

## Abstracts

### Summing up the Major Issues in Public Service Reforms: An Economist's Point of View

**Takenori Inoki** (The International Research Center for Japanese Studies)

This paper discusses four problems concerning civil service system in Japan from an economist's point of view; (1) the size of the public sector, which, contrary to the popular assertion, is found to be relatively small, compared with those of other OECD countries; (2) the quality of human resources the public sector is absorbing and developing since the role of specialists in the public sector that takes long-term benefits and public benefits into account is becoming particularly important in today's industrial society; (3) the selection and promotion of human resources within the public sector; (4) the economic and non-economic factors that regulate the flow of human resources between public and private sectors, including the pay structure and *amakudari* practice.

### The Background and Future of Reforms to Japan's Civil Service

**Hiroaki Inatsugu** (Osaka City University)

Fifty-odd years have elapsed since the national public employee system was established, however, no radical reforms have occurred and the system that has come into being differs from the legislation. However, rapid reforms have been taking place in the public service personnel system since the central government was realigned in January 2001. "The Public Service Personnel System Reform Outline" was decided in the cabinet meeting held in December 2001. Although the outline aims to introduce a new performance evaluation system and performance related pay (PRP), there is strong possibility that current practices will not change.

### The Distance between Civil Service Law and Labour Law —On Guaranteeing Status under Civil Service Law

**Yasushi Shimoi** (Kagoshima University)

The distance between Civil Service Law and Labour Law must be guaranteed. Although the system of guaranteeing status under the Civil Service Law and the principle of prohibiting unfair dismissal in Labour Law function in substantially the same way, the legal theory of each is different. The Public Service Personnel System Reform Outline (2001) overlooks the reality of the present National Civil Service wherein a career system that demands a strong guarantee of status is utilized, even though such presupposes the non-career system. This article makes reference to French Civil Service Law as a model system of guaranteeing status in the career system.

Considering Reforms in the Personnel Administration System in Public Elementary and Secondary Schools through a Dialog with an Educational Sociologist

**Keisuke Nakamura** (University of Tokyo)

This paper discusses the view of the teaching profession as a calling in terms of the industrial relations systems theory, examining Prof. Yufu's book review on our "Education Administration and Industrial Relations". There are a number of problems in the personnel administration system of public school teachers: 1) some job allowances are irrationally designed, 2) in principle, overtime is prohibited by law, but the reality is that many teachers work overtime, 3) various and rich educational training opportunities are offered seemingly without any consideration of their costs and benefits. Moreover, since teaching is viewed as a calling, considerations of position and remuneration tend to be negated, which does not contribute toward the reform of the personnel administration system.

Promotion System of Japanese Civil Servants: A Case Study of Prefecture A

**Hodaka Maeura** (University of Tokyo)

This paper attempts to clarify the promotion system of Japanese civil servants, via an analysis of promotion system in Prefecture A using panel data on 226 civil servants employed by the government of that prefecture in 1961. Differences were observed in terms of the speed and probability of promotion up to the stage of assistant section chief despite length of service being identical, although educational background was a factor in the difference. The other is that, after promotion to section chief, Jimushokuin (the clerical staff) get promoted faster and more frequently than Gijutsushokuin (the technical staff), regardless of educational background. In summary, the conclusion of this paper is that the promotion system of Japanese civil servants is not only based on "seniority" and educational background, but also on "ability".