



Training of Local Public Employees

~ with a focus on training at the Local Autonomy College ~

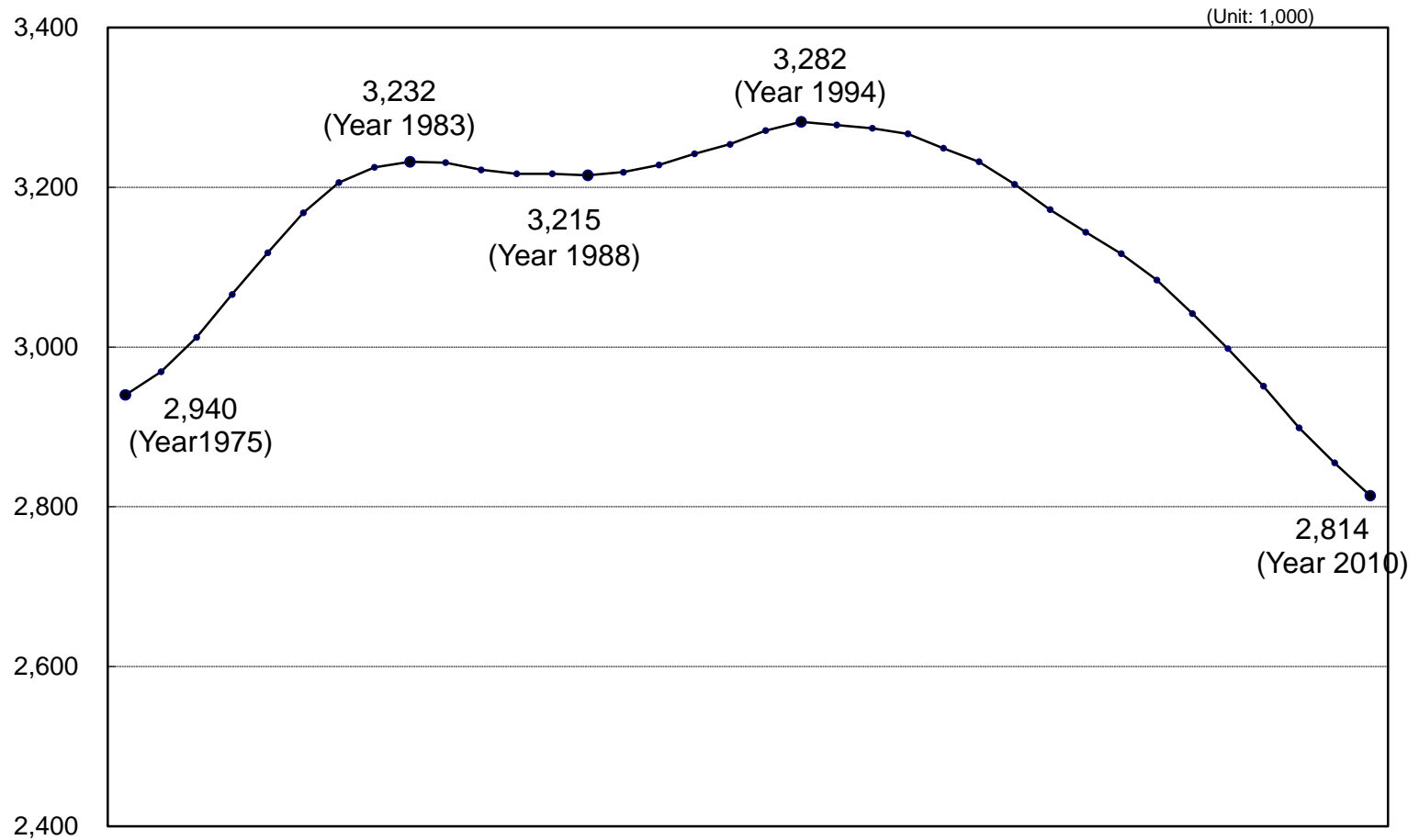
2012

**Local Autonomy College
Ministry of Internal Affairs and Communications**

The Total Number of Public Employees

- In Japan, local public employees are different from national public employees in a legal sense.
 - The total number of local public employees is 2,788,989 (as of April 1, 2011), 4 times more than national public employees (about 641,000).
- * The total number of national public employees in 2000: About 1,130,000.
→ Many of them later became non-public employees owing to system reforms such as the incorporation of national universities and the privatization of the postal service.

The Decrease in the Total Number of Local Public Employees



The Number of Local Public Employees by Category

- Breakdown of 2,788,989 employees by category
 - General administrative dept.: 926,249
 - Educational dept.: 1,055,313
 - Police dept.: 282,023
 - Fire dept.: 158,062
 - Others: 367,342
- Wide-area local public entities (Prefectures) 1,515,844
 - General administrative officials 296,203 (excluding educational personnel, police officers and firefighters)
- Basic local public entities (Municipalities) 1,273,145
 - General administrative officials 979,308 (excluding employees such as educational personnel and firefighters)

The Number of General Public Officials Per Local Government

- Wide-area local public entities (47 prefectures)
 - Total number of general public employees: 296,203
 - Largest: Tokyo 20,708 Smallest: Tottori 4,100
 - Average: 6,302
-
- Basic local public entities (1,747 municipalities: 786 cities, 754 towns, 184 villages, 23 wards)
 - Total number of general public employees: 979,308
 - Largest: Osaka City 38,197
 - Average: 560

The Number of Employees by Municipalities

- Designated Cities 19 cities: 240,728 (including employees such as educational personnel. The same applies below.)
 - Largest: Osaka City 38,197 Smallest: Sagamihara City 4,520
 - Average: 12,670
- Core Cities 41 cities: 135,430
 - Largest: Kumamoto City 6,402 Smallest: Kurume City 1,926
 - Average: 3,303 Kumamoto City has now become a designated city.
- Other Municipalities 1,687 municipalities: 896,987
 - Average: 531

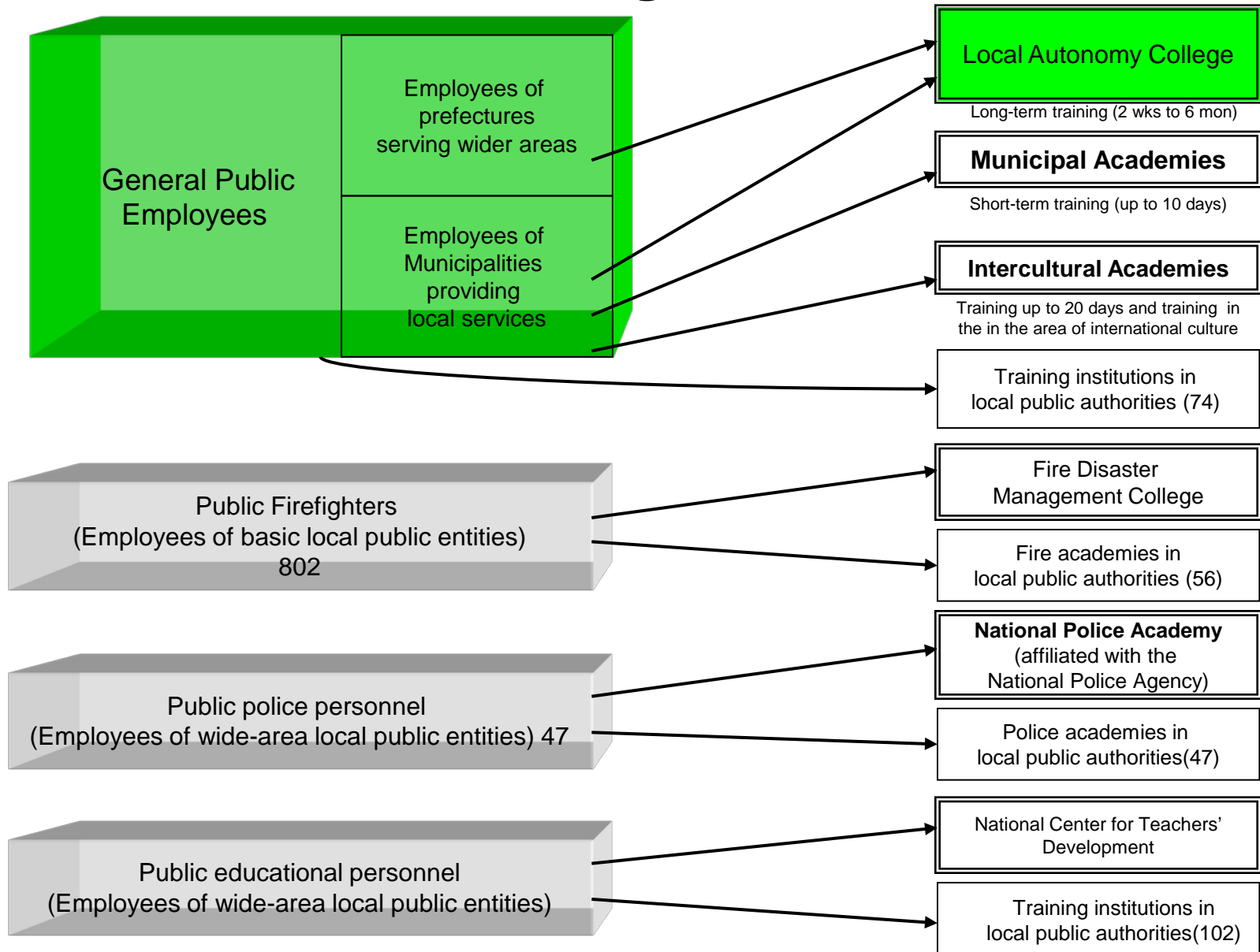
The Educational Backgrounds of Local Public Employees

- The percentage of college graduates in general administrative officials is:
55.8% in 2009 to 57.0% in 2010
The number of employees 848,181 (in 2009) to 834,112 (in 2010)
45.7% to 47.7% of national public employees (administrative officials)
- The percentage of college graduates of the 178,777 educational personnel working in high schools is:
93.7% to 93.9%
- The percentage of college graduates of the 589,214 educational personnel working in elementary and junior high schools is: 89.5%→89.9%
- 252,876 police officers: 46.3%→47.7%

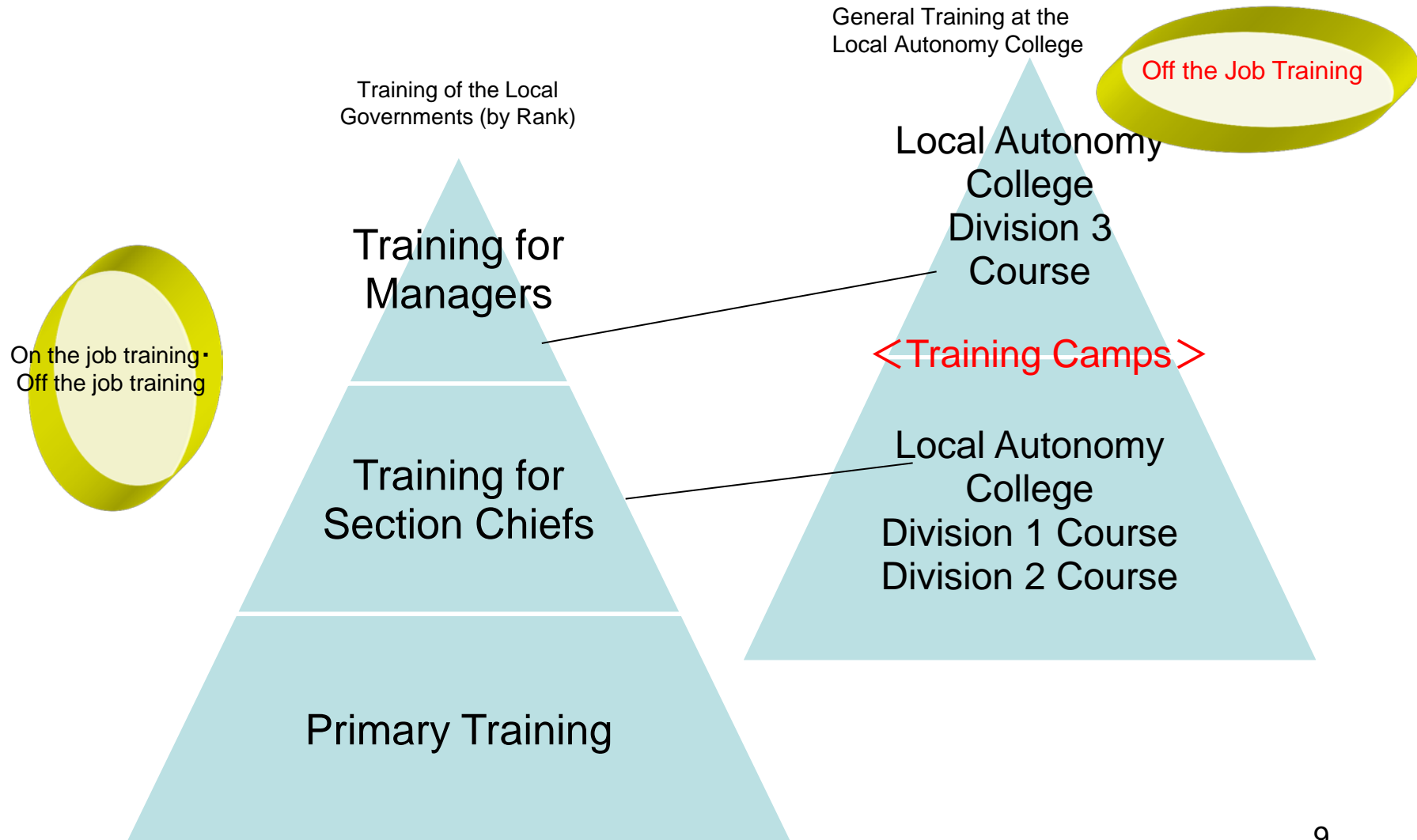
The Competitiveness of Examinations at the Time of Recruitment

- Competitiveness of the employment examination of Tokyo metropolitan government officials (clerical position) in 2011
 - Category-1 A (with Master's degree or equivalent): $40 \text{ (Number of planned hires)} / 1,390 \text{ (Number of applicants)}$
Percentage of job offers to applicants: 34.8
 - Category-1 B (with Bachelor's degree or equivalent): $450 \text{ (Number of planned hires)} / 4,138 \text{ (Number of applicants)}$
Percentage of job offers to applicants: 9.2
- Competitiveness of the employment examination of Hiroshima prefecture government officials (clerical position) in 2010
 - $48 \text{ (Number of planned hires)} / 445 \text{ (Number of applicants)}$
Percentage of job offers to applicants: 9.3

Local Public Employees and Main Training Institutions



The Training System for Local Public Employees and the Position of the Local Autonomy College (General Training)



The Current Situation of Local Public Employee Training (2009)

- Establishment of training institutions
Prefectures 36/47 Designated Cities 15/18
Core Cities 13/41 Special Cities 9/41
* There is also a training facility serving large areas in Tohoku
(established by 6 Tohoku prefectures), which also accepts
municipal officials.
- Status of Conducted Training by Rank (Local governments)
New Recruits: Prefectures 34/47 Designated Cities 17/18
Core Cities 40/41 Special Cities 40/41
Section Chiefs: Prefectures 34/47 Designated Cities 15/18
Core Cities 35/41 Special Cities 36/41

The Current Situation of Local Public Employee Training (2009)

- Section Chiefs: Prefectures 33/47 Designated Cities 15/18
Core Cities 37/41 Special Cities 37/41
- Assistant Managers: Prefectures 30/47 Designated Cities 10/18
Core Cities 29/41 Special Cities 30/41
- Managers: Prefectures 35/47 Designated Cities 16/18
Core Cities 38/41 Special Cities 35/41

The Current Situation of Local Public Employee Training (2009) (Results of Surveys to Governors)

- The current status of the development of prefectural employees

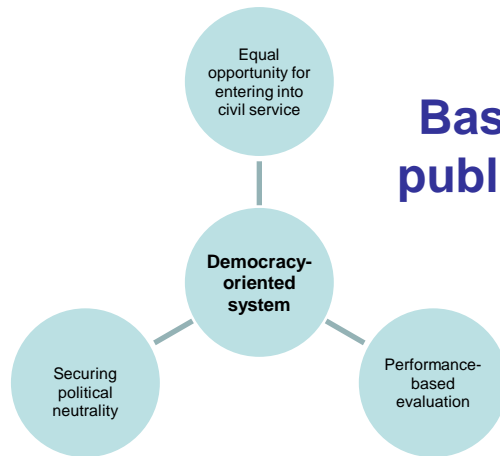
Excellent	1
Satisfactory	40
Not satisfactory	4
Other	2
- The future direction of training for prefectural employees

Will enhance	36
Will maintain the current status	8
Will scale down	0
Other	3

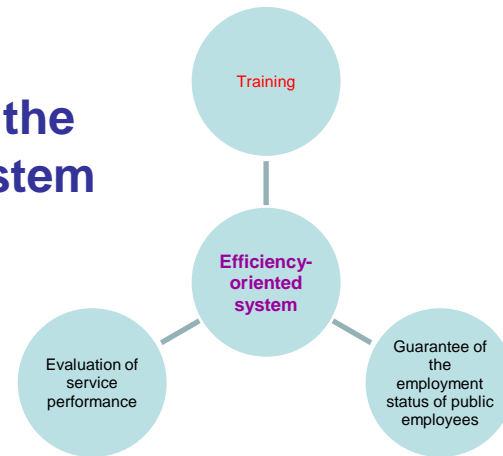
The Current Situation of Local Public Employee Training (2009) (Results of Surveys with Governors)

- Areas that they would like to see improved at the national training institution
 - Provision of more advanced specialized training 19
 - Provision of Information 7
 - Nothing particular 10
 - Other 16
- Comments/Requests on the training of the employees
 - Mid-to-long-term continuous development of employees will be needed.
 - Budget cuts due to financial difficulties may affect the budgets for the development and training of employees.

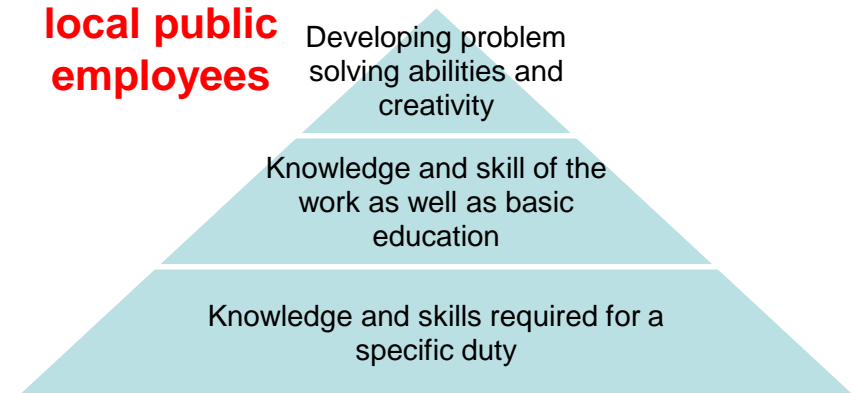
Basic Principles of the Public Employee System and Training



Basic principles of the public employee system

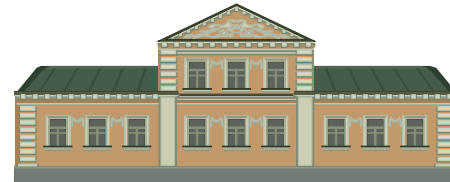


Training for local public employees



The History of the Local Autonomy College

1953: Local
Autonomy College
was established
and opened



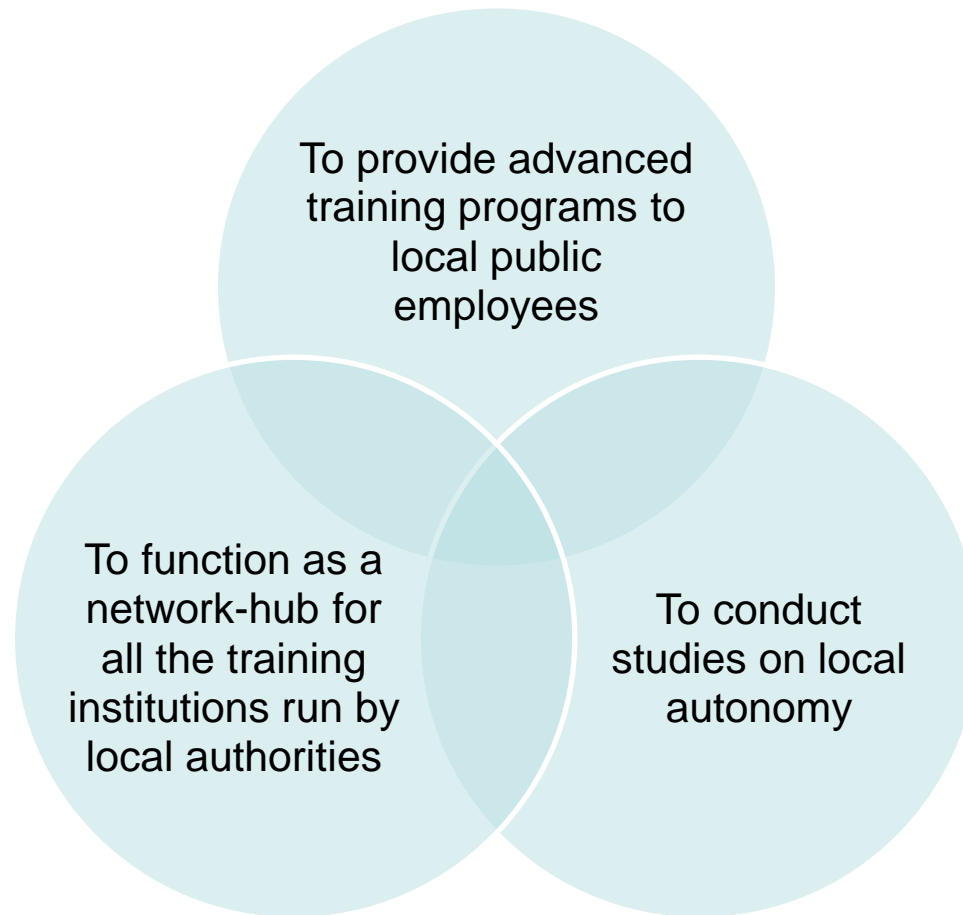
1961: Azabu building
was completed and the
college relocated



2003: Tachikawa building was
completed and the college relocated



3 Functions of the Local Autonomy College

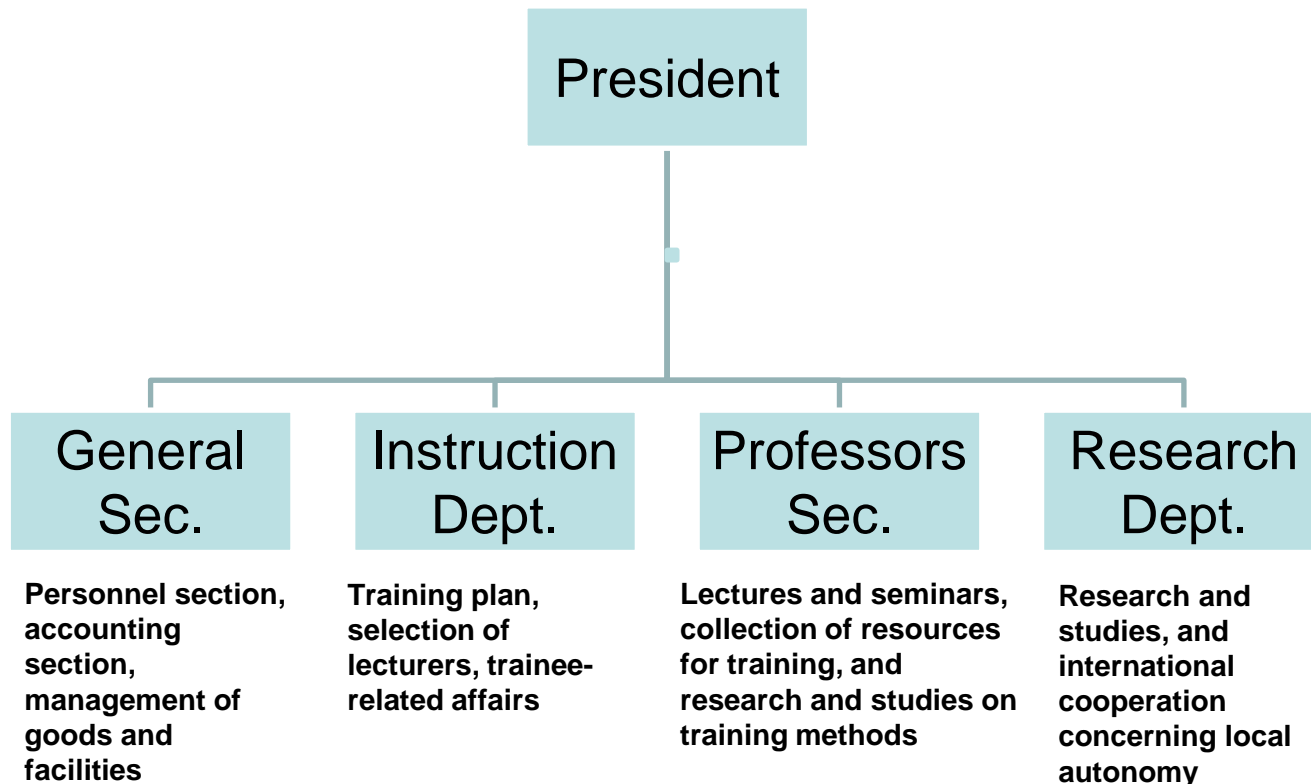


Organization of the Local Autonomy College



総務省

Ministry of Internal Affairs
and Communications



Facilities of the Local Autonomy College

Training Building 2

(3-story bldg.)

2,512m²

Large lecture room

Int'l seminar room

Training Building 1

(3-story bldg.)

3,085m²

Lecture rooms (4)

Seminar rooms (13)

Computer lab (1)

Administration Building

(3-story bldg.)

3,508m²

Administrative room

Large meeting room

Dormitory

(8-story bldg. and
basement)

14,131m²

Dormitory (434 rooms)

Public Welfare Building

(2-story bldg. and
basement)

3,892m²

Dining hall

Library

Hall/Gymnasium

(1-story bldg.)

1,347m²

Hall/Gymnasium

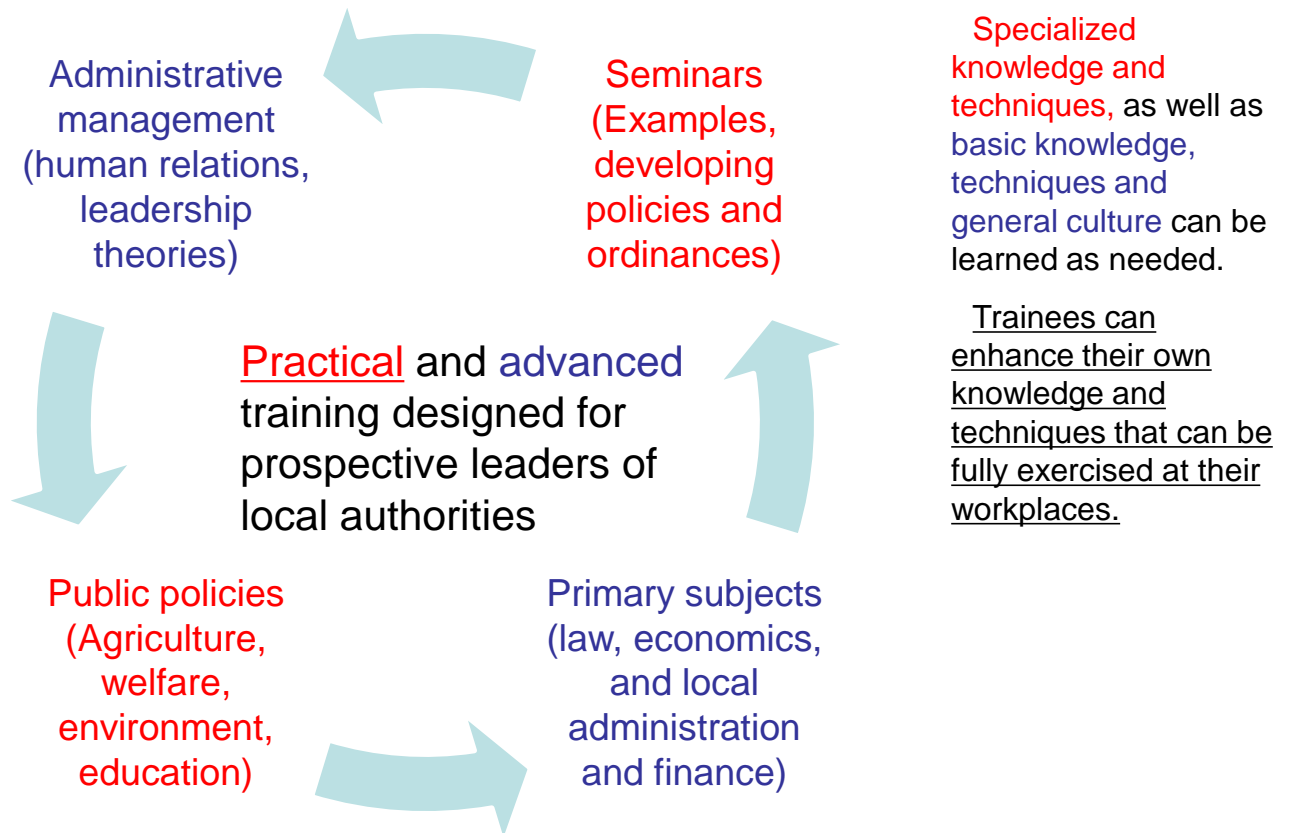
Fitness room



Training Contents

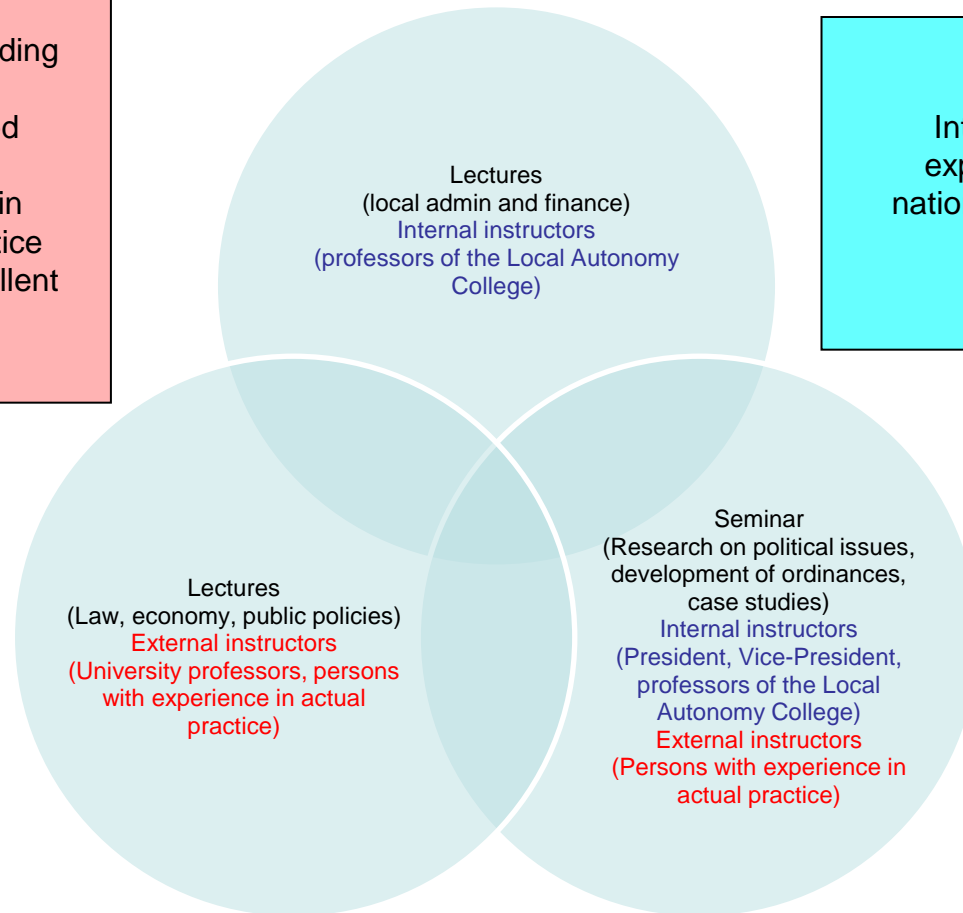
(1) General Training

The purpose of training is not only to teach knowledge and handling method for specified office works, but to help trainees acquire a wide range of knowledge and techniques required for public employees.



(2) Instructors of General Training

External instructors are leading experts in the fields.
Theories can be reflected in actual practice.
The instructors can obtain information of actual practice and it helps to ensure excellent instructors.



Internal instructors have experience involved in the national government and local public authorities.

(3) Types of General Training Courses

Division 1 Course
(6 months, for officials of prefectures and cities)
200 trainees a year

Division 2 Course
(3 months, for officials of cities, towns and villages)
600 trainees a year

Divisions 1 and 2 Special Courses
(3 weeks and training by correspondence /e-learning, for officials of prefectures and municipalities)
120 trainees a year

Division 3 Course
(3 weeks, manager-level personnel of prefectures and municipalities)
140 trainees a year

(4) Types of Special Training Courses

Specialized Policy Course
(Courses on Public Policies for the New Generation)
(2 weeks, for officials of prefectures and municipalities)

80 trainees a year

Specialized Policy Course
(Local Management Course for the New Generation)
(2 weeks, for officials of prefectures and municipalities)

80 trainees a year

Specialized Policy course (Int'l Course)
(6 weeks, for officials of prefectures and municipalities)

10 trainees a year

Specialized Course for Training Instructors
(10 days, for officials of prefectures and municipalities)
40 trainees a year

Specialized Course for Tax Accounting
(Special Course for Tax Accounting)
(3 months and training by correspondence, for officials of prefectures and municipalities)
70 trainees a year

Specialized Course for Auditing
(About 2 months, for officials of prefectures and municipalities)
30 trainees a year

Specialized Course for Tax Accounting
(Special Course for Tax Collection)
(1.5 months, for officials of prefectures and municipalities)
100 trainees a year

Specialized raining Courses Offered in the Past

Specialized Course for Tax Accounting (Regular Course)
1957-1986

Specialized Course for Public Enterprises 1959-1986

Specialized Course for International Exchange 1987-1999

(5) Annual Training Schedule and the Number of Trainees

	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Div. 1 100 each	6 months						6 months					
Div.2 200 each		3 months					3 months			3 months		
Special Div. 1 & 2 120		Long distance training and e-learning										
						3 weeks						
Div.3 Managers			100 trainees	3 weeks			40 trainees	3 weeks				
Tax accounting course 70	Long distance training			3 months								
Tax collection course 100					1.5 months							
Specialize d training course 40										2 weeks		
Auditing course 30	2 months											
Policy course			10 trainees									
			6 weeks									

(6) Admission Requirements and Evaluation Measures

Admission Requirements

Educational Background

No educational background required from 2005; formerly college degree or high school diploma was required.

Current Duty and Position

Division 3: division chief (manager) or equivalent or higher

Divisions 1 & 2: section chief or equivalent or higher

Specialized courses: practitioners in the relevant fields

Age

Over age 30, up to around 50

Qualification

Candidates for the tax accounting course must hold a certificate of Nissho Boki, Japanese bookkeeping exam (2nd level).

Candidates are selected by their affiliated local authorities. (Not selected by the Local Autonomy College)

Evaluation Measures

OGeneral training

Major subjects: Evaluation by exams

Seminars: Evaluation by the total scores given by multiple instructors based on the class performance

OSpecialized training

Tax accounting course: Evaluation by exams for all subjects

Tax collection course: Evaluation by reports submitted

Auditing course: Evaluation by reports submitted

Instructor training course: No evaluation

We now notify the performance records of top 10% trainees to their affiliated organizations.

(7) Reviewing the Training Contents

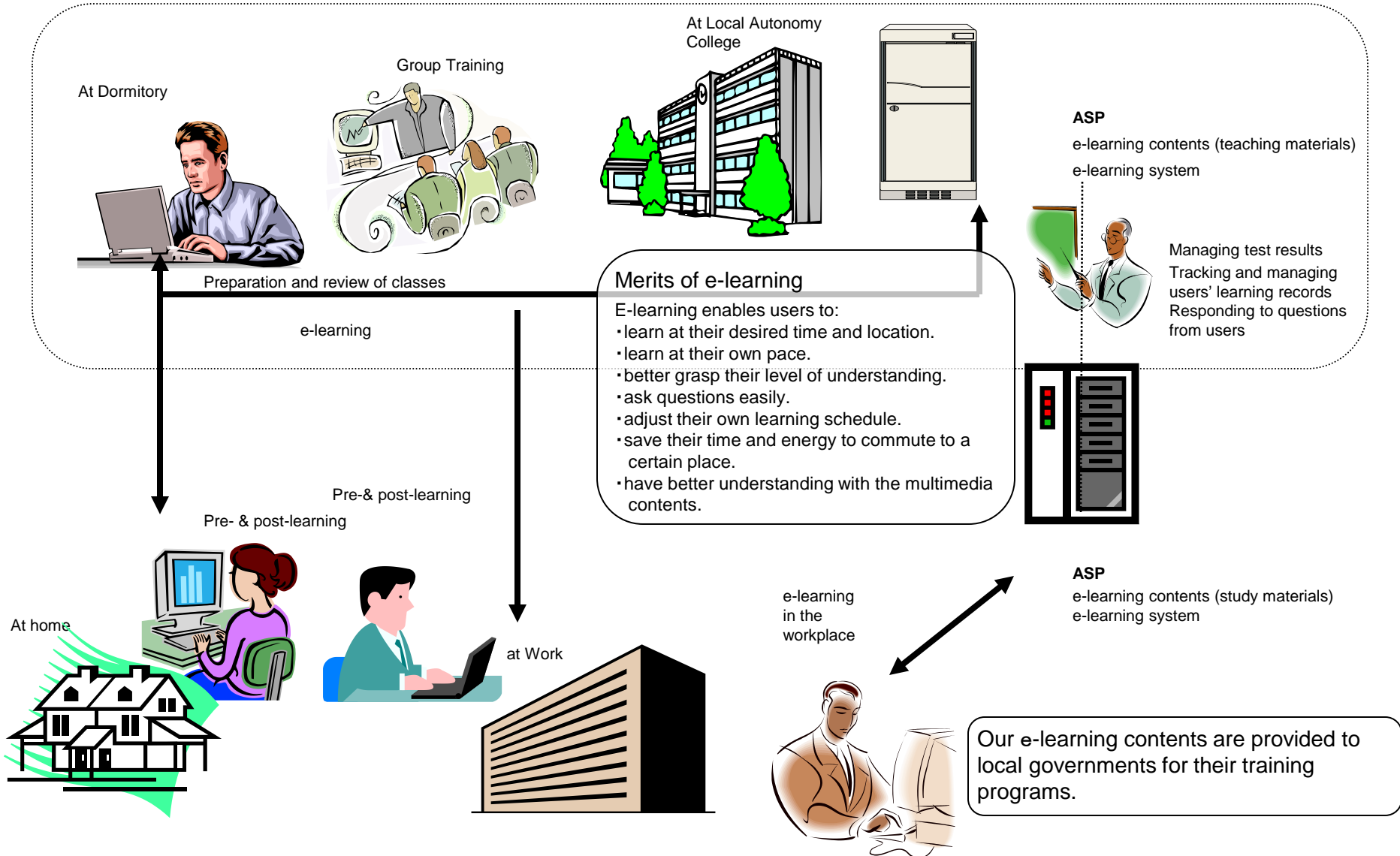
Training that is up-to-date and matches the times

- **Provides systematic intensive training focused on environmental policy and social welfare policy, which are challenges in local public authorities.**
- **Deals with new concepts for administrative methods and advanced case studies actively, such as new public management (NPM), citizen participation, and crisis management in order to develop capabilities that can adequately address decentralization or structural reforms.**
- **Established “New Era / Local Management Course” in 2008.**
- **Established “New Era / Public Policy Course” in 2012.**
- **Introduced e-learning system in 2006 in order to equip the trainees with fundamental knowledge and build their common training ground.**
- **Established “International Course” in 2010.**

Upgraded Seminars

- **For issues that local public authorities currently face such as low birthrates and an aging society, serious environmental problems, globalization and the IT revolution, trainees participate in lectures, and they also conduct policy recommendations and participate in group study voluntarily.**
- **Help to develop practical capabilities through various types of programs including problem-solving discussion, debates, and role playing.**

(8) Training system Using e-Learning



(9) e-Learning Courses for 2012

Division Subjects	Special Courses for Divisions 1 and 2	Division 1	Division 2	Local Public Entities
Local Autonomy System	Required		Required	Correspondence
Local Public Employee System				
Tax and Fiscal System of Local Government				
Constitution	Optional	Required	Required 1 subject out of 6	
Civil Code				
Administrative Law				
Economics				
Basic Theory of Public Policy				
Specialized Studies on Public Policy				

○In the Special Courses for Divisions 1 and 2, which are designed for female officials who cannot attend long-term residential training, trainees are required to take a long distance training (e-learning) to shorten the residential training at the Local Autonomy College.

○Trainees of Divisions 1 and 2 are required to take e-learning courses at their dorms during their training period. They are also required to take pre-training and follow-up training via online for 3 months each.

International Cooperation Activities

EROPA Local Government Center

- Japan is a member country of EROPA (Eastern Regional Organization for Public Administration, established in 1960), and international organization which aims at promoting economic and social development and the advancement of administrative policies in the Asia-Pacific region, and the Local Autonomy College is the point of contact for the organization in Japan. In September 1995, the 16th EROPA general assembly was held in Tokyo.
- The Local Government Center (representative: President of the Local Autonomy College) was established at the Local Autonomy College as part of the EROPA organization, and it conducts research and studies on local administration systems in the area covered by EROPA.

Group Training course for Overseas Government Officials

- Japan International Cooperation Agency (JICA) and the Local Autonomy College co-organize the annual 6-week training course for government officials engaged in local administration in developing countries.

The training course was offered 47 times until 2011. 530 officials from 59 countries have participated in the course.

Receiving auditors and research officers

- Auditors from foreign government agencies: Accepted from South Korea
- Special guest research officers: Accepted from South Korea and China



National Institutions Other Than the Local Autonomy College

- Up until early the 1980's, the Local Autonomy College was the only advanced training institution. While many officials, mainly municipal employees wished to receive training, the College could not accept them because it would have exceeded the College's capacity.
- 1987 Establishment of the National Training Institutions for Municipal Officials (Municipal Academies)
- 1993 Establishment of the National Intercultural Training Institutions for Municipal Officials (Intercultural Academies)
- The training programs of these organizations are less than 2 weeks.

**Japan Local Autonomy
College, school emblem**



(Front view of the Japan Local Autonomy College)



**Thank you for
your attention.**