

# Tokyo Metropolitan Government Personnel System

## **1. Promotion System** ~ Promotion system reflecting ability and performance ~

The personnel system adopted by Tokyo Metropolitan Government is based on a system designed to mobilize individual motivation and address results, with staff member promotions selected on the basis of ability and performance and not influenced by academic background, gender or other extraneous factors.

Staffers, following the passage of set periods of time after entering the service of Tokyo Metropolitan Government, are qualified to undergo testing for Senior Staff Member class selection. For those passing this test, several different courses are available to seek eventual promotion to managerial positions. These choices include Managerial Position Selection A, for which the test may be taken by Senior Staff Member class personnel; Managerial Position Selection B, with testing open to Team Leaders and Specialized Personnel Selection designed to screen specialists in particular fields. In this way, numerous promotion routes have been established to address the abilities, experience and other qualities of individual staffers.

(Refer to the attachment for details of the promotion system)

## **2. Personnel Transfers** ~ Promotions reflecting staff member initiative and aspirations ~

Tokyo Metropolitan Government strives to provide on-the-job training (OJT) through in-service experience, with younger staffers accumulating a wide range of service experience as a result of transfers to the metropolitan government, branch offices and other locations.

A self-assessment system has been established for this purpose, together with the introduction of an internal recruitment system from fiscal year 2000 and other approaches designed to stress the desires of individual staffers with regard to duties, transfers and other areas. In these and other ways, efforts are advanced to draw out the initiative and abilities of all staffers.

### Internal Recruitment System

This system was introduced from fiscal year 2000 with the purpose of attaching importance to the desires of individual staffers regarding work duties, as well as to effectively utilize the specialized knowledge and experience of all staff members in their assigned duties.

In fiscal year 2007, implemented for general staffers was a system covering a combined total of 37 duties extending over 19 bureaus, which effectively encompasses the following three classifications: “The Olympic invention”; “Large-Scale Project Works” (targeting crisis management countermeasures and other areas); and “Highly Specialized Duties” (computerization promotion, legal affairs, public funds accounting, urban diplomacy, etc.).

### Personnel Transfer Standards

Staffers are generally transferred to assignments for a target period of three years, with transfers both within specific bureaus and between different bureaus carried out on an active basis. As a general rule, staffers experience one inter-bureau transfer from their third year with the Tokyo Government to the time they become a Team Leader, and are then transferred either within or between bureaus upon being appointed to the position of Team Leader.

Upon passing managerial position selections, meanwhile, there are also cases when staffers are temporarily stationed at central government ministries or agencies or private sector companies for training.

In this manner, concerted efforts are made to cultivate staffers with broad-based perspectives, using the vehicle of personnel transfers to instill them with a diverse range of in-service experience.

### **3. Personnel Evaluation** ~ Implementation of a personnel evaluation system rooted in ability and performance ~

At Tokyo Metropolitan Government, implemented with the goal of promoting a personnel system that maximizes the abilities of each staff member and rewards staffers who strive and produce positive results is a personnel evaluation scheme comprised of a “performance evaluation system,” “self-assessment system” and other components. This approach is utilized for promotion selection, salary raises, personnel transfers, human resource cultivation and in other capacities.

#### Performance Evaluation System

This is a system through which work supervisors evaluate the work performance of staffers under their authority. The targets of evaluation are not limited to the results of work, but also extend to whether staffers possess adequate knowledge to actually perform their work, have carried out their duties in systematic and speedy fashion, bring a spirit of challenge to their work and other abilities and stances witnessed in the processes through which they advance their work tasks.

In addition, from the perspective of improving the persuasiveness of the actual evaluations, a scheme has been introduced to furnish feedback (disclosure) of the results to staffers.

#### Self-Assessment System

Under this system, staffers personally set goals with regard to their own duties. They then reflect upon their degree of achievement, grade themselves (self-scoring system) and report on their desires vis-à-vis personnel transfers. Staffers meet with their supervisors twice yearly, meanwhile, to discuss the contents of these self-assessments.

### **4. Salary System**

Staffers are covered under different pay schedules and salary grades and rankings, depending upon the category of the specific duties in which they are engaged.

On the “Salary Schedule for Administrative Services (1),” starting salaries are listed as follows.

Category 1A (graduate school graduate)	Approx. 229,800 yen
Category 1B (university graduate)	Approx. 207,400 yen
Category 2 (junior college graduate)	Approx. 182,500 yen
Category 3 (high school graduate)	Approx. 163,300 yen
Specialty talent (senior staff member; age 29; 7years experience)	Approx. 290,400 yen

## **5. Commendation System**

### **Tokyo Spirit Award**

This award is extended under a system established by Tokyo Metropolitan Government in fiscal year 2001 based on donations from the private sector. Projects with outstanding achievements or contributions serving as models to other staffers are promptly commended upon designation by the Governor, with the goal of raising staff member morale and spreading news of worthy achievements both inside and outside of the Tokyo Metropolitan Government.

In October 2007, Tokyo Governor Shintaro Ishihara presented this award to a total of two groups, with the winners given certificates and high-grade ballpoint pens. The recipients included the 9 staffers from the “The Tokyo Marathon Operation Team” This team contributed to success the Tokyo Marathon, which is the biggest scale in Asia, and Tokyo Marathon Festival. Also, they demonstrated the ability of taking place of international sports events which Tokyo have. Moreover, the citizens of Tokyo and the nation are highly interested in sports. “The LA FOLLE JOURNEE Invention Team” was also awarded because this team invited The LA FOLLE JOURNEE , offered high quality classical music and really contributed to build up the Tokyo’s attractive city.

## **6. Training System**

For Tokyo Metropolitan Government to respond to the trust of its citizens with the supply of services highly satisfactory due to the stress placed on the importance of speed and a thorough awareness of cost, there is a need to develop the abilities and enhance the attitudes of staffers in moving to further raise the productivity of its organization. Toward this end, Tokyo Metropolitan Government advances close collaboration between centralized and bureau-specific training, mobilizing all phases of its organizational capacity to provide effective staff training programs.

Various training programs are implemented in striving to foster professional staffers of high caliber. They include “New Appointee Training,” which extends for over two weeks and is divided into three separate stages; “Practical Ability Enhancement Training,” with the objective of instilling staffers with practical knowledge and skills; and “Career-Track Specific Training,” aimed at enabling staffers to obtain the abilities needed within their own career areas.

### Tutoring System (Systematic Training System for Newly Hired Staffers)

Tokyo Metropolitan Government advances a tutoring system to systematically train newly hired staffers at their workplaces. Under this arrangement, workplace superiors serve as tutors, striving through the actual work to provide on-the-job leadership and achieve sustained ability development. Based on the effective utilization of this tutoring system, newly hired staffers are able to pursue their duties with maximum confidence and peace of mind.

## 7. Terms of Employment

### Employment Periods

As a general rule, regular work hours for staff members are 40 hours per week (not including break times), thereby adopting a standard five-day workweek. In case of the metropolitan government, the employment system is divided into three teams (Team A, Team B and Team C). Notwithstanding this general approach, however, in reflection of the nature of specific duties there are workplaces with duties on Saturdays and Sundays, as well as other examples of the designation of work hours in response to the conditions of the respective operations that are performed.

	Work Hours	Break Times
Team A	8:30 ~ 17:30	12:00 ~ 13:00
Team B	9:00 ~ 18:00	12:00 ~ 13:00
Team C	9:30 ~ 18:30	12:00 ~ 13:00

### Holidays

Holidays include annual paid vacation of 20 days (when hired on April 1, 15 days), congratulation or condolence leave, summer vacation, nursing care leave, volunteer leave, long-service leave and other examples.

## 8. Employee Welfare Systems

### Health Care

Regular health examinations and various other types of checkups are provided, along with mental and physical health consultations and other detailed services. As medical facilities directly operated by mutual aid associations, meanwhile, the City Hall Clinic is operated inside the Main Building, while Aoyama Hospital is available in Shibuya Ward.

### Mutual Aid Associations and Employee Welfare Corporation

Mutual aid associations are engaged in health insurance, pension and related operations, as well as the lending of housing funds and general capital. There are three recreational facilities and one physical training facility directly operated by mutual aid associations.

The Employee Welfare Corporation, meanwhile, is engaged in various types of assistance,

benefits works and other operations for staff members.

#### Staff Housing

Staff housing of Tokyo Metropolitan Government consists of housing as employee welfare works (welfare housing), disaster response housing for use by staffers engaged in disaster-fighting operations and other types. Arrangements can be made for newly hired staffers to live in housing provided for unmarried persons.

### **9. Basic Policy of Human Resources Training for Tokyo Metropolitan Government Staffers**

#### (1) Purpose of policy

To mount appropriate responses to the arrival of the stage when large numbers of staffers will retire, the transition to greater administrative complexity and sophistication, increased personnel diversity and other changes in the environment surrounding personnel management (systems and operation), while indicating the proper direction for future personnel management to steadily promote approaches geared to realize “slim and efficient governance capable of fulfilling all work duties.”

#### (2) Policy components

- No. 1: Basic awareness of policy establishment ~ Why is “human development” so important now? ~
- No. 2: Perspectives of policy establishment
- No. 3: Clarification of personnel images demanded by the organization
  - 1. Knowledge and abilities required of staffers
  - 2. Setting of goals to be reached by specific job level
- No. 4: Systems for promoting human resource development
  - 1. Role of Bureau of General Affairs Personnel Division, Staff Training Center
  - 2. Roles of each bureau and workplace
- No. 5: Specific approaches for obtaining and cultivating human resources
  - Approach 1: Diversification of hiring channels
  - Approach 2: Forging of appointment system to cultivate and mobilize strengths
  - Approach 3: Forging of comprehensive managerial position system grounded in training
  - Approach 4: Enhancement of personnel evaluation system serving as “core” of human resource training and mobilization
  - Approach 5: Establishment of employment treatment scheme reflecting expansion and demonstration of abilities
  - Approach 6: Improvements in career management system via greater use of IT in controlling personnel information
  - Approach 7: Promotion of training to address “organizational needs” and “personal volition”

(3) Upcoming approaches

From fiscal 2006, revisions were made in the hiring, placement control, promotion selection, personnel evaluations, employee treatment, training, career record management and other areas based upon this policy and rooted in the perspective of human resource cultivation, with specific approaches being gradually put into force.

System Planning Section

Personnel Division

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