

# The Bank's Organizational Management in Fiscal 2021

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## I. STATEMENT OF ACCOUNTS AND BUDGET FOR EXPENSES

As for the Bank of Japan's expenses for fiscal 2021, the Bank duly made, in line with the budget, the disbursements necessary to cover the *Medium-Term Strategic Plan (Fiscal 2019–2023)* (hereafter the Plan). With regard to the Bank's statement of accounts for fiscal 2021, the total amount of actual expenses

increased from the previous fiscal year by 3.5 percent (7.0 billion yen) to 205.8 billion yen. Regarding the Bank's budget for expenses for fiscal 2022, the Bank carefully examined overall expenditure in compiling a suitable budget for the year while securing the necessary budget to perform its role as the country's central bank.

## II. IT INVESTMENT

The Bank steadily carried out the system development projects necessary to achieve the goals set out in the Plan, while working to raise the efficiency and streamline the development of such projects. The scale

of system development for fiscal 2021 was 14,879 person-months<sup>1</sup> (including 11,568 person-months that were outsourced).

## III. HUMAN RESOURCES

The Bank maintained the number of employees necessary to achieve the goals set out in the Plan without breaking the ceiling on the number of full-time employees for fiscal 2021, which was set at 4,900. Following the Bank's efforts to further increase the efficiency of its overall business operations while securing the necessary employee numbers, the number of full-time employees stood at 4,624 at the end of March 2022, down 10 from the previous fiscal year (Table 1).

Regarding remuneration, in fiscal 2021, the Bank

reduced the annual remuneration for its officers by 0.8 percent from the previous fiscal year through decreasing their bonuses.

As for its employees, the Bank reduced the annual remuneration for fiscal 2021 by 0.6 percent from the previous fiscal year. The Bank kept the base levels of salaries unchanged from the previous fiscal year. For those in non-managerial positions, the Bank paid semiannual bonuses in May and November, each amounting to 2.124 months of salary; for those in managerial positions, it paid 2.269 months of salary per semiannual bonus.

1. In system development, one person-month is the workload equivalent of one person working for one month.

Table 1

**Number of Full-Time Employees as of the End of March 2022**

number of people; figures in parentheses are as of the end of March 2021

<b>Total</b>		<b>4,624</b>	<b>(4,634)</b>
	Head Office <sup>1</sup>	2,768	(2,750)
	Branches	1,783	(1,814)
	Local offices <sup>1</sup>	49	(47)
	Overseas representative offices	24	(23)

Note: 1. Full-time employees of the Computer Center and the Banknote Operations Center are included in the number of full-time employees at the Head Office.

## IV. ORGANIZATIONAL MANAGEMENT MEASURES

With a view to addressing the strategic objectives for its business operations stated in the Plan, the Bank implemented various organizational management measures in order to execute its business operations flexibly and secure the requisite staff for this purpose, to manage its operational risks appropriately, and to strengthen its business continuity arrangements.

Specifically, as the Bank continued to respond to the novel coronavirus (COVID-19) over an extended period, business operations conventionally conducted face to face were implemented via the active use of, for example, videoconferencing systems, with the most efficient means of communication being adopted for each given purpose and situation. Moreover, the Bank worked to secure the requisite staff for executing its business operations and organizational management, to further promote diversity in the workplace, and to steadily realize varied and flexible working arrangements aimed at further improving the work-life balance and well-being of its employees via the following.

(1) The Bank enhanced various staff education and training programs, including through the use of online communication tools, and continued to work to

promote personnel exchanges with institutions inside and outside Japan.

(2) The Bank, under the second phase of its action plans compiled and released in March 2021 pursuant to the Act on Promotion of Women's Participation and Advancement in the Workplace, undertook initiatives to ensure that its female employees could fully realize their potential at work, and strived to cultivate a workplace environment conducive to the well-being of all of its employees.

(3) With regard to staff recruitment for fiscal 2022, the Bank proactively recruited women; they accounted for over 30 percent of the new recruits who will be future candidates for positions of Director, Chief Manager, and above.<sup>2</sup>

In addition to the above, the Bank took business continuity-related actions in response to COVID-19. It also implemented measures to strengthen business continuity arrangements that included the steady enhancement of the disaster countermeasures in place at its Head Office and branches based on its experience following the Great East Japan Earthquake, the Kumamoto Earthquake, and large-scale storm and flood

2. Employees in the positions of Director, Chief Manager, and above oversee the execution of business operations assigned to them, and are responsible for organizational management within their sections.

damage, as well as the government's reappraisal of potential damage scenarios for large-scale earthquakes

directly hitting Tokyo or occurring in the Nankai Trough area.

## V. INTERNAL AUDITS

The Internal Auditors' Office at the Bank conducts internal audits of the Bank's business operations at its Head Office, branches, local offices, and overseas representative offices in order to examine the appropriateness of its business operations and the adequacy of its operational risk management as well as the fairness with which its business operations are executed. The results of audits are reported to the Policy Board.

In fiscal 2021, the Internal Auditors' Office audited 5

departments at the Bank's Head Office (the Payment and Settlement Systems Department, the Financial Markets Department, the Research and Statistics Department, the Currency Issue Department, and the Personnel and Corporate Affairs Department), 16 branches (Kushiro, Sapporo, Hakodate, Aomori, Akita, Fukushima, Maebashi, Yokohama, Kanazawa, Kofu, Matsumoto, Matsue, Kochi, Kitakyushu, Kagoshima, and Naha), and 8 local offices (Mito, Obihiro, Asahikawa, Toyama, Fukui, Nagano, Tottori, and Miyazaki).