

Human Resources (Human Capital)

JICA is striving to achieve a structure in which a broad range of “human capital” can function effectively as development cooperation professionals. Work at JICA entails overseas assignments and business trips, so various innovative measures are required to foster a balance between career and personal life. Against this backdrop and to enable every employee to continue contributing to JICA’s mission, JICA is introducing systems that support a range of work styles, creating an organizational culture that values diversity and encourages mutual assistance, and actively working on staff training to bring out the potential and resourcefulness of all employees.

Promoting “Smart JICA” Work-style Reform

In 2015 JICA launched the Smart JICA project aimed at work-style reform within the organization, and since then has been endeavoring to increase work flexibility, provide support for balancing work and family life, and reduce the amount of overtime work [→ see graph]. In 2018, JICA’s efforts were widely recognized when the organization was the only public-sector agency chosen by the Ministry of Internal Affairs and Communications as a Telework Pioneer.

In fiscal 2019, JICA introduced “Smart JICA 3.0: Teamwork in Diversity” [→ see chart below], and under this policy version, in addition to the existing initiatives promoting new work

approaches and streamlined and efficient business operations, JICA has been focusing on building teamwork to create new values within diversity, and promoting a work environment in which employees can achieve their full potential. Moreover, to deal with the challenges presented by COVID-19 from early 2020, JICA has further increased the flexibility of the telework system, and introduced flexible work hours so that workers can avoid the commuting peak hours [→ see graph].

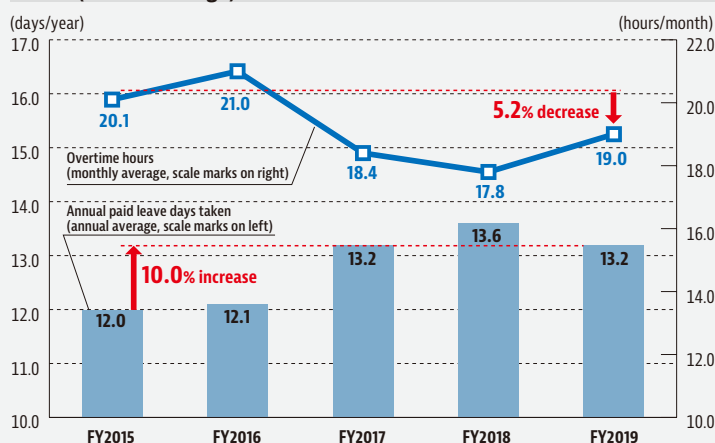
In fiscal 2020 JICA will continue pushing ahead with far-reaching work-style reform to enable the organization to fulfill its duties to developing countries and Japanese society, while taking all necessary measures to prevent the spread of COVID-19.

Realizing Diversity and Inclusion

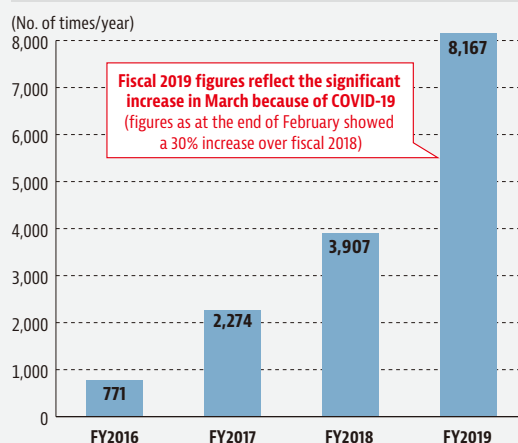
JICA is making every effort to create a workplace environment in which women can play a more active leadership role, and plans to increase the ratio of women in managerial positions to at least 20% during the 4th Medium-term Plan (April 2017 – March 2022). As at the end of March 2020, this ratio was 18.6% and continuing to show steady progress. JICA has already achieved the overall target value for women in managerial positions set by the government for independent administrative agencies, which is 15% by March 2021 [→ see graph on page 90].

JICA is also encouraging all employees to take advantage

Trends in overtime hours (monthly average) and annual paid leave days taken (annual average) *excluding managerial positions



Telework frequency



Overview of Smart JICA 3.0: Teamwork in Diversity

Goal

To maximize the value of JICA in the Reiwa era, JICA is creating an organizational culture which actively pursues new goals that include actors both within and outside the organization, while promoting new work approaches and a work environment in which all employees can achieve their potential. To this end, JICA will build teamwork based on empathetic and innovative goals, and promote much more streamlined and efficient work.

Pillar 1

Build teamwork to create new values within diversity

Pillar 2

Promote new work approaches for diverse human resources

Pillar 3

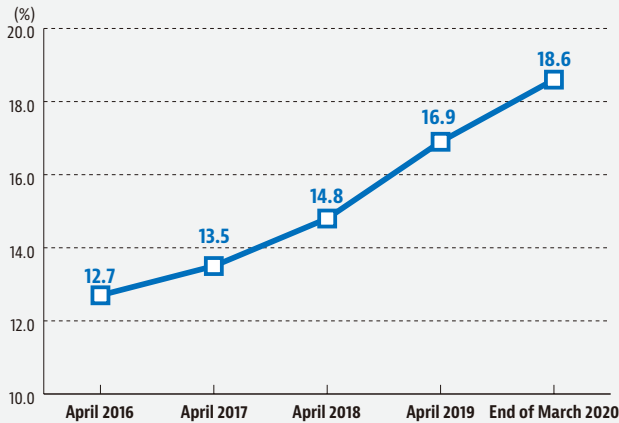
Promote a work environment in which employees can achieve their potential

Pillar 4

Promote streamlined and efficient business operations

Human Resources (Human Capital)

Trends in the ratio of female managers



of the various support systems available to help them achieve a balance between their respective life events and careers. Female employees who have experienced childbirth are being given overseas assignments, and in recent years, this number has consistently been around 30, and more male employees have been taking childcare leave (nine in fiscal 2019). Also with regards to creating an environment where employees can continue working while receiving medical treatment, JICA was awarded Silver in the 2019 Gan-Ally-Bu Awards* in recognition of the initiatives by employees themselves who are battling cancer and also JICA's various support systems.

While actively employing persons with disabilities, JICA is also striving to create accessible workplaces for disabled persons (for example, holding regular internal discussion meetings, and conducting inhouse training for all staff through e-learning).

Over the past several years, JICA has also been putting considerable effort into training for local staff ("national staff") recruited at JICA overseas offices, and in addition to local training and distance learning using videoconferencing systems, JICA is providing them with opportunities to work in Japan.

OJT and Training that Focuses on Resourcefulness and Independence

JICA conducts a broad range of personnel training by way of OJT (on-the-job training), Off-JT (off-the-job training), and support for self-development with the aim of enabling all employees to become international cooperation professionals who embrace the five code of conduct aspects of "Commitment," "Gemba," "Strategy," "Co-creation," and "Innovation," and can contribute to the realization of JICA's vision of "Leading the world with trust."

In particular, JICA is emphasizing OJT, which promotes growth and development through everyday duties. For example, JICA is deploying four staff members to provide guidance and training for new employees for one year on-site. A characteristic system that JICA has introduced to take advantage of its numerous overseas project sites is overseas OJT for new employees. New



Fiscal 2020 training for new JICA employees

employees in their first year are dispatched overseas for a few months to instill in them a sense of "Gemba."

Focusing on the spontaneity of the employee, JICA is also establishing and expanding systems that support independent career formation by all employees. For example, these include a system in which employees can do up to a certain amount of work at a place other than their assigned workplace ("10% sharing rule"); the "in-house intern training system" in which employees can experience work on a short-term trial basis in a different section where they have an interest; and the "career consultation" system in which mentors are assigned to core employees who have served a set number of years, and under a three-month period of intense mentoring, the employees take stock of their careers to date and examine their career development options.

In addition, employees in all job grades from new employees to department heads are receiving training aimed at fostering leadership and management skills corresponding to their respective number of years' service and positions. JICA also holds courses throughout the year at the JICA Academy where all employees can gain the required core skills, and encourages employees to take the courses within a set period after joining JICA. JICA has also introduced a long-term studies system in which employees can take leave of absence and study at a postgraduate college abroad or in Japan to gain an academic degree, and a secondment training system in which employees can broaden their knowledge and skills through work at a different organization.

Moreover, with the establishment of the Office for Human Resources for Development Cooperation in the Human Resources Department in April 2020, JICA is taking a strategic stance in moving forward with medium- to long-term personnel training and career development support for development cooperation personnel, including those outside JICA.

* Awards established by Gan-Ally-Bu, a non-government project that tackles the "cancer and work" issue of people with cancer being able to continue working while undergoing medical treatment.