

Human Resources Policy of Japan Atomic Energy Agency

—For activity in the world as a professional of Nuclear Energy—

Human Resources Policy

Main points

- Development of professionals in a well-planned manner and promotion of the generational transfer of knowledge and skills
- 2 Acquisition and development of human resources with technological capabilities and expertise
- 3 Maintenance and improvement of work-life balance
- 4 Promotion of diversity
- 5 Optimization of personnel and age compositions

Ideal Image of JAEA employees to be pursued

Specialist group of nuclear trusted by society

Persons who understand management philosophy and can implement it in a steadfast and voluntary manner

Persons who play an active role in the international community while demonstrating originality and an innovative mindset in their respective areas of specialty Persons who understand their respective roles within their organizational structure and demonstrate a high level of expertise while collaborating with others

Clarification of Career Path Policy

Maximization of R&D by improvement of resources and capabilities of each employee!

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Career Path Policies

Improvement of performance of entire organization by enhancement of capabilities of each employee!

Engage in planning, administration and other operations utilizing management skills Contribute to the organization as a specialist who has acquired the highest skills in his/her respective areas

Stage to play

role in senior

management

an active

positions

Gain basic knowledge and work to improve expertise



Stage to develop the capabilities of each employee Stage to take up a demanding tasks

Gain experience in a divers range of operations and become an active main player in the workplace



Stage to demonstrate career-specific capabilities

Management track

Specialized field track

Approximate years of service

 $6\sim$ 7vears

14~15years

20 years and more

*Example of new university graduate

Research Conduct original and innovative R&D and carve out a positions future of nuclear energy

Example efforts: Supporting acquisition of a doctoral degree; basic training for research position; seminar on the drafting methodology of research papers; supporting presentations in academic conferences; dispatch to overseas research and other organizations and overseas nuclear study program; and utilization of a cross-appointment system*1

Engineering Play an active role as an engineer, engaging in the latest technology development or operating cutting-edge facilities

Example effort: On-the job training (OJT) by senior colleagues at nuclear facilities; encouragement of the acquisition of government-sanctioned qualifications and nurturing legally required chief engineers; dispatch to overseas research and other organizations and overseas nuclear study program; and assignment to integrating department in JAEA and temporary assignment to central government ministries and agencies

Administrative Contribute to the smooth business execution of JAEA and serve as a bridge between specialists and society

Example efforts; Gaining experience in different administrative operations through a job rotation system*; transfer to international organizations or overseas offices and temporary assignment to central government ministries and agencies; and increasing expertise through participation in external seminars

**According to each employee's skills and capabilities, type of occupation can be changed by examination

Various training programs

Efforts to geared to demonstrate capabilities as a group of specialists trusted by society

Examples: Training for new employees; training for mid-career employees; training for employees promoted to managerial positions; basic and applied courses in nuclear energy; and practical business language training

**1:A system by accepting researchers in universities etc. to JAEA or transferring JAEA's staff to universities etc., enables them to be engaged in R&D according to respective agencies' role under employment agreement

%2: A system which estimates aptitude of each employee and determines future direction by experiencing various business in $2 \sim 3$ years job change cycle for selected time of period (about 15 years) after employment $2 \sim 3$



Principal Human Resources Management Measures

Reinforcement measures

Proactive utilization of exceptional personnel promotion

Introduction of a "personnel exchange" program $^{\divideontimes 1}$ within the organization

Utilization of retirees

Cultivation of employees of sufficient capabilities and mindset to play a major role in the international community

Existing measures

Instructors and consulting staff

Encouragement of the acquisition of relevant qualifications

Nuclear-energy-related training Basic training for research positions

Human resource development and transfer of knowledge and skills

Maintenance and improvement of work-life- balance

Utilization of a return-work system^{**2}

Reinforcement measures Implementation of work style reform

Spouse accompaniment leave system

Existing measures

Hotline on matters related to childbirth, child care and nursing care

Summer holidays and morningoriented work style Child care leave and nursing care leave system

Flextime system and discretionary labor system

*1: A system to widen specialization by experience various business for selected time of period in other departments in JAEA

**2: A system to make use of experience of those who retired by inevitable reason such as childbirth, child care and nursing by reemployment

Reinforcement measures

Expansion of a tenure-track system

Promotion of recruitment of external human resources

Various award programs

Creation of the position of senior engineer

Exchange with universities etc. through a cross-appointment system

Existing measures

Leader training Management training

Personnel systems for researchers and engineers

Promotion of diversity

Development of technological

capabilities and expertise

Development of female employees to assume managerial positions

Mentor system

Fostering understanding via various opportunities, including rank-based training

Reinforcement measures

Creation of a limited job type/work location personnel system*3

Existing measures

Proactive recruitment of foreign national and female researchers, etc.

Various activities related to gender equality

^{**3:}A system contribute to continuity of business by various person by employment staff who's type of occupation or place is limited.

