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Ideal personnel

Personnel who solve regional issues and create the future along with residents

■ Goals of the plan:

- Promoting a desirable environment for recruitment and development

The advancement of decentralization has led to the further expansion, independence, advancement, and diversification of the municipalities (leading local governments). Unlike the conventional career progression of Ikeda City employees who have been employed until their retirement age, the city aims to develop employees who, in line with their career plans, would be in demand from other local public organizations or private companies with the skills they have acquired from their time with the Ikeda City government.

In addition, with the increase in temporary and part-time employees and a major change in the employees' age composition (workforce rejuvenation), the city intends to intensively train **new and existing employees aged around 35 and younger as a priority-target of human resource development**. This will aid the city in achieving the goal of promoting **a desirable environment for recruitment and development**, where the trained employees will train the next batch of colleagues and in turn, attract excellent talents, over the next 10 years.

- Making policy recommendations taking into consideration the regional management

The city aims to **train employees who** are aware of administrative management based on the collaborations of regional partnerships and are able to **utilize the various networks** of other local governments and community residents. It also aims to **train employees who are able to resolve regional issues by coming up with multiple solutions and executing them together with the residents.**

On top of the existing employee training, the local academy, **Ikeda Wombat Academy**, has been conducting workshops on case studies based on developed cities as well as seminars on urgent issues, in which civil servants of neighboring cities and community residents can also participate. Through active discussion with the participants, the academy provides support for horizontal collaborations across fellow departments and helps to establish networks amongst municipal employees, as well as providing suggestions to identify and execute new measures or policies in the region (on-site).

■ Environment of the Ikeda City Government

- Required to introduce a personnel evaluation system after the revision of the Local Public Service Act.
- Review of the reappointment system in view of the connection between employment and

pension is necessary
- An increase in the number of temporary and part-time employees despite a decrease in the number of full-time employees.
- The change in employees' age composition indicates a necessity in the early development of mid-career employees as over 80 employees in managerial or supervisory positions will resign in the next five years.

■ Ideal Candidates

1. Prospective candidates

Personnel who are concerned for the future of Ikeda City, take constructive actions, and are trusted by others

"Personnel who can stand in the position of the residents and strive for success"

Ikeda City will train employees to have compassion and empathy, and to work towards to the future of the city along with the residents.

Personnel who can think critically, investigate, suggest, and implement multiple options

"Personnel who suggest and implement multiple measures to support the mayor"

Ikeda City will support the ambitions of employees. On top of the basic self-study, the city will also facilitate the growth of employees through practical workplace experience and provision of training opportunities.

Personnel who aim to become executives such as heads or directors.

"To train employees by elevating their desires for self-improvement and career advancement"

Ikeda City will support employees who aim to become executives such as the mayor or department directors. [Development of generalist employees]

Personnel who can be active in other public organizations or private companies through their enhanced expertise

"Enhancing employee's expertise directly boosts one's motivation"

Ikeda City will support employees' career transition to other workplaces or organizations where they can use their know-how they have accumulated through their duties, as well as their career advancement and career plans. [Development of specialist employees]

2. Employees in managerial or supervisory positions

Personnel who can bear responsibilities while delegating their authority to their subordinates

"Training subordinates, sharing information, communication, reports, notifications, and consultation"

They are to exercise management skills including the improvement and management of work, along with the training and management of their subordinates. They are also required to guide employees who have poor work performance while developing human talents through actual operations and the personnel evaluation system.

3. Reappointed employees

Personnel who can advise the responsible personnel (deputy chief) while performing their duties

Reappointed employees should pass on the knowledge and skills they have

> acquired during their tenure to their junior colleagues and provide appropriate advice to the deputy chief.
> They are also to be a role model to other employees in terms of their mannerisms and attitudes towards residents.

4. Fixed-term employees

Personnel who will play an important role in expanding public service to residents

> They are to immediately provide services to residents upon their requests as they strive to improve their knowledge and skills.

5. Temporary and part-time employees

Personnel who are armed with basic knowledge and initiative and can perform specialized duties

> Temporary and part-time employees are required to have the knowledge and skills necessary for their duties and appropriately perform them under the direction of other full-time employees.

■ Human Resource Development Strategy

1. Recruitment: To employ candidates who have the prospects of becoming ideal personnel

- Enrich recruitment activities
  - ➢ To review contents/briefings of recruitment examinations, provide opportunities to visit workplaces, and release information on recruitment examinations.
- Review the recruitment examination – to create an examination that can bring in a diversified pool of personnel.
- Provide follow-up training for future employees.
- Shift towards recruitment for all agencies/departments – to foster an awareness in recruitment to training across the entire organization.

2. Personnel system: To develop a system to bring out employees' capabilities and motivations

- Implementation of a rotation personnel system and exploration of multiple-track personnel promotion system (generalist and specialist)
  - ➢ An employee with a tenure of under 10 years will be rotated to multiple workplaces to develop their operational skills and abilities.
  - ➢ An employee with a tenure of 10 years or longer will be placed in an appropriate position for them to demonstrate their abilities and proactively assess themselves.
  - ➢ An employee with a tenure of 20 years or longer will be viewed as a valuable resource to the organization for their operational skills.
- Help employees to build their careers through the Management by Objectives system
  - ➢ To conduct seminars and courses on career planning, implement in-house recruitment to allow employees to apply for training courses and other organizational positions they want to take on, and to review the leave system for employees to apply for temporary absence from work to go for further studies.
- Adjust the salary structure.

3. Personnel evaluation system

(1) To clarify its objectives and raise its awareness amongst employees.

> The main objective of this system is to improve the city's public service to residents, and also serves as a tool to perform fair and efficient personnel administration as it reflects the development of skills in employees and human resources.

(2) To train or dismiss employees with poor work performance (problem employees).

(3) To consider interviews as the most important opportunity for human resource development and to provide guidance in personnel development.

(4) To conduct training for evaluators.

(5) To utilize evaluation results.

(6) To establish a complete human resource system with a focus on personnel evaluation system.

4. Training system

(1) To provide learning opportunities for supervisors and the management based on self-studying (organization to support employees' ambitions).
> Employees are to manage their own training records, discuss with their supervisors over any challenges faced, and to consult with them for training areas and training courses.

(2) Training structure
> Self-studying: This will be the basis of employee training.

On-the-job training (OJT): Supervisors will provide support and guidance in the workplace to motivate subordinates (working experience and actual operations account for 80% of growth in an employee).
> Training outside the workplace: The organization will provide learning opportunities, support self-studying, and career-level based induction courses and external training courses. The Ikeda Wombat Academy will also conduct workshops (case studies based on developed cities and seminars on urgent issues) for civil servants of neighboring cities and community residents (provide learning opportunities and support self-studying).

(3) Future basic policy and priority items
- To move from group training (such as career-level based induction courses) to a system that allows employees to choose the areas they wish to study or upgrade in.
- To produce beneficial information for city administration with a focus on practical training and courses to change employees' habits.
- To provide opportunities for employees to interact with civil servants of other cities as well as residents so as to incorporate various values.
- To support upgrades and career planning for the management level.

(4) Priority target (new recruits and mid-career employees)
- To train new recruits at an early stage through collaboration with their supervisors.
- To prepare for early promotion by intensively training employees over the next 10 years who will be the core personnel and are currently aged around 35 and younger.

5. Creating a comfortable workplace environment

- To provide an environment and structure where employees can comfortably work and remain healthy.
- To strengthen measures to care for employees' mental health.

- To implement a leave system and improve the working environment with a focus on work-life balance → steady implementation of activities under the specific action plans for business owners based on the Act on Promotion of Women's Participation.

6. Implementing a personnel management system without gender inequality

- To promote a system where a diverse range of personnel can participate to determine measures and policies.
- To change the way of thinking not only in female employees, but also male employees and those in managerial positions.
- To conduct courses for career planning and informal meetings between employees and the mayor.
- To provide opportunities for female employees to easily return to work after their maternity leave and gain experience in various departments/workplaces.

■ System to promote various measures

1. Employee initiatives

- To review one's skills and experience on a regular basis.
- To develop plans and manage training records for one's own career plan and self-actualization.
- To proactively receive training and manage one's training records based on the plan.
- To establish a network of connections.
- To pay attention to work-life balance and one's health.

2. Workplace initiatives (especially by managers and supervisors)

- To promote OJT and nurture one's subordinates.
  → Asking them to perform difficult tasks that require higher skills, take on responsibilities, and perform new tasks, etc.
- To evaluate and assess training areas and training courses through personnel evaluation interviews and training records.
- To help underachieving employees to improve their work performance so that they can perform their duties without any problems.
- To create a workplace where employees can perform to their full abilities, manage the health of employees, and come up with measures to provide mental healthcare.

3. Initiatives for the personnel and training system

- To establish a complete human resource system.
- To maintain the motivation of employees and foster awareness of career planning in tandem with the head of the workplace/departments.
- To support employees to develop their capabilities and skills through self-studying.
- To select employees to participate in the Ikeda Wombat Academy and help them to establish a network of connections with employees of other organizations and residents.

Structure to promote human resource development

Category	Employee Initiatives	Workplace Initiatives	Personnel & Training System
(1) Recruitment	• Various participation such as recruitment examination briefings and public recruitment interviews Foster an environment for recruitment throughout the entire Ikeda City government	• Create an attractive workplace • Collaborate with interns	• Carry out activities to secure higher-quality personnel
(2) Personnel system	• Strive to develop one's ability by making the best use of the HR system in line with one's career plan	• Create a job rotation system through management, of job duties	• Conduct research on HR system → Job rotation → Multiple-track personnel system → Review of self-assessment system
(3) Personnel evaluation	• Review one's own performance according to personnel evaluation; to strive to improve one's motivation and skills through discussions with one's supervisor	• Conduct interviews with employees to be evaluated using the personnel evaluation tool for personnel development • Provide guidance and develop employees by using the personnel evaluation system	• Review the personnel evaluation system • Conduct personnel evaluation training • Tie this in with appropriate dismissal
(4) Training	• Proactively receive training based on one's characteristics, desires and shortcomings, and to strive to improve one's skills • Establish workshops	• Promote OJT • Encourage one's subordinates to proactively go for training • Ensure subordinates submit reports after their training	• Establish an autonomous training system • Conduct joint research with neighboring local governments • Provide support for independent workshops
Management Skills	• Career Planning → Review one's skills and experience → Set targets	• Management to proactively develop personnel and provide guidance • Job rotation • Review human resources in the division and positively consider outsourcing	• Review the system for part-time employees and support outsourcing • Conduct training for those in the managerial and supervisory positions to improve their management skills
Career Planning		• OJT, HR development, and guidance by those in managerial and supervisory positions • To develop subordinates after understanding their characteristics and desires through discussions etc.	• Conduct in tandem with Management by Objectives • Personnel rotation system to apply to young employees too • Examine the multiple-track personnel system • Conduct courses for career planning
(5) Creating a comfortable workplace environment	• Proactively take leave • Make sure to leave the office without working overtime • Pay attention to one's mental health	• Create a system where employees can easily take leave and/or maternity leave through job management • Provide essential support for employees to take care of their mental health	• Improve the environment based on the progress of specific action plans for business owners based on the Act on Promotion of Women's Participation • Measures for mental health
(6) Implementing a personnel management system without gender inequality	• Gain more experience through job rotation • Raise awareness by receiving relevant training and courses	• Change the way of thinking in employees in managerial positions	• Create a comfortable work environment for female employees to allow them to take maternity leave • Conduct awareness-reforming training and hold informal meetings between employees and the mayor