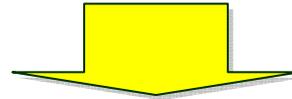


# Features of the TMG Personnel System

System Planning Section , Personnel Division ,  
Bureau of General Affairs

# Initiatives to date

## Implementing nation-leading initiatives



### **1 Performance evaluation system introduced around 20 years previously**

In FY 1986, TMG introduced the first performance evaluation system and self-assessment system in all of Japan.

Since then, Tokyo Metropolitan Government has utilized target management methods and developed systems such as first-hand disclosure and consultations on complaints.

The national government is still attempting to construct a personnel evaluation system.

## [Outline of the System]

- (1) To be applied to all staff members (a separate system is to apply to managerial positions).
- (2) Section Directors conduct initial evaluations on an absolute basis (four levels).  
Ratings are then modified by Senior Directors.  
Senior Director, Personnel Division then produces relative rankings (five levels).
- (3) Absolute rankings are disclosed to all applicants, and the complaints consultation system may be accessed in relation to ratings outcomes.

## 2 Performance evaluations reflected in promotions and pay increases

Tokyo Metropolitan Government has set up its own rigorous and fair promotion system, distinct from the national civil service career system.

- (1) Since 1958, managerial positions have been selected through testing.
- (2) Promotions to positions such as Deputy Director and Team Leader are also subject to rigorous selection based on ability and performance.

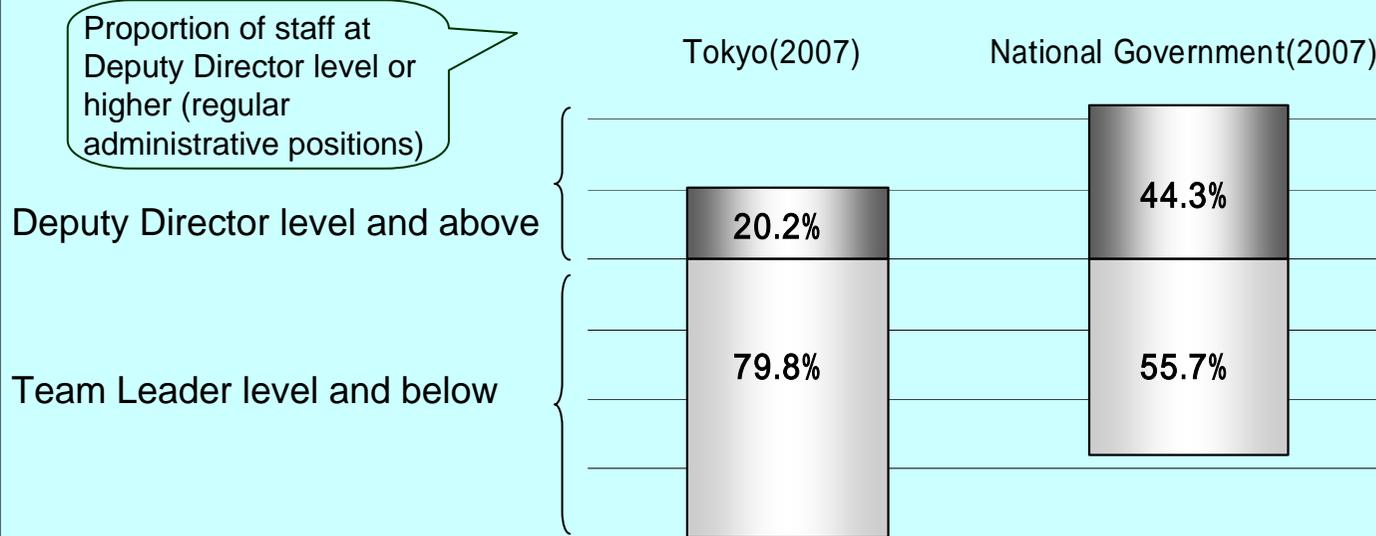
TMG led the nation in introducing a pay system able to more accurately reflect ability and performance

- (1) Introduced performance pay loadings (bonus assessment system) on diligence allowances.
- (2) Progressively strengthened systems such that performance evaluations are reflected in pay increases.

## Effectiveness and Current State of Reform

### 1 Firmly retaining the pyramid-pattern job grade structure

With its exacting and fair selection processes reflecting performance evaluations, TMG rejects the practice of promotion based on seniority. The proportion of staff ranked at Deputy Director level and above has been firmly kept to about **20 percent** (The nation is over 40 percent)



\* Sources: FY 2006 National Civil Service Remuneration Survey

## **2 Pay Based consistently on ability and performance**

Decisions on pay increases for managerial positions constantly reflect the ratings outcomes of performance evaluations.

Diligence allowances based on performance pay loadings etc. for managerial positions assessed at around ¥300,000 par year. (Average annual pay increments from diligence allowance approx. ¥700,000)

Pay increases for general staffers are also determined by judgments as to work results based on performance evaluations.

