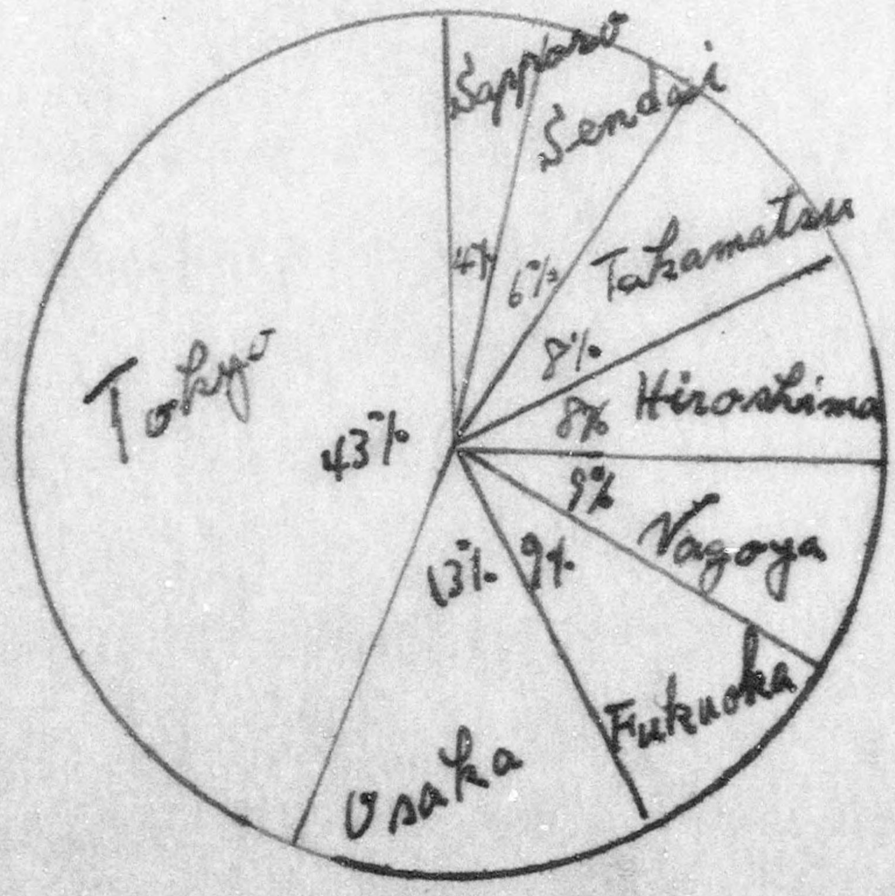
(revised figure)



Grade 4

4,947 persons

(revised figure)



5. Condition of Personnel Turnover in the Fiscal Year 1949

a. Definition of terms

Decrease due to promotion to higher grades:

This is the number of promotions to higher grades, but changes which, as an exception, assumed the form of promotion from the general salary schedule to a special salary schedule are not included here and treated as replacement or retirement.

Number of separations from the service due to replacement or retirement:

In addition to employees making replacements in other government agencies and private enterprises, retired and deceased employees, this includes the change to the special salary schedule. Employees on temporary retirement due to sickness are not included.

Number of increase due to promotion from lower grades:

This is the number of promotions from lower grades. Employees transferred-in simultaneously with promotion are not included and treated as transfers-in.

Number of initial appointments:

In addition to newly made appointments, transfers-in from other government agencies and changes from a special salary schedule to the general salary schedule are included.

b. Condition of Personnel Turnover and Separation Rate by Government Agency and Grade Appended Table No. 8

As a general trend, for grade 3 there are more promotions to the higher grade than from the lower grade to that grade, while for the grade 4, the reverse is the case. As to the number of separations

from the service, the grade 4 has a smaller share than the grade 3. This is perhaps due to the fact that, as a grade goes higher, employees feel a greater sense of security and are more attached to their work. Thus, changes due to promotion work as a minus in the case of the grade 3, while they work as a plus in the case of the grade 4. Therefore, it may be said that vacancies are filled by new appointments in the case of grade 3, while with the grade 4 they are done by promotions. Of course, this is a matter of comparison between the grades 3 and 4, and the filling of vacancies by new appointments in the grade 4 cannot be overlooked either. The comparison between the grades 4 and 5 will perhaps lead to the similar conclusion. This trend will become more marked as the grades go higher and will be further accentuated when personnel administration based upon sound promotion policy is accelerated.

This was the condition of turnover in the ten months from April 1, 1949 to February 1, 1950. The comparison between the beginning and the end of the same period reveals a decrease in the number of grade 3 and grade 4 employees in most government agencies, but a large increase, on the contrary, is seen in the National Personnel Authority, the National Diet, Courts, the Reparations Agency, the Attorney-General's Office, the Public Procurator's Office, the National Offenders Prevention Rehabilitation Commission and the Radio Regulatory Agency which made a fairly large number of new appointments due to their structural expansion or new creation. A marked decrease is noticeable in the Repatriation Relief Agency, the Price Agency, the Central Economic Investigation Agency which are now undergoing a structural reduction.

The separation rate by government agency was computed by dividing the number of separations from the service by the total number of the employees as of April, 1949. The rate marked with * indicates that the figure is not

necessarily proper since the total number of employees is too small. Excepting what are marked with *, the agencies which show a separation rate of over 30% taking the average of the separations of the grades 3 and 4, are the National Personnel Authority, the Tax Admininistration Agency, the Special Procurement Agency, the Ministry for Foreign Affairs, the Repatriation Relief Agency, the Ministry of International Trade and Industry, the Economic Stabilization Board, the Price Agency, the Economic Investigation Agency. This is indicative of numerous turnovers due to the structural reduction and others. On the other hand, a low separation rate of about 10% is seen in the Forestry Agency, the Agency of Industrial Science and Technology and the Board of Audit, respectively. On an average, the separation rate of the grade 4 is lower than that of the grade 3, showing that grade 4 is accompanied by the stability of position.

6. Conclusion

We have explained a rough outline of the survey and given an extremely brief commentary on the tables obtained as a result thereof. Due to lack of time and shortage of hands caused by various circumstances, we regret to have to bring this survey to an end for the present, leaving much to be still done and improved, but would appreciate it greatly if those who make use of these materials will bear this in mind and point out any defects they may find when they give a further and proper examination thereon.

The chief purpose of the survey is, as mentioned at the outset, is to find an estimate of the demand for grade 3 and grade 4 employees in the fiscal year 1950; but there are a few points which must be borne in mind in using figures given in these tables as actual material; namely, that:

1) The figures given in the answers from government agencies were as of February 1950 - that is to say, before their budget was decided. Therefore some of the figures, according to notes given, are not

final but purely a rough estimate;

2) Some agencies, even though there were actually some demands, hesitated to report, saying that they could not make a forecast;

3) As the fiscal year of 1950 has already begun, a part of the demand is being met to fill vacancies;

4) When compared with the grades 5 and 6, such filling of vacancies is spread all over the year, and yet a great deal of it is done at the beginning of the fiscal year;

5) The conduct of such survey will possibly stimulate government agencies to appoint grade 3 and grade 4 employees.

All these factors, interwined, will presumably make it necessary to revise the figures of the tables as time goes on.

While, due to the circumstances given above, summation matters were reduced to an absolute minimum consistent with necessity, we may add that a number of further materials could be developed from the present questionnaire and that the following tables could be prepared from it if so required.

Trends as seen in the entrance examinations by occupation administered in the fiscal year 1949

Time for examination

Competition rate

Method of examination

Subjects of examination

Classification of educational background

Age limit

Reasons for demand.

Estimated number of initial appointments by occupation, government agency, grade, and NPA regional office (or prefecture) for the fiscal year 1950.

Estimated number of initial appointments by occupation, grade and reasons

NPA general 10

EXAMINING THE NPA

May Issue of the Kaizo
Magazine

Once upon a time a beggar received a fine horse. Unfortunately, the poor beggar had no idea of how to make use of such a fine horse.

The present NPA is just like the beggar who received a fine horse. The beggar was given a fine horse called the National Public Service Law which included powers of planning, directing and recommendations covering all phases of personnel administration in the government.

The National Public Service Law was a fine piece of democratic legislation without doubt. It was designed to put an end to all the abuses of the civil service in the past and to establish open competitive examinations for government positions, equal rights of appointment, collective bargaining, rights to employee organizations, the right to strike, the merit system and the establishment of officials as "servants of the people".

It was too bad that the National Personnel Authority, created as the enforcement agency for the National Public Service Law, was not so good. Let us look at the record of the three Commissioners, whom I have above described as beggars in the old saying. One of the criticisms stems from official sources. Prime Minister Ashida said, "What do you say we change the NPSL and redesign the authority of the NPA?" Chief Cabinet Secretary Masuda said in reply to a newspaper man's opinion of Dr. Asai, "Well, he is still better than Yamashida or Ueno." The employee organizations have said, on the occasion of the joint struggle in the Diet, "The Commissioners should be impeached." The government and the unions have opposing interests and beliefs. Despite this fact, there is common between them criticism of the NPA and the Commissioners. They amount to "The useless NPA.", "The

incompetent Commissioners" and "A reconsideration of the NPA".

In short, the actual conditions are such that NPA now stands at the crossroads. Its past errors have been its own fault, stemming as they did from the deep gap between the fine objectives and tremendous authority on the one hand and the limited capacities of the Commissioners on the other. Let us look at the history of the NPA.

In 1948, the newly created NPA, beggar though it was, still was high spirited. Despite the fact that it was under the jurisdiction of the Cabinet, it rejected the ¥5330 base of the Yoshida Cabinet and pushed through the ¥6307 base which it had itself recommended. Whatever the opinions of the government at this point, here, that was not a bad move since it benefited government employees. But, the NPA, puffed up with its importance, went ahead to create the forty-eight hour working week (meaning a full work day on Saturday) then rushed on to establish registration for employee organizations, prohibition of political activities, and limitation of union activities. Before the unions could recover from their surprise, the NPA restored the forty-four hour week then tried to pretend it was the friend of both the union and the government.

The vacillating attitude of the NPA was clearly shown during the third Yoshida Cabinet. Despite the fact that Article 3 of the NPSL provides for cutting down of personnel, the NPA tried to pretend that it had no responsibility or opinion on the reduction in force carried out at that time. An irresponsible statement made by Dr. Asai at that time was, "The reduction in force proposed by the government is a political move and NPA shall not involve itself in it. Since no classification act exists as yet, the NPA is not in a position at this point to say anything about reduction in force."

This was sabotage of Article 3. Then the NPA went on to protest and demand that the government establish a separate law for the reduction in force because it feared that the discharged employees would demand hearings under Article 89 based upon Article 78. In other words, the NPA tried to please everybody in an attempt to save face for the NPA and the NPA alone.

In June of 1949 when the NPA tried to register employee organizations, it set the dead line for September 1st but had to extend that date because none of the unions paid any attention. This represented quite a loss of face and authority for the NPA, a fact that is further proved by the ineffectiveness of the Political Activity Rule.

The final blow was the ¥7877 base recommendation. President Asai obviously depended upon objective circumstances, but the government no longer feared the NPA and the unions no longer were depending upon the NPA. When it was clear to all involved that the NPA's recommendation meant nothing. Asai, Yamashita and Ueno went before the House of Representatives and said, "The recommendation was made on the basis of Article 28, but its adoption is up to the government and the Diet." But they did not get away with this side-stepping of responsibilities because the criticism mentioned above has risen like a storm. The NPA was supposed to present a bill to extend the Law for New Pay for government employees but was so intimidated at this point that they left it completely to the government. President Asai has a fine background but is of weak wavering character as can be seen by all his actions which were apparently designed only to protect himself and the NPA. His selfish and self-preserving attitude was shown again in relation to the Attorney General when the question of whether discharged employees were or were not union members came up. He is an opportunist pure and simple.

Commissioner Ueno is just as bad in his own way. He made his reputation as an efficiency expert for private companies but his so-called efficiency has degenerated at NPA into deciding whether or not the employees should write from left to right or whether the tables and chairs are too high or not, forgetting all about his main work which is efficiency in the government. It is said that within NPA, President Asai and Commissioner Yamashita are constantly at odds with Mr. Ueno. It is said that President Asai keeps Mr. Ueno away from all public gatherings. It is also said that Dr. Asai once urged Mr. Ueno to resign for a misstatement in Osaka and his writing of books explaining the police examinations. Dr. Asai has made just as many misstatements and has written a number of books himself.

It is too bad, in view of Article 5, that the Commissioners cannot be removed except by impeachment of the Cabinet and a decision by the Supreme Court. It might not be possible to follow the system in the United States, with the President free to hire and fire their Commissioners, but perhaps in Japan they should be confirmed by the vote of the people as in the case of Justices of the Supreme Court.

At any rate, there is no question that the NPA now stands at a cross-road. In view of the many criticisms, the tenure of the Commissioners, reorganization of NPA authority, and reorganization of NPA are needed. The key point of the NPA history and the various criticisms the NPA has aroused seems to be the quality of the Commissioners.

Summary -

JS

National Personnel Authority

April 30, 1951

Planning and Control Section,

Bureau of Recruitment

Opinions of the National Personnel Authority on the Proposals Made by the National Personnel Council on the "Policy for the Recruitment System Based upon the Principle of Competitive Examination"

1. General policies.

(1) As it is anticipated that ministries and agencies will need some additional employees and appropriations in order to enforce completely the recruitment system as provided for in the National Public Service Law, the National Personnel Authority will extend its cooperation to the steps to be taken by the ministries and agencies in connection with their ceiling number of employees and budget necessary for the project. In the meantime, the operating ministries and agencies are requested to exert themselves for the realization of this policy.

However, it is considered practicable to rationalize the use of budget and staffs in ministries and agencies by devising the ways and means of running the whole field of personnel administration. The National Personnel Authority is of the opinion that the extent of the delegation of powers to ministries and agencies should be fixed with due regard to the number of staffs and expenses in ministries and agencies.

(2) The policy will be put into concrete shape after fully consulting with ministries and agencies.

(3) In filling vacancies in positions, the appointing officer will be left free, in principle, to choose any of the following three modes: initial appointment, promotion or transfer.

(4) As regards the administration of promotional examinations, it is considered advisable that, in principle, the National Personnel Authority remains responsible for the establishment of basic standards and inspection of the administration of the examinations in the future. However, it would be financially as well as technically better, in principle, if the National Personnel Authority directly conducts entrance examinations, because these examinations are held for the purpose of filling vacancies in the positions which cut across all ministries and agencies, and their applicants belong mostly to the same stratum of people.

As to those of the higher-ranking positions the appointment to which is to be made by an evaluation, it will not be desirable, even for the sake of maintaining balance among government agencies, to establish an evaluating agency in each ministry and agency.

(5) The opinion advanced on the minimum qualification requirements will be respected as far as the high-ranking positions are concerned, but to prescribe qualification requirements on a broad basis for lower positions will result, in the case of a competitive examination, in unduly increasing the number of applicants for the examination and causing waste in its administration.

(6) When a position classification plan under the Local Public Service Law and a recruitment system based upon the merit principles are established, studies will be made on the treatment similar to promotion, transfer, etc., instead of resorting to an open competitive examination. Further, it is desirable, even as a temporary measure, to think of a method which is different from that for initial appointment.

(7) It is also necessary to take elastic measures for various irrational problems which may arise from the switch-over to the new system, and

to provide a transitory period prior to the enforcement of this system, but, on the other hand, it will be just as important to shorten the transitory period, and the National Personnel Authority will do its best in this respect with the cooperation of other ministries and agencies.

2. Matters concerning policy items.

(1) Personnel terms:

It will be of practical necessity to distinguish personnel actions effected between different appointing officers by some adequate terms. It is desirable to make further studies of the specific terms to be used in this connection.

(2) Initial appointment:

1) Entrance examination.

There is no objection to determining the method and extent of recruitment activities in the light of the necessity involved. However, there will be no sense in limiting, as one of the qualifications for taking examination, the places of residence of applicants. There is no objection to restrict the scope of the employing agencies which make the appointment.

2) Evaluation.

Initial appointment by an evaluation is considered unavoidable for the positions for which it is difficult to find capable persons by a competitive examination or the positions involving research work, or those requiring special skills for which a competitive examination is not suitable.

Even for specific government agencies, it is not desirable that the appointment to all positions be made invariably by an evaluation. The principle given above should be followed.

(3) Method of promotion:

1) Qualifications for taking examination.

To enlarge a competitive area as proposed will only result in making the work of administering the examination troublesome and involved, and it will be necessary to place some restrictions. As regards the period of service, it is necessary to determine it by allowing some latitude according to the positions.

Furthermore, as to the positions which require to be filled by labor standard inspectors and other positions requiring special qualifications, the prevailing circumstances should be taken into account in determining the qualifications for taking the examination.

2) Dissemination of information to candidates qualified for examination.

As to the time of the preparation of an eligible list we respect the proposal. As to the dissemination of information, we are of the opinion that this is not necessary, regardless of whether the position concerned is high or not, when the staff responsible for administering a promotional examination may make all the qualified persons take the examination.

3) Kinds of competitive examination.

It is advisable that the selection of the kinds of examination and the determination of weight be left to the National Personnel Authority until regular methods for each position is established. While we are not opposed to the opinion that, in determining the contents of an evaluation of previous experience, evaluation of work performance, etc. and in making these evaluations, care should be taken so as to avoid making these impractical by reducing them to merely a mechanical and stereotyped formula, it will be necessary, on the other hand, to take prudent care not to make the examination itself unfair.

4) Evaluation.

While we support the opinion that, in the selection of the staffs of the level of section chief or above in the central office of each ministry, weight should be placed on the general administrative abilities, we do not consider that it is utterly impossible to test such abilities by means of a competitive examination in which the incumbents of the positions of lower level participate. However, we consider that there are cases where it is unavoidable to resort to an evaluation for making promotions to the positions involving research work, the positions requiring special skills as well as those for which it is not possible to obtain a sufficient number of competitors even within an adequate competitive area, thus making it unnecessary to hold a competitive examination for, for example, the position of the vice-minister's level. Also, as to the method of conferring the qualifications of labor standard inspectors as referred to in the opinion, we consider it unavoidable to retain the present practice for the time being.

(4) Method of transfer:

We are of the opinion that it is adequate to make the transfer by means of an evaluation in principle, but, in order to carry out an integrated recruitment system, the basic standards for an evaluation in regard to transfer should be well-balanced with the case of promotion and initial appointment; and, furthermore, according to the National Public Service Law, the basic standards for evaluation in regard to initial appointment and promotion are the matters to be determined by a resolution of the meeting of the National Personnel Authority. Consequently, we consider it is appropriate that the basic standards for transfer be determined by the National Personnel Authority. However, because the transfer between the positions where the kind of duties, the level of responsibilities and the degree of

complexity are quite similar could be considered essentially as the question of placement, it is deemed adequate to leave this matter to the appointing officer. While it will be necessary to allow sufficient flexibility in determining the scope of such positions, it will not be proper to include indiscriminately all the positions in the same occupational group or those in the one and same ministry, as stated in the opinion.

GHQ

Approved
Mrs S
Yonai

National Personnel Authority

April 25, 1950

Transactions Section,
Bureau of Recruitment

Revision of the Form for Service Record Card

Reasons for revision.

1. As a result of two fact-finding surveys conducted since last year in various ministries, it is necessary to make revisions to meet the actual conditions obtaining therein.

2. With the revision of the form for notification of personnel action, it is necessary to revise the Service Record Card.

Primary objects of revision.

1. It must be a unified form to replace personal histories hitherto used.

2. It must be convenient in preparation, custody and use, and, moreover, can stand long use.

Points of revision and reasons.

1. To discontinue the folding of the card into two and to make the quality of paper thicker than at present. The reason for this revision is that, while a thin paper weighing 150 lbs or thereabout is used for the present form so as to enable it to be folded into two, the result of actual use shows that the probability of the form being cut from the folded part is high and also that, because the paper is thin, the tips of the card become easily spoilt.

2. To abolish the columns for "skills, linguistic ability, or other special qualifications", "reinstated rights" and "physical limitations" and amalgamate them in the "Remarks" column, and to newly create a column for "qualifications and examinations". The reason for this revision is that,

when investigating the frequency of the use of the cards presented to the National Personnel Authority by various ministries and agencies, the "skills, linguistic ability, or other special qualifications" column and the "Remarks" column in sheets 1 and 2 are in most part blank, while the "physical limitations" column is blank in practically all cases.

As to the "reinstated rights" column, the provisions governing reinstated rights have not yet been established, and even if they are established in future, the column will by no means be used for all separated employees: hence this column is amalgamated with the "Remarks" column.

Sheet 1 - Frequency of use of the "skills, linguistic ability, and other special qualifications" column.

Space used / whole space	3/3	2/3	1/3	0
Frequency of use %	9	13	16	62

Sheet 2 - Frequency of use of the "Remarks" column.

Space used / whole space	6/6	5/6	4/6	3/6	2/6	1/6	0
Frequency of use %		1		6	11	24	58

The reason why a "qualifications and examinations" column is newly created is that the frequency of use for sheet 1 revealed above relates in mearly all cases to matters pertaining to qualifications.

3. Of the school career, the present form so proideds that an entry is to be made for the total length of schooling in elementary and middle schools, but it is now proposed to adopt the same pattern as the "high school, college and university" column and amalgamate it with the latter column, and to provide entries for "name of school", "name of division and course", "period of study", and the distinction - "graduated", "still at school", left school before graduation, and still at study -, the number of lines being increased to five.

As reasions for the proposed change, it may be stated that, when the fact-finding surveys were conducted at various ministries and agencies, a strong desire was expressed by them to make the changes referred to, hence it is proposed to revise the itemized details and to amalgamate the "elementary and middle school" column and the "high school, college, and university" column.

As the present educational system is 6.3.3.4., four lines suffice for a person who has completed the regular course, but one more line is provided as extra, thus making five lines.

4. Conforming the order in which "service record" column is to be classified to notifications, an "agency issuing the notification" column is newly provided.

The reason for this change is that, due to the proposed use of the card in place of personal histories hitherto used, it is necessary to provide the new column by reason of a claim for pension, etc.

5. An "old name" column has been newly provided. The present ruling is that the old name of an employee is to be entered in the "Remarks" column, but it is more convenient to have it alongside the new name in the handling of work. Consequently, with the revisions of the form, the new column is provided by considering the question of space.

Index	Sex ☐ Male ☐ Female	("Kana") Name
	Date of Birth	
Place of Birth (Honseki)		Old Name (Changed my family name on)

Educational Career:-

Name of School	Department and Course	Period of Study	Graduated, still at school, gave up schooling, still at study
		From To	in school year
		From To	" " "
		From To	" " "
		From To	" " "
		From To	" " "

Qualifications and Examinations:

Date	Name	Date	Name

In-Service Training

Period	Name of Organization and Course	Period	Name of Organization and Course
From To		From To	
From To		From To	
From To		From To	
From To		From To	

Remarks (Skills, Linguistic Ability, Physical Limitations, Reinstatement Rights, etc.)

Index	Sex ☐ Male ☐ Female	("Kana") Name
	Date of Birth	
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Name of School	Department and Course	Period of Study	Graduated, still at school, gave up schooling, still at study
		From To	in school year
		From To	" " "
		From To	" " "
		From To	" " "
		From To	" " "

Qualifications and Examinations:

Date	Name	Date	Name

In-Service Training

Period	Name of Organization and Course	Period	Name of Organization and Course
From To		From To	
From To		From To	
From To		From To	
From To		From To	

Remarks (Skills, Linguistic Ability, Physical Limitations, Reinstatement Rights, etc.)

Service Record					
Date of Action	Nature of Action	Class Title	Salary	Division and Section where employed and Position Title	Agency issuing Notification for Action, etc.

NPA Form SERVICE RECORD SUB-CARD			Date of Birth	("Kana") Name	
Date of Action	Nature of Action	Class Title	Salary	Division and Section where employed and Position Title	Agency issuing Notification for Action

Date of Action	Nature of Action	Class Title	Salary	Division and Section where employed and Position Title	Agency issuing Notification for Action.

OK
mwf

It will be the ideal method for the enforcement of this personnel record system to the whole employees to let each agency forward to the N.P.A. the personnel action reports and the service record cards concerning the whole employees, but it is very difficult to carry into effect this method within this year, because such a large number of persons and rooms are needed for the enforcement as shown in annexe.

Then the most practical way is to enforce the Regulations No. 17 and 18 by the method which makes it feasible to apply this system to as many employees as possible by using the minimum persons and space, that is, the method which puts a limitation in the full application of this system. But the personnel action reports ought to be forwarded concerning the whole employees according to the Regulation No. 17 which provides the application of the personnel report system throughout the regular service. With regard to the service record, we cannot help ~~setting a limitation concerning~~ putting restrictions upon the grade to which the enforcement is applicable. For this purpose, we have calculated the necessary number of persons and rooms, after dividing the whole employees ~~in~~ into four sections. The basic grade is 5 grade which is the lowest one for the application of civil service examination.

The results ~~is~~ are as follows:

the limit	8 grade and above	7 grade and above	6 grade and above	5 grade and above
employees	110,000	200,000	355,000	526,000
number of persons needed	70	78	95	110
space needed (KOMA)	7.9	8.6	9.7	11.0

(one KOMA is about 12.63 tsubo).

(one tsubo = 3.3 M²)

In these four cases, the enforcement to the employees in 7 grade and above,

Annexe

The number of persons and width of space necessary for the enforcement of the new personnel record system.

The basis for the calculation

Total work days in a year 250 days
(exclussive of Sundays, holidays, half a work day or Saturdays, and non-work days.)

The time of one work day 450 minutes

	The number of employee.	Average frequencies of personnel movements of one employee in one year.	Total frequencies of movements in a year.	Frequencies in a day.
Grade 8 and above	110,000	2.2 (3.3)	242,000 (363,000)	968 (1,452)
Grade 7	100,000	2.0 (3.0)	220,000 (330,000)	880 (1,320)
Grade 6 and below	690,000	2.0 (3.0)	1,380,000 (2,070,000)	5,520 (8,280)
Total	900,000		1,842,000 (2,730,000)	7,368 (11,052)

Remark:
The numbers in the round brackets show the frequencies when the position classification is enforced.

	A			B			C		
	In the case of the enforcement to the whole employees as provided at present			In case the whole procedure is applied as provided to the employees in grade 8 and above, and as to the employees in grade 7 and below only the report is calculated, by which the Transaction Sec. can enforce the formal evaluation			In case the whole procedure is applied as provided to the employee is grade 7 and above, and as to the employees in grade 6 and below only the report calculated, by which the Transaction Sec. can enforce the formal evaluation		
	(1)	(2)	(3)	(1)	(2)	(3)	(1)	(2)	(3)
1) Reception	7,368		4	7,368		4	7,368		4
2) Classification of reports & cards									
(Report)	7,368	2,000	4	7,368	2,000	4	7,368	2,000	4
(Card)	3,360	"	2	200	"		610	"	
3) Evaluation	7,368	225	33	Grade 8 & above 968	225	4	Grade 8 & above/225 7 1,848		8
				Grade 8 & below 7 6,400	450	14	Grade 8 & below/450 6 5,520		12
Card									
(Filing the received cards)	3,360	500	7	200	500	1	610	500	1
(Extracting the filed cards)	7,368	"	15	968	"	2	1,848	"	4
(Posting)	"	"	"	"	"	"	"	"	"
(Filing the Posted cards)	"	"	"	"	"	"	"	"	"

5) Preparation of statistical tables & filing	7,368	400	18	7,368	400	18	7,368	400	18
6) Keeping the lists of appointing officers & loaning the received cards			1			1			1
7) Inspection (Within the jurisdiction of the Regional Offices)			2			2			2
(Officers proper)			3			6			6
(Local agencies in Tokyo)			1			4			4
(Kanto, Shinetsu Districts)			1			1			1
8) Group leader (per 20 clerks)			6			4			4
9) Chief			1			1			1
Total			128			70 (19)			78 (19)
Space required			Koma 13.5			Koma 7.9 (2.5)			Koma ~~6.6~~ 8.7 (2.5)

(1) The frequency of actions in a day which need the transaction

(2) The ability of one person for the transaction

(3) Number of persons needed

OPINIONS ON THE METHOD OF SELECTION OF SECRETARIES
(EQUIVALENT TO FIRST CLASS)

The Foodstuff Foreign Trade Kodan

Introduction:

The ability of a person is the most important factor in execution of business. In order to bring out the best in a man, he must receive the treatment he deserves. In this respect, it may be said that decisions on qualification will play a great part in bringing out the best in each official, and we believe that the Board of Trade in drafting and deciding on the method of selection encountered great difficulty because the Board of Trade has no direct means of knowing actual activities of each secretary and because these people hold important positions in the Kodan. However, the Board of Trade screened applications from the objective standpoint and gave accurate analysis of record, experience, curricula vitae, and other items given in the applications submitted from the Kodans. It can be said that the Board of Trade succeeded in settlement of this problem and at the same time contributed much toward solving the future personnel problems.

The following are concrete statements of our opinion with regard to the method of selection of secretaries.

Statement

1. Age, education, experience, ability have been the four factors in selection of secretaries, but it seems more rational to include in consideration another factor, namely, the official position. This, to our belief, is compatible with the spirit of "Class System".

2. In establishing a standard for evaluating merits of each individual, the exam nation conducted by applying this standard to various cases, conditions, and examples gave confidence to people of the Kodans as a sound system.

3. Factors in Selection:

a) Age

Although persons qualifying as secretaries (equivalent to 1st class) are fixed at 35-50 years of age, 40-50 years of age is believed to be appropriate. Notwithstanding the fact that a person of 35 qualifies for "Ninsho" rank official, in consideration of the nature of foreign trade kodans 45-55 years would do more justice to experts with many years of business experience who have been recruited into foreign trade kodans.

Moreover, it must be considered that on an average there is very little indication of old age intellectually of people up to 55 years of age; however, it appears that older people are being sacrificed a little for the younger.

(b) Education

This factor has been properly considered.

(c) Experience

It must be said that the appraisal of experience has been done in a rational manner; the method of obtaining points by the normal distribution curve must be considered most idealistic. However, it seems the application of the gap percentage is going to the extreme, the reason being that no matter how wide the gap between a person's present position and his former experience may be it will be difficult to determine the relation between the two. This discrepancy becomes prominent especially when the number of years of experience becomes a deciding factor.

(d) Ability

Considerations given to the reports made by kodans were most discreet.

Conclusion

The above are frank statements. The system put into practice have proved to be a most fair and democratic system by which appointments of secretaries were made because there was no noticeable dissatisfaction within the kodans and in comparing the qualified personnel with other kodans, there was no great difference in opinion among the kodans.

Therefore, as officials in charge of this matter we tender our heartiest thanks to the members of the Committe responsible in making appointments of secretaries, equivalent to first class.

Impressions on Selection of Advisers (with Rank corresponding) to First-Class Officials)

Chief of Personnel Section
General Affairs Division
Textile Foreign Trade
Corporation

In the Textile Foreign Trade Corporation, the staff members of which are mostly from business circles, the ranking order in which they stand is mainly decided according to their individual calibre and capabilities. However, in the selection of the advisers in question, the weight of the "capacity" which shows the above criteria seems to have taken a little too small proportions. In the other respects the selection was quite satisfactory.

FM.

Branches:

Osaka, Kobe,
Yokohama, Nagoya,
Fukuoka, Etc.

RAW MATERIALS FOREIGN TRADE CORPORATION
(Genzairyo Boeki Kodán)

Head Office, Tokyo.

Tel. No. 1 Office; (24)
3336, 3337, 3344,
No. 2 Office; (24) 0891,
1943, 1963, 1947.

Tokyo, 16 October, 1948

TO:

FROM: Yoshio Ohgoshi, Chief of Personnel Section,
General Affairs Dept., Head Office.

NO. 23-HGP-773

SUBJECT: Opinion on method of selection of the 1st class
Kodan (Secretary) officials

It is a great pleasure to express my opinion on the method of selection of the 1st class Kodan Secretaries whom the Ministry of Commerce and Industry has now issued orders of promotion. The method is considered, contrary with that of the past, to have been aimed to carry out in a most fair and impartial way and brought the best result possible for which success I wish to rejoice together with authorities concerned.

Very truly yours,

Y. Ohgoshi

Yoshio Ohgoshi

Views on the Principle of Selecting First Class (Secretary) of the Foreign Trade Corporation.

Oct. 18, 1948

Minerals & Industrial Products
Foreign Trade Corporation

The rank system which has emerged to the surface following the enactment of the National Public Service Law is recently much discussed by the various departments of the Government for its materialization with the purpose of rationalizing the personnel administration.

The scientific analysis of the career of the personnel which has been enacted as a part of the principle of the rank system will be a touchstone, when the rank system is to be a basis of the personnel administration and all public servants are expected in near future to be under its ruling in regard to their official positions or duties.

In the last selection, the analysis, deliberation and observation have been made in regard to relation between the position and personality rather than the gradation of the duty.

The order graded thus does not mean itself the condition for the qualification for the first rank secretary. It is only a gradation for convenience in selecting relative number of personnels. Still, this method deserves to be much appreciated as timely in consideration of its case and objective condition.

1. On Age, Education, and Experience.

a. Consideration on the total points of these three.

It is very unfavorable for young personnels to be screened by the standard of the total points of 215. This rather contradicts to the principle of placing the ability at the top. This standard eliminates the capable person with eight points of the ability standard which makes him eligible even the other conditions are lowest.

The element of excellent ability is not always congenital, nor to be said proportionate to age, education or experience.

This is acquired through his education and experience, and constructed on his innate capability. Uniform summing up of points should be avoided but for the means of convenience.

Consequently, it is to be disapproved that the more summing up of total points be adopted for the standard of the first screening. It will only be deemed reasonable to eliminate those below the standard points when all points are totaled after due considerations paid to the ability element by analyzing one's education and experience.

b. Deliberation on the experience points.

There are four grades of A. B. C. and D of the first secretary of the Foreign Trade Corporation according to the degree in relation only with the past career and present position. This seems to be too mechanical from the standpoint of personality grading.

In other words, although experts are highly regarded in the Foreign Trade Corporations, the first class secretary

who is in charge of directing and supervising the other personnels should be not only a mere expert in his line, but should be of high personality equipped with the supervisory ability.

If this point is overlooked, and the grading is set only in respect to the individual talent in foreign trade business, it will never be perfect.

2. The Ability Points.

In adopting the new system, the most difficult problem is how to determine the standard of the ability. Method of establishing the standard will largely affect the order of gradation of the point.

As it is very difficult to materialize the ability element objectively, it is almost impossible to obtain satisfactory datas at the start of the enforcement of the new system.

Consequently, the evaluation became subjective. The principle of placing the ability at the top demands the establishment of a scientific evaluation an indispensable condition.

A subjective evaluation should be avoided to the utmost.

The foregoing is the outline of our views on the new system.

However, we appreciate the new system as a result of efforts for establishing a fair and reasonable rank system for the personnel administration in future.

Research Report (401)

Examination Section,
Recruitment Bureau

The results of the entrance examination for the policeman.

I. The correlation between the entrance examination and the performance of school works in the police school.

A. The correlation between the entrance examination and the performance of school works (include physical course)

Sample: Taken from the successful candidates of X13 (The first entrance examination) who had graduated the Police Schools in Osaka, Mie, Aichi and Fukui Prefectures.

The correlation coefficient:

Osaka:	.396*	N = 39
Mie:	.184	N = 38
Aichi:	.563**	N = 58
Fukui:	.239	N = 25

Note: 1. The scores of each entrance examination (A, B, C, D, E) were translated into the standard scores.

2. For the performance of the school works, it took the average score of the school works including physical course.

3. ** 1% Significance at the level of significance.

* 5% Significance at the level of significance

B. The correlation between the entrance examination and the performance of school works (excluding the physical course)

Osaka:	.37*	Aichi:	.59**
Mie:	.24*	Fukui:	.34*

C. The correlation between the entrance examination and the personality rating while in school.

Personality rating and entrance examination	Personality rating and the performance of school works	R
Osaka (N = 39)	.67**	
Fukui (N = 25)	.67**	.35*

Note: The personality rating was rated in 5 classes of A, B, C, D, E. R shows the multiple correlation of the performance of school works and the personality rating against the entrance examination.

D. The correlation between the service rating after the graduation (for those who passed the examination administered by N.P.A.) from the Osaka Police School and the performance of school works and the personality rating while in school.

N = 46

Correlation coefficient

The service rating and the performance of school works	.388*
The service rating and the personality rating (while in school)	.202

II. The correlation between each sub-test of the entrance examination and the performance of shhool works (except physical course). The degree of difficulty and the coefficient of reliability.

Sample	X13 A taken from 34 successful candidates who finished Aichi Pre. Police School		X14 B (The 2nd entrance examination) taken from 400 random sampling among the all examinees		
Subjects	Correlation to criteria	% of correct answer	% of correct answer	Coefficient of reliability when the No. of items was 10	Standard error
1. Current subject	.336*	.60(.68)	.41	.72	1.03
2. Science course	.363*	.49(.50)	.46	.77	1.00
3. Social	.317*	.56(.68)	.47	.73	1.13
4. Arithmetic	.285	.36(.46)	.39	.73	.88

5. Number series	.454**	.34(.59)	.31	.81	.77
6. Comprehension	.067	.59(.75)	.50	.64	1.16
7. Judgement & Reasoning	.203	.36(.48)	.30	.87	.76
8. Investigation & Report	.048	.52(.64)	.45	.78	1.25
9. Memory in Persons	.222	.32(.47)	.65	.88	.92
10. Memory inscencry	.023	.61(.69)	.61	.58	1.01
Whole test	.589**	X13 All examinees (successful candidate) .59		.84	

III. Coefficient B to measure the criterion (Performance of school works) and multiple correlation coefficent (R).

Subject (Test No.)	B coefficient	R
Number series (5)	.433	Rc.5 = .454
Current Subject (1)	.277	Rc.51 = .535
Memory in Persons (9)	.184	Rc.519 = .544
Arithmetic (4)		Rc.5194 = .536
Multiple correlation value (R	.544	

Therefore, if number series, current subjects and memory in person were combined in proportion 2.4 : 1.6 : 1 respectively, the maximum R will be obtainded.

IV. Conclusion:

1. The criterion of validation of the written examination was taken from the performance of school work (the physical course added to academic course) while in school of the police school. This is because we can assume that almost the same things are being measured.
2. It seems difficult to lead a decisive conclusion from the correlation coefficient got by the analysis owing to the small sample, but we believe to get more correct conclusion by repeating the analysis.
3. The reason that the correlation between the performance of school works in the school days and the personality rating holds high seems to be due not only to the fact that two things are accompanying, but also the Halo effect is working.
4. The reason that the correlation between the performance on the job and the performance of school lessons or personality rating (both are those in school days) is low seems to be due to the fact that there are some

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4. The reason that the correlation between the performance on the job and the performance of school lessons or personality rating (both are those in school days) is low seems to be due to the fact that there are some

defects in the method of service rating.

5. The sub-test administered in the example of the Aichi Prefecture which holds the most validity in the written examination in composed of three subjects of the mathematic number series, current subject and the memory in persons. It seems, however, insufficient due to the fact that this analysis was made for only a single case, It is therefore necessary to continue the analysis in order to obtain more exact findings.

6. Generally speaking, the validity is higher in the sub-test measuring the mathematical ability than that of measuring the verbal ability.

7. The memory test in scenery is not regarded as a good sub-test from the viewpoints of its reliability and validity. The degree of difficulty in items run to both high and low extremes.

Thus, we have finished the analysis of X13 (The first policeman entrance examination), but we find it necessary to make another analysis on the subject in better condition in the future.

The greatest difficulty we had is that X13 examination was composed of six parallel but different tests and the number of the student of the same school was very small, and that, moreover, the needed materials could not be sufficiently gathered.

As to the successful candidates, we were able to obtain the data for performance of the school works, but we were unable to get the those for the unsuccessful candidates. Therefore, we could not obtain the correlation between criterion and examination scores of total population.

Dismissal

Agency : Fishery Agency

Name : Ōjama Tahei, Secretary-General

Cases for which being comitted:

Not being excellent and statisfactory in the performance of his duties.

Defaulting the eligibility as required on any goverment service regulated by the Law.

Date of its punishment : March. 4th. '50

Legal authority: Article 78. No. 2 of N.P.S. Law
No. 3

amp Div.

CIVIL SERVICE DIVISION
Government Section

13 February 1950

MEMORANDUM FOR : The Record

SUBJECT : Perscnal Investigations for Critical Examination

Mr. Kawazaki, Chief, Bureau of Investigation, NPA, reported on 10 February, through Mr. Thomas Eliot, that the Ministry of Foreign Affairs and the Ministry of Finance had refused to permit NPA investigators to interview any individuals in the two Ministries. These requested interviews were being conducted by the investigators of the NPA to complete the personal investigations necessary in connection with the critical examinations.

Both Ministries sent word to NPA that they would not permit the conduction of these investigations until NPA satisfactorily answered 3 questions. These questions were - (1) What will be the relative weight of the personal investigation against the weight given the written examination? (2) How will the special investigation items be evaluated? (3) What is meant by "higher official"?

Mr. Kawazaki called personally on the Vice-Minister of the Ministry of Foreign Affairs and spent 1½ hours with him, discussing the proposed investigations. At the end of that time, the Vice-Minister agreed to withdraw the Ministry's objections and permit the investigators from NPA to conduct their investigations within the Ministry.

Mr. Kawazaki then called on the Vice-Minister of the Ministry of Finance. As soon as the Vice-Minister of this second Ministry was informed that the Ministry of Foreign Affairs had removed its objections, he capitulated immediately and permitted the NPA investigators to conduct their investigation within the Ministry of Finance also.

W. Pierce MacCoy

WPM:ger

W. PIERCE MacCOY
Acting Chief

Basic Policy for Establishing the Recruitment System Based upon the Principle of Competitive Examination

I. General:

1. This is to establish a recruitment system covering initial appointment, promotion and transfer on the basis of demonstrated abilities. Also, it is designed in this connection, to enforce successfully the procedures of appointment as prescribed by the Law. (To apply all the provisions of Articles 33, 35, 36, 37, and 58 of the Law).

Concommitant to the above, a system of temporary employment will be established. (To apply the provisions of Article 60 of the Law).

2. The switch-over to the new recruitment system will start at the time when the enforcement of the position classification plan has fairly made its progress.

3. In operating the new recruitment system, efforts will be made so as to meet the programs developed by the National Personnal Authority for maximum utilizationof employee skills, knowledges and abilities.

II. Definitions of modes of recruitment, such as promotion, transfer, etc.

4. Definitions of the modes of recruitment, such as initial appointment, promotion, transfer, demotion, etc. will, as a rule, be determined on the basis

of the structure of the position classification plan. However, this will not be made applicable until such a time as the position classification plan itself is completely enforced.

5. When the position classification plan is completely put into effect, "promotion" shall, in principle, include the following cases:

a. Where an employee in a position of a lower class is appointed to one of a higher class within the same occupation category;

b. Where an employee is appointed to a position which, although not within the same occupation category, is considered by the National Personnel Authority to belong to a class higher than the class of his present position in the level of responsibilities and the complexity of duties involved.

6. When the position classification plan is completely put into effect, "Transfer" will, in principle, include the following three cases:

a. Where an employee is appointed from a position in a class to one in the same class:

b. Where an employee is appointed to a position in the class which, although not within the same occupation category, is considered by the National Personnel Authority to be equal to the class of his

present position in the level of responsibilities and the complexity of duties involved;

c. Where an employee is appointed to a position in another occupation category that defies comparison with the occupation category to which his position belongs in the level of responsibilities and the complexity of duties involved.

III. Method of Initial Appointment:

7. In case the National Personnel Authority has designated positions and announced or notified of an entrance examination therefor, an appointing officer will administer the appointment of employees to such position by selection based on the certification from the entrance eligible list prepared as a result of such examination or in accordance with other procedures as established by the National Personnel Authority. The National Personnal Authority may, however, at the time of certifying the eligibles, select and certify those who it considers possess the special experience or the requisite qualifications necessary for such positions. (In this case, the examining body will, as a rule, be the National Personnel Authority's Secretariat).

8. For those positions that have been approved beforehand by the National Personnel Authority except those for which an entrance examination