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Enhancing Organizational Management and Performance Appraisal Systems at

the Japanese Olympic Committee

By

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Japanese Olympic Committee

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RMIT

Declaration

This project is my original work and has not been presented for the award of any degree in any other university.

Sign: _Daniel Takahashi_   Date: 29 June 2024

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Abstract

This research project addresses critical aspects of organizational management and performance appraisal (PA) systems within the Japanese Olympic Committee (JOC). The study comprises two primary components:

Firstly, it involves a survey of JOC's managerial positions to analyze their roles and challenges, comparing findings with surveys from Sanno University focused on Japanese listed companies. The survey investigates managerial workload, challenges, authority dynamics, and performance expectations.

Secondly, the project extends its research to National Olympic Committees (NOCs), examining their PA methodologies. The NOC survey explores PA processes, frequency, evaluation criteria, feedback mechanisms, bias mitigation, and the integration of PA outcomes.

The project is supported by JOC's senior leadership amidst ongoing considerations for significant reforms in the personnel system. This research aims to enhance leadership practices, refine PA processes, and foster a supportive organizational culture tailored to JOC's unique context.

Key findings underscore the need for substantial improvements in leadership development and PA practices within JOC. Recommendations include restructuring managerial workloads, enhancing leadership training, refining PA processes with clear metrics, respecting cultural HR norms, and implementing continuous monitoring and

evaluation. These measures aim to optimize organizational efficiency and employee satisfaction, aligning with JOC's strategic goals and cultural nuances.

Résumé

Ce projet de recherche aborde des aspects critiques de la gestion organisationnelle et des systèmes d'évaluation de la performance (PA) au sein du Comité Olympique Japonais (JOC). L'étude comprend deux composantes principales :

Premièrement, elle implique une enquête sur les postes de direction du JOC afin d'analyser leurs rôles et défis, en comparant les résultats avec des enquêtes de l'Université Sanno portant sur les entreprises cotées japonaises. L'enquête examine la charge de travail des managers, les défis rencontrés, la dynamique de l'autorité et les attentes en termes de performance.

Deuxièmement, le projet étend sa recherche aux Comités Nationaux Olympiques (NOCs), examinant leurs méthodologies d'évaluation de la performance. L'enquête auprès des NOCs explore les processus d'évaluation de la performance, leur fréquence, les critères d'évaluation, les mécanismes de feedback, l'atténuation des biais, et l'intégration des résultats des évaluations.

Le projet est soutenu par la haute direction du JOC au milieu de considérations continues pour des réformes significatives du système du personnel. Cette recherche vise à améliorer les pratiques de leadership, à affiner les processus d'évaluation de la performance, et à promouvoir une culture organisationnelle favorable adaptée au contexte unique du JOC.

Les principales conclusions soulignent la nécessité d'améliorations substantielles dans le développement du leadership et les pratiques d'évaluation de la performance au sein du JOC. Les recommandations incluent la restructuration des charges de travail des managers, le renforcement de la formation des cadres, l'amélioration des processus d'évaluation de la performance avec des critères clairs, le respect des normes culturelles en matière de ressources humaines, ainsi que la mise en œuvre d'un suivi et d'une évaluation continus. Ces mesures visent à optimiser l'efficacité organisationnelle et la satisfaction des employés, en alignant les objectifs stratégiques et les nuances culturelles du JOC.

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List of Abbreviations and Acronyms

JOC	Japanese Olympic Committee
IOC	International Olympic Committee
NOC	National Olympic Committee
NF	National Federation
HR	Human Resource
PA	Performance Appraisal

Chapter 1: Introduction

In August 2021 the Japanese Olympic Committee (JOC) announced its commitment with "JOC Vision 2064: Cherish, Create, and convey the Value of Sports," aiming to uphold the "value of sports" demonstrated by athletes in the Tokyo 2020 Olympic Games, create new values in line with the times, and communicate them to society (About JOC, https://www.joc.or.jp). This vision represents the desired state of JOC, both now and in the future, and incorporates "2064," marking 100 years from the Tokyo 1964 Olympic Games, to signify sustainability. It is imbued with the aspiration that children who witnessed Tokyo 2020 will play a central role in shaping future society. To realise this vision, JOC has formulated a mid-term plan for 2022-2024 and has identified strengthening its foundation and driving force as one of key pillars. The objective is to develop Human Resource (HR) systems and work environments that accommodate diverse workstyles and activate human resources as part of the action plan.

This project aims to complement the objective of strengthening the foundational driving force, highlighted as one of the pillars of the mid-term plan, by understanding the strengths and challenges of JOC's HR system and exploring improvement strategies for its identified challenging areas.

1.1 Background

The JOC HR system is not viewed as effective or fit for purpose. The problems with the current HR system were captured in an employee survey conducted in collaboration with consultants whereby strong dissatisfaction was noted. Table 1.1 provides the results on a 5 point likert scale. Of note is IV HR system results which are well below the national average.

Table 1.1 Result of anonymous survey regarding Human Resource
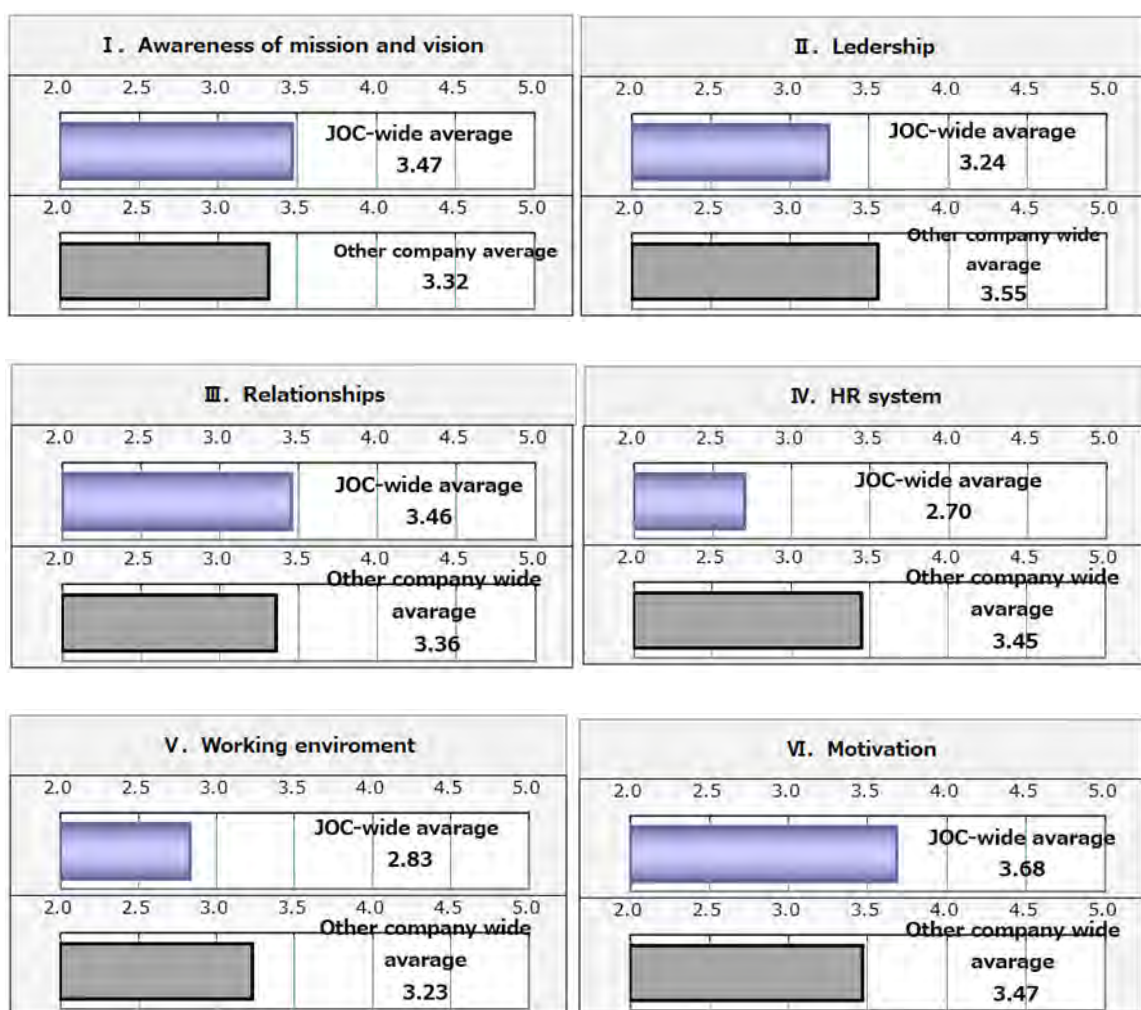
(Note: 91% response rate)

While employees' "Awareness of mission and vision," "Relationships," and "Motivation" are high, "Leadership," "HR system," and "Working environment" are low. This

survey result highlights the perception that managerial positions have low leadership skills and an understanding of employee psychology. Negative perceptions regarding HR systems include inadequate performance appraisal (PA) discussions, unfair personnel assessments, limited educational opportunities, and insufficient career advancement prospects. Moreover, the working environment is criticized for workload imbalances and unclear lines of authority.

Delving into the areas with lower ratings, employees seem to trust their managerial positions, however, the managerial positions might not be demonstrating effective leadership and understanding the psychological state of the employees. Concerning HR systems, although there's no dissatisfaction with compensation, there are negative perceptions regarding inadequate discussions on personnel assessments, lack of fair assessments, limited educational opportunities, and insufficient appropriate promotions. Additionally, regarding the working environment, issues perceived include imbalances in workload and unclear lines of authority.

1.2 Human Resource System of JOC

JOC was established in July 1911 to participate in the Stockholm 1912 Olympics and was recognized by the International Olympic Committee (IOC) in 1912 (The Japanese Olympic Committee IOC Extranet, https://nocnet.microsoftcrmportals.com) . JOC was originally a committee within the Japan Sports Association (JSPO). However, in order to secure funding for athlete development and expand its own activities, and due to decisions led by JSPO, such as not participating in the Moscow 1980 Olympics and losing to China and South Korea in the gold medal count at Seoul 1988, JOC became an independent foundation on August 7, 1989. On April 1, 2011, JOC transitioned into a public interest foundation (Japanese Olympic Committee - History at a Glance, https://www.joc.or.jp) .

The structure of JOC consists of a Council with 63 council members and an Executive Board with 33 executive board members. Additionally, various committees operate under these bodies, and different departments within the Secretariat are responsible for their management. The President, Secretary General, and Senior Executive Board Member receive salaries, while other Executive Board Members receive compensation based on their activities. However, members of other committees are generally unpaid, and day-to-day tasks are handled by Secretariat employees.

The HR system of JOC is based on a job classification system. This system categorizes employees based on their job performance abilities, assuming that skills accumulate and mature through work. It defines the ability to perform job duties based on specific criteria and often relies on concepts like "seniority" and "lifetime employment," assuming that as years of service increase, so does the ability to perform job duties. Furthermore, JOC practices "job rotation," where employees are periodically rotated between departments or assigned different responsibilities as part of talent development efforts.

The Secretariat of JOC consists of 42 employees, comprising 9 directors who are managerial position, 19 managers, 13 coordinators and 1 advisor of secretariat, maintaining a balanced structure. While there are relatively fewer employees aged 25 to 29, the age composition is generally well-balanced. There is also a mandatory retirement age, with retirement occurring at the age of 65.

The personnel evaluation at JOC occurs twice a year, in April (covering October to March) and October (covering April to September). This evaluation is conducted in three

phases. In the first phase, each employee assesses their own work attitude, performance, and abilities for the specified period. In the second phase, the self-assessment of each employee is evaluated by their immediate superiors: senior managers, managers, and coordinators are evaluated by directors, directors and deputy director generals are evaluated by the director general. Finally, the director general conducts the final evaluation for all employees. As needed, the director general or evaluator is responsible for communicating the evaluation results and providing an explanation of the process. The outcomes of these evaluations are reflected in the bonuses given in June and December. Additionally, there's a provision for regular training sessions for evaluators to develop the capacity to operate an appropriate and effective evaluation system, although these training sessions have not been conducted.

1.3 Project Rationale

JOC aimed to host the Olympics, leading to Tokyo being selected as the host city for the 2020 Olympics during the IOC session held in Buenos Aires, Argentina, on September 8, 2013. However, due to the COVID-19 pandemic that began in December 2019, Tokyo 2020 became the first Olympics in modern history to be postponed and held without spectators. Capitalizing on this Olympic hosting opportunity, JOC pursued its long-term vision and formulated mid-term plans. Amidst these significant changes, JOC's HR system had not been reviewed since its inception in 1989. The tension and pressure of hosting the Olympics, compounded by the COVID-19 pandemic, further stressed JOC's HR.

Within this context, a survey conducted among employees identified leadership, HR systems, and the working environment as key challenges for JOC. Guest and Bos-Nehles (2013) argue that managers responsible for the implementation of HR strategies, both at the individual and organisational level, are seen as key individuals who have a significant impact

on the effectiveness of the strategy. Given the importance of effective HR, this project was instigated to address the identified HR challenges within the JOC and propose actions for improvement.

1.4 Project Aim/s

The overall aim of this project is to delineate the leadership capabilities and characteristics of managerial positions. This involves clarifying their responsibilities, documenting the current status of managerial positions within JOC, and seeking areas for improvement. Additionally, it aims to investigate the PA methods employed by other National Olympic Committees (NOCs), compare them with JOC's PA system, and identify areas for enhancement. By implementing improvements gleaned from these analyses, it seeks to enhance JOC's HR system, thereby contributing to bolstering the foundational structure of JOC set out in the medium-term plan.

1.5 Method/Approach

In order to address the objectives above the data collection will include a survey of JOC's managerial position to investigate their situation and, in comparison with *Survey on the Actual Conditions of Managers in Listed Companies* (Research Institute of SANNO University, 2021), to assess key components of managerial positions. A survey of NOCs will investigate the types of performance appraisal (PA) being conducted, thereby utilizing this information for the enhancement of JOC's PA. The information compiled through these survey results and their analysis will be proposed as an action plan for HR system.

1.6 Summary

This research project consists of two key components. Firstly, it involves conducting a survey among JOC's managerial staff to analyze their situation and compare it with surveys conducted by Sanno University in Japanese listed companies. The survey aims to reflect on the positioning of managerial roles within the organization and includes questions regarding workload, challenges, expectations, authority, and subordinates' performance.

Secondly, the project extends its research to NOCs, seeking insights into their PA methods. The NOC survey encompasses questions about the PA process, its frequency, guidelines, evaluation criteria, feedback mechanisms, bias mitigation, and the incorporation of PA results. These findings will contribute to enhancing JOC's PA system. Taking these insights into account, the project aims to explore avenues for improving leadership and PA.

Furthermore, at JOC, extensive reforms in the personnel system are being considered, and the implementation of this research project is supported by senior leadership at JOC.

Chapter 2: Literature Review

2.1 Introduction

The objective of this literature review is to explore the reasons for the challenges in the JOC's HR system, with a focus on leadership and performance appraisal (PA), which fall under the mandate of managerial positions. The review introduces the unique nature of Japan's HR system, which differs starkly from Western societal norms in HR practices and elucidates the responsibilities of managerial roles, optimal PA methods based on research findings.

2.2 Human Resource System in Japan

In the West, HR systems are commonly based on various working styles such as competency and results orientation, as individuals often pursue career advancement by changing jobs. Employees are assigned roles based on job descriptions that outline job duties, location, and compensation, known as Job-type Employment (Lee, 2021).

However, Japan has distinct employment practices established during the high economic growth period after World War II, known as Japanese-style employment practices, which significantly differ from Western norms. This system, referred to as Membership-type Employment, consist of practices like lifetime employment, seniority plus merit pay, and enterprise unions, forming the backbone of Japan's HR system. Lifetime Employment, a traditional HR management model in Japan, guarantees lifelong employment upon hiring, fostering employee dedication to the company. Seniority plus merit pay, derived from Japanese cultural roots, offers continual salary increases and career development opportunities for senior staff based on their accumulated knowledge and expertise within the organization. Enterprise unionism used to function as an intermediary between blue-collar representatives and staff of various ranks, conducting regular meetings to understand lower-

tier staff's demands, issues, and salary expectations. However, this system declined

significantly alongside the economic downturn in Japan in 1990. And as the economy

globalizes, the penetration of merit-based and competency-based evaluations has begun,

making job changes for career advancement less uncommon. Consequently, there's been an

increase in companies reconsidering lifetime employment and seniority plus merit pay

(Sharma, 2019).

2.3 Role of managerial position

In a seminal study of managerial roles, Mintzberg (1973) observed the actions of five

managers, documented their behaviors and categorized the roles of managers into ten from

the collected behaviors, organizing them into three sets of roles: (1) Interpersonal roles, (2)

Informational roles, and (3) Decisional roles.

Table 2.1 Managerial Roles (Mintzberg, 1973)

Interpersonal Roles		
	Figurehead	Symbolic role of the organisation
	Leader	Role in providing organisational leadership and motivating subordinates
	Liaison	Role in establishing and maintaining external networks
Informational Roles		
	Monitor	Role in gathering internal and external information
	Disseminator	Role in communicating external information internally.
	Spokesman	Role in communicating internal information externally.
Decisional Roles		
	Entrepreneur	Role in initiating operational change.
	Disturbance handler	Role in responding to obstacle/crisis
	Resource allocator	Role in allocating the organisation's resources
	Negotiator	Negotiating role on behalf of the organisation

Considering these points, the job and role of a manager can be summarized as

streamlining operations, achieving high productivity, creating an environment that fosters the

growth of subordinates, and practicing a balanced approach between stability and innovation

in the workplace.

Mintzberg later (2009) observed and interacted with 29 managers, listened to their
conversations, reviewed their diaries, and thus grasped the practical activities of managers
redefined the roles of managers as follows:

Table 2.2 Roles of Managing (Mintzberg, 2009)

	Framing the Job and Scheduling the Work	
	Internal	External
Information Plane	Communicating	
	·Monitoring	·Sporkesperson
	·Nerve center	·Nerve center
		·Disseminating
	Controlling	
	·Designing	
	·Delegating	
	·Designating	
	·Distributing	
	·Deeming	
People plane	Leading	Linking
	·Energizing individuals	·Networking
	·Developong individuals	·Representing
	·Building teams	·Convincing/Conveying
	·Strengthening culture	·Transmitting
		·Buffering
Action plane	Doing	Dealing
	·Managing projects	·Building coalitions
	·Handling distrbances	·Mobilizing support

Here, Mintzberg doesn't define the roles of managerial positions but instead defines
them as a reference model for managers to understand their own work. At the core of these
roles, he highlights the establishment of work frameworks and setting schedules. Establishing
work frameworks involves defining how managers will proceed with their assigned tasks,
encompassing decision-making, strategic planning, and focusing on specific issues. Setting

schedules refers to time management within departments by managers.

Korica, Nicolini and Johnson's (2017) review of articles on managerial work published between 1951 and 2015 identified how managerial work has been studied and organized into unchanged and changed categories.

Table 2.3 Continuities and change in managerial work (1951–2015) (Korica, Nicolini, & Johnson, 2017)

Continuities		Changes	
Continuities in managerial work (all levels)		*Changes in managerial work (all levels)*	
Communication	Managers prefer verbal media; Most of time spent in face-to-face communication (Burns 1954; Mintzberg 1973; Luthans and Larsen 1986; Tengblad 2006)	Communication/ Decision-making	Shift away from command and control style of decision-making to more dialogue-oriented communication (Martinko and Gardner 1990; Mintzberg 1973; Tengblad 2006; Vie 2010)
Meetings	Telephone and unscheduled meetings are generally brief (Mintzberg 1973; Tengblad 2006)	Meetings	More participants attend meetings (Arman *et al.* 2009; Mintzberg 1973; Tengblad 2006; Vie 2010)
	Scheduled meetings consume more of managers time than any other activity (Mintzberg 1973; Tengblad 2006)		More time is spent with subordinates and less with 'outsiders' (Arman *et al.* 2009; Tengblad 2006; Vie 2010)
Information	Mail is treated as cursory (Mintzberg 1973; Tengblad 2006)	Information	Managers give more information (Mintzberg 1973; Tengblad 2006; Vie 2010)
Tours	Tours can be valuable, but managers spend little time doing them (Mintzberg 1973; Tengblad 2006)		More time is spent on information (reading/review) (Martinko and Gardner 1990; Tengblad 2006; Vie 2010)
Preferences	Managers gravitate towards live action (Matthaei 2010; Mintzberg 1973; Tengblad 2006)		
		Changes in managerial work (executive-level management)	
Responsibilities	Large volumes of work is conducted at an unrelenting pace (Carlson 1951; Mintzberg 1973; Tengblad 2006)	Travel	There is increased travel (Matthaei 2010; Mintzberg 1973; Tengblad 2006)
	Managers deal with a great deal of ambiguity (Dalton 1959; Hales 2002, 2005; Hales and Tamangani 1996)	Fragmentation	There are less interruptions and fragmentation at the executive-level (Mintzberg 1973; Tengblad 2006)
	Managers spend little time with their superiors (Mintzberg 1973; Tengblad 2006)	Hours	Executives work longer hours (Matthaei 2010; Mintzberg 1973; Tengblad 2006)
Alone time	Little alone time for reflection (Carlson 1951; Matthaei 2010)	Desk work	Less desk work at executive level (Mintzberg 1973; Tengblad 2006)
Continuities in managerial work (middle management)		*Changes in managerial work (middle management)*	
Desk work	Middle managers engage in a similar amount of 'desk work' (Martinko and Gardner 1990; Stewart *et al.* 1994; Vie 2010)	Meetings	Managers engage in more scheduled meetings (Hales and Mustapha 2000; Horne and Lupton 1965; Vie 2010)
Fragmentation	Interruptions and work fragmentation is commonplace (Floren 2006; Mintzberg 1973; Vie 2010)	Travel	There is increased travel (Martinko and Gardner 1990; Vie 2010)
Hours/Difficulty	Managers work the same number of hours/week (Horne and Lupton 1965; Stewart *et al.* 1994; Vie 2010) vs. increased delayering leading to work intensification and increased responsibilities (McCann *et al.* 2008)		
		Changes in managerial work (lower-level management)	
Continuities in managerial work (lower-level management): Little travel, high work fragmentation (Arman *et al.* 2009)		Responsibilities	The supervisory, planning, and monitoring activities of lower-level managers has been enlarged (Hales 2005)

Their work suggests while there are many unchanged tasks, primarily three notable changes can be observed. For instance, in communication, there has been a shift from a one-way form of issuing commands and control towards a more dialogic approach. Although the time spent on short phone calls or scheduled meetings remains the highest, there is a shift in how time is spent, with an increase in meetings with subordinates and a decrease in time spent with external parties.

Moreover, the role of managerial positions has transitioned from supervisors to managers or coaches with significant responsibility for managing departments, including human resource management. Within human resource management, the central role undertaken by managerial positions is not just the formulation of HR policies but primarily the operational implementation of HR strategies, including recruitment, placement, development, compensation, and remuneration.

Those in managerial roles responsible for the execution of HR strategies are seen as critical figures that significantly influence the effects of these strategies on both individual and organisational levels. It is recognized that at an organisational level, it is the managerial staff—not the HR department—who execute HR strategies. Even if excellent HR policies are formulated, their success heavily relies on proper implementation by managerial staff; otherwise, achieving the expected outcomes becomes challenging (Guest and Bos-Nehles, 2013). Therefore, it is crucial for managerial staff to have a common understanding of the content of the HR strategy and how to implement it effectively for successful execution. It's important that they are in an environment conducive to implementation, making an assessment of the circumstances

surrounding the managerial staff imperative.

Therefore, in this project, the perceived lack of leadership among managerial positions is considered to stem from their inability, for some reason, to sufficiently manage staff. To explore this issue, a survey will be conducted to investigate the actual conditions of managerial positions, and improvement measures will be considered.

2.4 Current situation of managerial positions in Japan

According to the ""Basic Survey on Wage Structure"" announced by the Ministry of Health, Labour and Welfare (2018), there are approximately 1.31 million managerial positions in Japan when combining the numbers for director and manager roles. The director ratio is 2.9%, and the manager ratio is 7.2%. (The total number of workers is approximately 13 million.)

Observing the *Survey on the Actual Conditions of Managers in Listed Companies* (Research Institute of SANNO University, 2021), which regularly targets manager-level employees in listed companies, it is noted that 99.5% of managers are not only responsible for managerial tasks but is also actively involved in the day-to-day tasks or projects, with a weighted average of 50.1%. Only 0.5% of managers have not involved in the day-to-day tasks, and half of the duties of managers involve the day-to-day tasks. When questioned about the impact of day-to-day tasks on managerial tasks for managers, 49.5% responded that it poses challenges.

According to a survey conducted by Recruit Works Institute (2019), the reasons

why managers actively involved in the day-to-day tasks are as follows: 57.3% responded

that it is because of a heavy workload, while 37.3% mentioned that it is because their

subordinates lack the skills.

From these literatures, it is apparent that most managerial positions in Japan are

burdened with day-to-day tasks to such an extent that they cannot primarily focus on their

managerial duties, thus lacking the time to dedicate to departmental management,

including personnel management as discussed in the research by Korica, Nicolini, and

Johnson (2017).

2.5 Definition of PA

One of the challenges identified at JOC is the function of PA, which constitutes the

authority of managerial positions. PA refers to the methods and processes organisations use

to evaluate the performance levels of their employees. This process involves measuring

employee performance and providing feedback regarding its level and quality. Additionally,

its purpose is to enhance employee performance (DeNisi & Pritchard, 2006). This objective

can be achieved through three mechanisms. Firstly, the information provided by PA can be

used in managerial decision-making that links evaluated performance to organisational

rewards or penalties such as raises, promotions, or terminations (Raynes, Gerhart, & Parks,

2005). Secondly, the PA process involves providing performance feedback to employees

(Locke & Latham, 2002). Thirdly, PA is a process where employees recognize that they are

being measured. Simply knowing that one is being evaluated can enhance performance and

foster cooperative behavior (Keller & Pfattheicher, 2011).

2.6 Effective PA

The purpose of PA is to enhance employee performance, and an effective PA aims to achieve this goal. For employees to improve their performance following an evaluation, they need the willingness to accept the assessment and be motivated to change their performance based on it. Therefore, ensuring employee satisfaction, commitment, acceptance of evaluations, and trust in management through the evaluation process is necessary for organisations to enhance performance (DeNisi and Pritchard, 2006). To secure these outcomes, effective feedback from evaluations can serve as a crucial source of motivation for employees if implemented effectively (Peiperl, 2001). However, conducting effective feedback poses a challenging task, as evidenced by Kluger and DeNisi's (1996) extensive review and meta-analysis on the impact of feedback interventions, where more than a third (38%) of the reviewed studies showed that feedback led to decreased performance. Studies by Van Dijk and Kluger (2004, 2011) suggested that tasks performed to fulfill one's desires and wishes benefit from positive feedback, while tasks performed to fulfill obligations or duties benefit from negative feedback. Hence, it's suggested that managers should tailor effective feedback methods according to both employee and task characteristics.

2.7 Summary

This chapter reviewed literature related to the roles of managerial positions and the state of managerial roles in Japan. It delved into the aspects of leadership and PA highlighted as challenges within the HR system. Through this exploration, the chapter uncovered the significant role of managerial positions in shaping HR strategies.

Additionally, it revealed the correlation between providing effective feedback through

performance evaluations and the subsequent enhancement of employee performance.

Chapter 3: Methods

3.1 Introduction

In this chapter, an explanation is provided on how the research questions were investigated, the research plan selected to address the research issues, and the procedures and methods employed for data collection. As mentioned in the previous chapter, the objective of this study is to clearly identify and address challenges related to leadership among managerial position and PA within the HR system of JOC. To achieve this, the research involved investigating the actual conditions of managerial position of JOC, identifying the causes of challenges mentioned as issues, and elucidating how these challenges can be resolved through improvement. Additionally, regarding PA, considerations on how to enhance JOC's PA system was explored, drawing insights from examples in other NOCs.

The methodology for data collection and analysis, concerning issues related to managerial position, targets JOC managerial position. Similarly, for PA, the focus is on NOCs of a scale equal to or larger than JOC.

3.2 Research Design and Rationale

To unearth the challenges related to leadership among managerial positions, an investigation into the actual conditions of JOC managerial position was conducted. To facilitate a comparison with the results of the *Survey on the Actual Conditions of Managers in Listed Companies* (Research Institute of SANNO University, 2021), relevant questions were narrowed down, and a questionnaire survey was conducted using the same format and content. Additionally, a questionnaire survey was conducted to collect cases from NOCs of

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a scale equal to or larger than JOC regarding challenges in PA.

Each survey was conducted as outlined in Table 3.1.

Table 3.1: Methods to address each of the research questions

RESEARCH QUESTIONS	DATA	METHODS	SAMPLE
Research Questions #1 What proportion of tasks, aside from managerial responsibilities, does JOC's managerial position entail?	Fact-finding	Questionnaire survey	Managerial Positions at JOC (n=9)
Research Questions #2 How is performance appraisal conducted in your NOC?	Case studies of other NOCs	Questionnaire survey	National Olympic Committee (n=11)

3.3 Data Collection

The data collection involved minimizing stress on respondents and utilised Microsoft Forms for internet research to maximize the number of responses obtained. The survey on the actual conditions of JOC managerial positions was conducted without identifying individuals, considering that the targeted managerial positions belonged to the organisation to which the researcher is affiliated, and the surveyed individuals were familiar entities. Additionally, considering that smaller NOCs often do not conduct PAs, cases of PA from other NOCs were limited to those of a scale equal to or larger than JOC.

3.4 Data Collection Tools

3.4.1 Survey on the Actual Conditions of Management Positions in JOC.

The survey on the actual conditions of managerial positions within JOC was narrowed down to relevant questions from the Survey on the Actual Conditions of Managers in Listed Companies (Research Institute of SANNO University, 2021) to facilitate comparison, and it was conducted using the same survey format and content. Additionally, questions were set based on the key components of performance management to assess whether performance management was being conducted appropriately. The target participants were managerial positions within JOC, specifically nine individuals defined as executives in JOC's administrative regulations, including two deputy directors, four directors, two deputy director generals, and one director general. The researcher has been employed at JOC for approximately 20 years, and as the nine managerial positions are closely related, the survey was conducted using Microsoft Forms with anonymity considered. Furthermore, as responses were obtained from all nine managerial positions, diversity was ensured in terms of age, gender, department, and experience.

3.4.2 Survey on PA Cases in NOCs.

To investigate cases of PA in NOCs, a survey was conducted using Microsoft Forms with anonymity considered. The survey included questions based on the key components of PA, in addition to information such as the number of employees in the respective NOCs, and cases from each NOC were collected. Recognizing that smaller NOCs often do not conduct PA, the target was set to NOCs with a number of paid employees equal to or greater than JOC. Since NOCs report their employee numbers to the IOC annually based on the

IOC's survey, cooperation was requested to IOC Olympic Solidarity team to confirm the relevant NOCs, and information for 16 NOCs was obtained. Furthermore, assuming that NOCs with high athletic prowess might have employee numbers equal to or greater than JOC, NOCs ranked within the top 20 for gold medals in the Tokyo 2020 Games were also targeted, resulting in surveys being conducted for 28 NOCs. The survey request was sent to the representative addresses of the NOCs, but cooperation was also requested to participants of MEMOS XXVI from the target NOCs, resulting in responses from 11 NOCs.

3.5 Data Collection Process

The data collection process proceeded according to the following schedule:

3.5.1 Survey on the Actual Conditions of Management Positions in JOC.

- **20th February 2024:** Conducted a questionnaire survey investigating the actual conditions of JOC's managerial positions with a deadline of 27th February 2024.
- Analyzed the data collected in the previous step and compared it with the results of *Survey on the Actual Conditions of Managers in Listed Companies* (Research Institute of SANNO University, 2021).
- Examined the obtained data in light of the roles of managerial positions identified through a literature review, highlighted the challenges, and compiled solutions for addressing these challenges.

3.5.2 Survey on PA Cases in NOCs.

- **20th February 2024:** Conducted a questionnaire survey investigating

cases of PA in NOCs with a deadline of March 5, 2024.

- Analyzed trends in PA based on survey responses from NOCs, compared them with the literature review, and contrasted these a with the current PA practices in JOC. Summarized the challenges in JOC's PA, outlined solutions for these challenges, and compiled the ideal practices for PA.

3.6 Ethics and Researcher's Position

In both surveys, ethical guidelines were followed to properly safeguard personal and confidential information. Respondents remained anonymous, and their personal information was treated confidentially. The researcher's position was neutral and objective, striving to eliminate biases in the analysis and interpretation of survey data. Transparency regarding the purpose and methods of the survey was ensured, aiming for fair reporting of the survey results.

3.7 Summary

This chapter details research methods, focusing on challenges in JOC's leadership and PA. The approach includes a quantitative survey on JOC's managerial positions, compared with a survey on listed company managers. A survey of PA cases in NOCs, excluding smaller ones, was conducted. Data collection prioritized respondent comfort using Microsoft Forms. The process analyzed managerial data, compared results, and outlined challenges in JOC's PA system, to propose ideal practices.

Chapter 4: Results

4.1 Introduction

This chapter presents results from the surveys that addressed the two research questions:

1. What proportion of tasks, aside from managerial responsibilities, does JOC's managerial position entail?

2. How is performance appraisal conducted in your NOC?

4.2 Survey Results (Managerial Positions at JOC)

Those holding managerial positions at JOC, responded about the nature of managerial duties, working hours, concerns, and expectations.

Approximately 66% of JOC's managerial positions spend more than half of their working hours on **non-managerial tasks**. Among them, 30% reported spending 61-70% of their time on non-managerial tasks, with some managerial positions (11%) even dedicating 91-100% of their time to such tasks. Notably, none of the managerial positions reported solely performing managerial tasks (refer to Appendix II, Table 1). In contrast, according to the Survey on the Actual Conditions of Managers in Listed Companies (Research Institute of SANNO University, 2021), about 40% of respondents from various companies spent more than half of their time on non-managerial tasks , as Table 4.1 shows. This indicates that JOC's managerial positions spend more time on non-managerial tasks compared to the average.

Table 4.1: Comparison of the responses from JOC and listed companies to the

question 'What proportion of your current job, aside from managerial responsibilities, involves other tasks?'

What proportion of your current job, aside from managerial responsibilities, involves other tasks?

Chart showing proportion of managerial positions by proportion of other tasks aside from managerial responsibilities. Legend: Listed company (orange), JOC (blue).

Proportion of other tasks	Listed company	JOC
91~100%	3.3%	11.1%
81~90%	4.3%	11.1%
71~80%	13.0%	11.1%
61~70%	11.7%	33.3%
51~60%	8.1%	
41~50%	14.5%	11.1%
31~40%	12.0%	
21~30%	15.7%	11.1%
11~20%	9.8%	11.1%
1~10%	7.1%	
0%	0.5%	
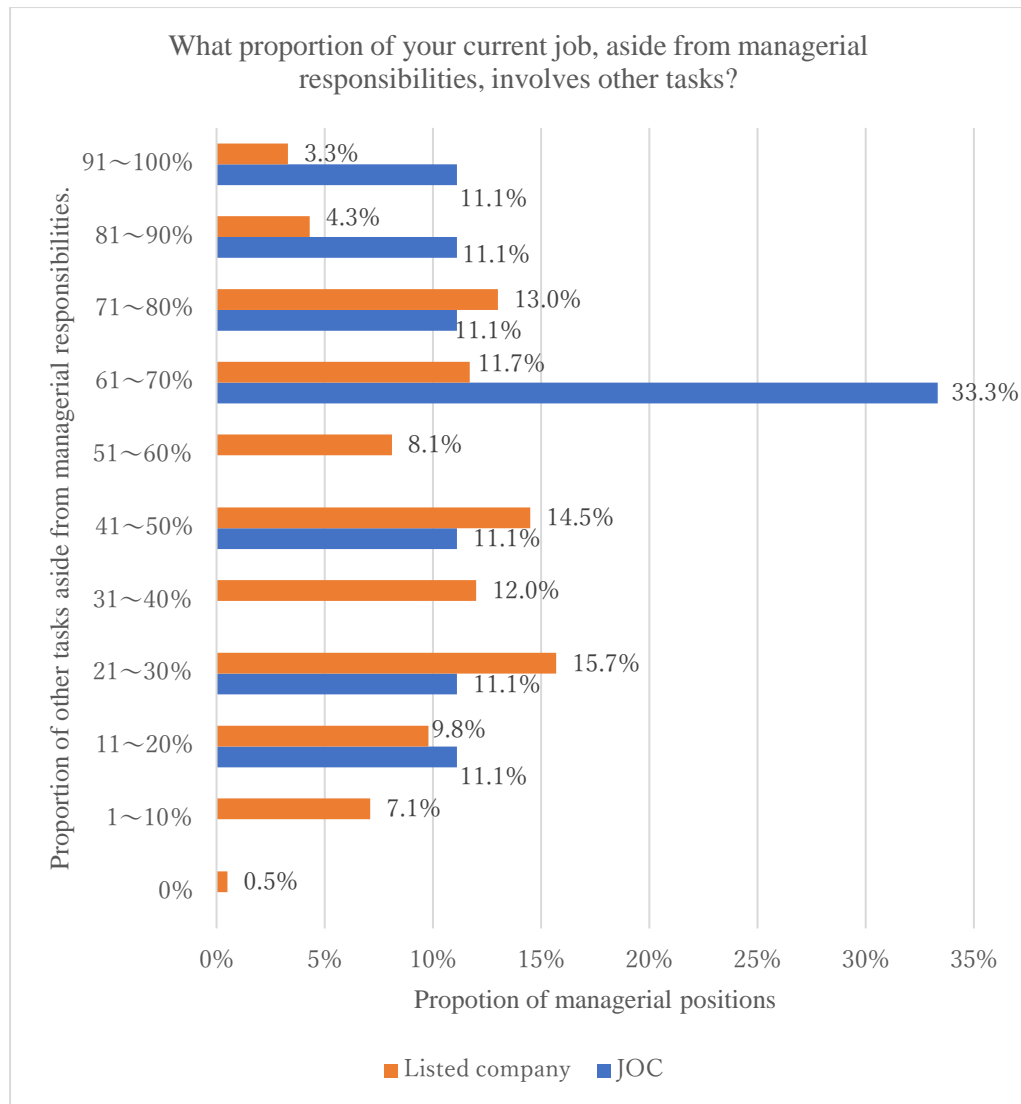
While none reported significant hindrance, 67% acknowledged at least some obstacles caused by non-managerial tasks (refer to Appendix II, Table 2). This proportion surpasses the average, as indicated by the survey results from SANNO University, where only 49% reported such obstacles. Moreover, 80% of managerial positions who spend over half of their time on non-managerial tasks reported that these tasks hinder their managerial duties.

Table 4.2: Comparison of the responses from JOC and listed companies to the question 'Does above work interfere with your management duties?'

Does above work interfere with your management duties?

Response	Listed company	JOC
It significantly interferes	10.9%	0.0%
It somewhat interferes	38.6%	66.7%
It somewhat does not interfere	37.4%	22.2%
It does not interfere at all	13.1%	11.1%

Propotion of managerial positions

■ Listed company ■ JOC
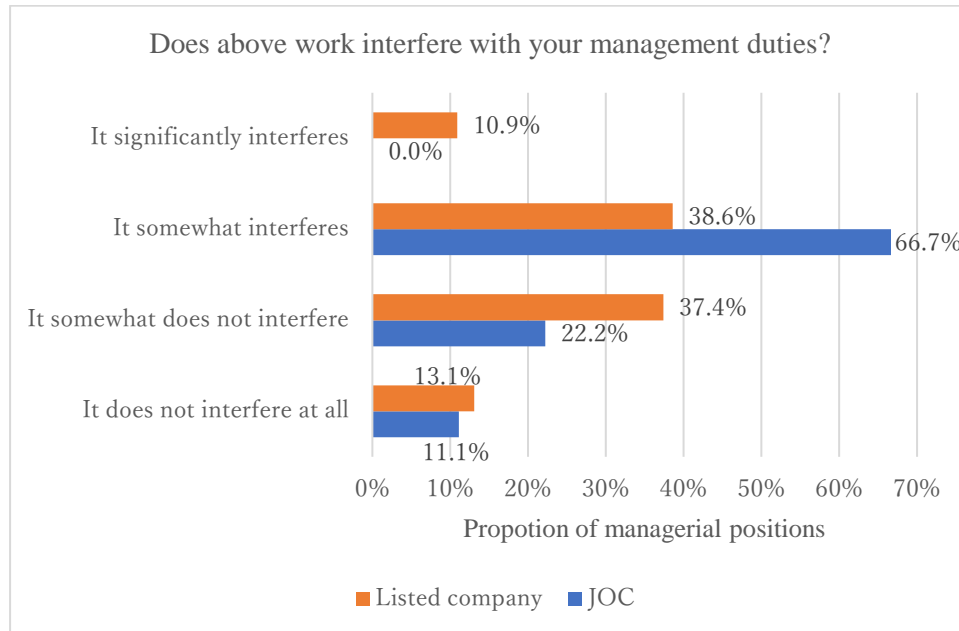
The **most time-consuming tasks** for JOC's managerial positions include communication with subordinates, document preparation, approval tasks, and information gathering (refer to Appendix II, Table 3). Those who spend more time on non-managerial tasks highlighted document preparation and information gathering. Additionally, the average monthly overtime hours for JOC's managerial positions exceed 31 hours for 67% of them (refer to Appendix II, Table 4), with those reporting hindrance to managerial duties due to non-managerial tasks tending to have longer overtime hours. This contrasts with the survey results from SANNO University, where less than 40% of managerial positions reported overtime exceeding 31 hours, indicating that JOC's managerial positions work longer hours on average.

The **most common concerns** among managerial positions include excessive workload and poor workplace relationships. Following these, difficulties in providing feedback on subordinates' performance appraisals, conducting performance appraisals, and addressing subordinates' growth challenges were noted (refer to Appendix II, Table 5). While SANNO University's survey ranked subordinates' growth challenges and difficulties in conducting performance appraisals higher, indicating a commonality, JOC's managerial positions seem to have distinct concerns, such as providing feedback on subordinates' performance appraisals and poor workplace relationships.

The **most expected aspect** of managerial roles by the organization is 'developing subordinates focusing on long-term careers', followed by "clearly indicating the direction of workplace management' and 'delegating tasks appropriately among team members' (refer to Appendix II, Table 6). However, the aspects where managerial positions most actually contribute to the organization's expectations are 'clearly indicating the direction of workplace management,' followed by 'developing subordinates focusing on long-term careers' and 'serving as a liaison with other departments' (refer to Appendix II, Table 7). Comparatively, the areas where actual contributions fall short of organizational expectations are 'developing subordinates focusing on long-term careers' and 'delegating tasks appropriately among team members' (refer to Appendix II, Table 8).

Seventy-eight percent of JOC's managerial positions feel they **have sufficient authority** to meet expectations, a higher proportion compared to 67% in SANNO University's survey (refer to Appendix II, Table 9).

The **knowledge, skills, and attitudes** that managerial positions feel **most lacking in their subordinates** include 'the ability to involve others,' followed by 'the ability to clarify tasks,' and 'the ability to express one's thoughts logically.' Other areas include 'the ability to generate new ideas,' 'the ability to understand problems,' 'the ability to persuade others,' 'a proactive attitude towards work,' 'the ability to listen to others' opinions,' and 'the ability to read the atmosphere' (refer to Appendix II, Table 10). The survey from SANNO University ranked 'the ability to generate new ideas' highest, while 'the ability to involve others' was noted as lacking by 21% of managerial positions, indicating it as a distinctive skill lacking among JOC's subordinates. Additionally, the **most common challenges in subordinates'** task execution include 'difficulty in departing from precedent-based approaches,' followed by 'lack of reporting, information provision, and consultation,' and 'ineffective execution of PDCA (Plan-Do-Check-Act)' (refer to Appendix II, Table 11), mirroring findings from SANNO University's survey.

Although JOC conducts **performance appraisals** twice a year, only 22% provide feedback afterward, and over 78% of managerial positions either provide feedback to only some subordinates or not at all (refer to Appendix II, Table 12). Regarding whether subordinates' performance goals are clearly defined, 67% responded affirmatively or somewhat affirmatively (refer to Appendix II, Table 13), as did the response regarding whether subordinates' performance goals are linked to organizational goals (refer to Appendix II, Table 14). When asked about the provision of training and development programs to enhance subordinates' skills and capabilities, 55% responded somewhat negatively or negatively (refer to Appendix II, Table 15), indicating a perceived lack of talent development programs. Similarly, regarding the formulation of plans for

performance improvement and issue resolution, 55% responded somewhat negatively or negatively (refer to Appendix II, Table 17), with negative responses prevailing.

In summary, many of JOC's managerial positions spend a significant amount of time on non-managerial tasks, leading to an excessive workload, increased overtime hours, deteriorating workplace relationships, and hindrances to managerial duties. Moreover, they face challenges in developing subordinates and managing performance effectively, as well as shortcomings in providing feedback, offering training programs, and planning for performance improvement. The responsibilities of managerial roles include guiding employees, achieving organizational goals, problem-solving, leadership development, communication, and employee motivation (Korica, Nicolini & Johnson, 2017). However, the inability to devote time to managerial tasks leads to deficiencies in leadership, decreased employee morale, reduced performance, and hindered organizational goal achievement. Performance appraisals, through providing feedback via communication with employees, can help them understand their strengths, growth opportunities, and guidelines for future goals （DeNisi & Pritchard, 2006. However, JOC's current performance appraisal process lacks adequate feedback, resulting in decreased employee motivation and dissatisfaction.

4.3 Survey Results (National Olympic Committee)

The survey was sent to NOCs with staff numbers equivalent to or exceeding those of the JOC, as well as NOCs that ranked within the top 20 in terms of gold medals ranking at the Tokyo 2020 Olympics. Out of the 29 NOCs approached, 11 responded. All questions and responses are documented in Appendix III.

The sizes and performance management responsibilities of the responding NOCs are shown in the tables below.

Table 4.3: Summary of Responses to Employee Count, Performance Management Responsibility, and Conduct of Regular Performance Appraisals in NOCs

NOCs with performance appraisals

No.	No. of paid employees	Person responsible for performance management
1	0	Human Resources Department
2	8	Secretary General
3	30	Secretary General
4	30	The CEO and this is then cascaded to the senior leadership team
5	60	Human Resources Department Director
6	120	People and Culture
7	135	All managers

NOCs without performance appraisals

No.	No. of paid employees	Person responsible for performance management
1	40	Human Resources Departament
2	76	Head of the Department and Secretary General
3	247	CFO
4	250-300 approx.	Project Management Office

At JOC, performance management of paid employees is handled by department heads, with final decisions made by the Director General. In NOCs with fewer than 30 employees, the Executive Director was responsible for performance management, while in larger organizations, this role was typically fulfilled by the secretariat rather than the executive.

Of the 11 responding NOCs, 7 conducted performance appraisals, while 4 larger

NOCs did not conduct performance appraisals as shown above.

All NOCs that conducted performance appraisals provided feedback to employees. Most conducted evaluations once a year, while some conducted multiple evaluations per year. More than half of the NOCs that conducted performance evaluations had guidelines for these evaluations.The majority of NOCs conducted appraisals through interviews, while just under 30% used surveys. Other NOCs conducted evaluations based on performance development plans consisting of six KPIs. In more than half of the NOCs, performance evaluation results did not affect salaries, but in just under 30% of the NOCs, evaluation results affected salaries, and some NOCs used them to determine both bonuses and salaries.

Table 4.4: Reflection of Performance Appraisal Results
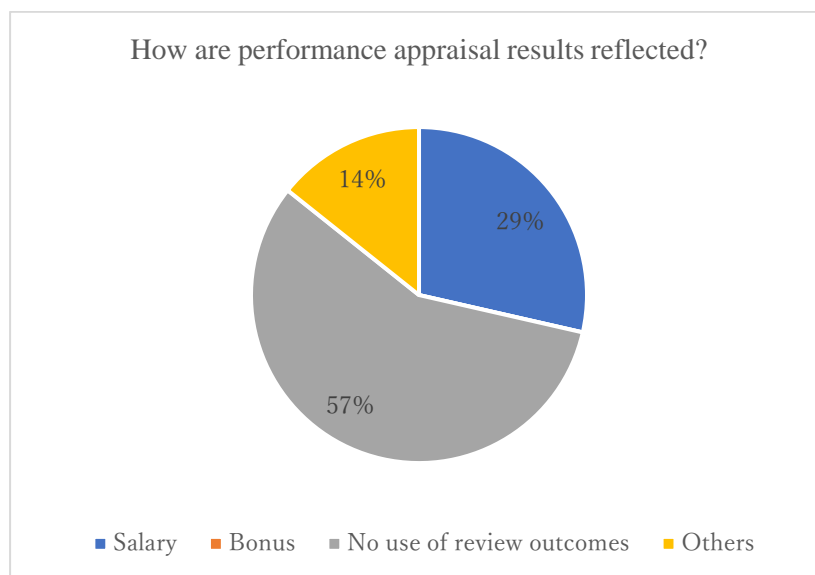
At JOC, only 22% of management provided feedback to employees after appraisals, indicating an urgent need for improvement. JOC conducts performance

appraisals twice a year because appraisal results are used to determine the biannual bonuses, which is considered logical. Although JOC has performance appraisal guidelines, the assessment scale varies among managers, suggesting that evaluations may not always adhere to the guidelines.

More than 80% of NOCs had clear performance goals aligned with organizational objectives. At JOC, while there are goals for individual departments within a medium-term plan, there are no clear performance goals set for individual employees. Additionally, skills, roles, job responsibilities, and accountability for positions are not clearly defined, indicating a need to introduce performance goals.

Additionally, all NOCs implemented training and development programs for employees. JOC also provides such programs for employees, but 55% of management find them insufficient (Refer to Appendix II Table 15), necessitating the construction of a systematic training program.

More than 80% of NOCs had performance improvement plans and problem-solving plans. The effectiveness of performance management systems was evaluated based on elements such as improvement in work quality (36%), enhancement in employee engagement (27%), and savings in time and cost (18%). JOC lacks performance improvement and problem-solving plans and addresses issues as they arise. It is essential to regularly review whether performance management is being conducted appropriately and consider ways to improve.

Chapter 5: Discussion

5.1 Introduction

The purpose of this research project was to clearly identify, and address challenges related to leadership among managerial position and performance appraisal (PA) within the HR system of JOC and develop an action plan for improvement. This chapter focuses on suggestions about to address these challenges based on the results from survey research and literature review.

5.2 Findings and Literature Review Analysis

Implementing changes in JOC's HR system based on the survey results and literature review involves addressing the identified challenges in leadership and PA while considering the unique characteristics of Japan's HR practices. Proposed actions include:

1. Addressing Managerial Workload: The survey results indicate that a significant portion of managerial positions in Japan, including those at JOC, are burdened with day-to-day tasks, leaving limited time for managerial duties. To alleviate this issue, restructuring job roles and delegating operational tasks to lower-level employees or support staff can be considered. This restructuring should align with Mintzberg's (1973, 2009) roles of managing, emphasizing the need for managers to focus on strategic planning, decision-making, and fostering a conducive work environment rather than being overwhelmed by operational tasks.

2. Enhancing Leadership Skills: The literature highlights the importance of effective leadership in managerial positions for successful HR strategy implementation.

Leadership development programs aimed at enhancing managerial skills such as communication, delegation, conflict resolution, and team management should be invested in. These programs can be customized to address the specific challenges faced by managerial positions at JOC, such as managing workload and providing effective feedback.

3. **Improving Performance Appraisal (PA) Processes**: The challenges identified in PA, including the lack of effective feedback and employee motivation, need to be addressed to enhance performance. Training programs for managerial positions on conducting constructive performance evaluations and delivering feedback tailored to individual employee needs should be implemented. Moreover, establishing clear performance metrics and linking them to organizational rewards or penalties, as suggested by Raynes, Gerhart, & Parks (2005), can improve the effectiveness of PA in driving performance improvement.

4. **Cultural Sensitivity**: Given the unique nature of Japan's HR practices, any changes implemented in JOC's HR system should be culturally sensitive and aligned with the principles of membership-type employment. This involves maintaining elements such as lifetime employment and seniority plus merit pay while integrating merit-based and competency-based evaluations gradually, in line with the changing economic landscape (Sharma, 2019).

5. **Continuous Monitoring and Evaluation**: Implementation of changes should be accompanied by continuous monitoring and evaluation to assess their effectiveness

and identify areas for further improvement. Regular feedback from employees and managers can provide valuable insights into the impact of changes on organizational dynamics and employee performance, facilitating ongoing refinement of HR practices.

5.3 Summary

In summary, to enhance JOC's HR system effectively, it is crucial to take a comprehensive approach that tackles managerial workload, improves leadership skills, enhances PA processes, maintains cultural sensitivity, and includes continuous monitoring and evaluation. By effectively addressing these areas, challenges can be overcome, and a conducive work environment for organizational success can be cultivated.

Chapter 6: Conclusion and Recommendations, and Action Plam

This research project has underscored the necessity for substantial improvements in the HR system of the Japanese Olympic Committee (JOC), particularly in the realms of leadership among managerial positions and performance appraisal (PA). The findings reveal significant challenges, such as managerial workload, leadership skills that need improvement, and PA processes that require enhancement, all of which impede organizational efficiency and employee satisfaction. By integrating insights from survey results and a comprehensive literature review, it is clear that a multifaceted approach is required to address these issues, considering the unique cultural and organizational context of Japan.

6.1 Recommendations and Action Plan

To enhance the HR system at JOC, the following strategic recommendations and action plans are proposed to address the identified challenges in leadership and performance appraisal (PA):

(i) Restructure Managerial Workloads

- **Delegate Operational Tasks:** Redistribute day-to-day operational tasks to lower-level employees or support staff to free up managerial time for strategic duties. This approach aligns with Mintzberg's managerial roles typology, emphasizing the importance of strategic planning, decision-making, and fostering a positive work environment.
  - **Action Plan:**
    - Conduct a thorough analysis of current managerial tasks to identify tasks suitable for delegation.
    - Develop a delegation plan and communicate it to managers and support staff.
    - Implement the delegation of operational tasks and monitor the transition process.
- **Job Role Redefinition:** Clearly define managerial roles to focus on leadership and strategic functions rather than operational tasks. This redefinition will help managers prioritize higher-level responsibilities that contribute to the organization's long-term success.
  - **Action Plan:**
    - Reevaluate current managerial roles and responsibilities to emphasize leadership and strategic functions.

- Communicate the redefined roles to managers and provide necessary training.
- Implement the new job roles and assess their impact on managerial efficiency.

To achieve this action plan, the Secretariat's regulations defining employee roles were revised. Effective April 1, 2024, the regulations now include detailed role definitions corresponding to each position and grade, as shown in Appendix V. The changes were explained to Executive Board Members, managerial positions, and all employees, and were discussed and approved in the Executive Board Meeting.

(ii) Enhance Leadership Development

- **Tailored Leadership Programs:** Invest in leadership development programs tailored to JOC's specific challenges. These programs should focus on enhancing skills such as communication, delegation, conflict resolution, and team management to better equip managers for their roles.
  - **Action Plan:**
    - Identify specific challenges and skill gaps in current managerial positions.
    - Design leadership development programs tailored to these needs.
    - Launch initial training sessions and establish a schedule for ongoing training.
- **Ongoing Training:** Implement continuous training sessions to keep managers updated on best practices in leadership and management. This ongoing

education will ensure that managerial skills evolve in line with emerging trends and organizational needs.

- o **Action Plan:**
  - Prepare training materials on leadership and management best practices.
  - Create a training schedule and notify participants.
  - Conduct regular training sessions and gather feedback from participants.

The implementation of managerial training commenced in August 2023. Training plans tailored to each grade and position are being formulated, with consideration given to making training attendance a prerequisite for promotion.

(iii) Improve Performance Appraisal (PA) Processes

- **Constructive Feedback Training:** Train managers in conducting effective performance evaluations and delivering personalized feedback. This training will help motivate and develop employees, fostering a culture of continuous improvement.
  - o **Action Plan:**
    - Review current PA processes and gather feedback from managers and employees.
    - Develop training programs for managers on effective PA and feedback techniques.
    - Implement new PA processes and provide training to managers.
- **Clear Performance Metrics:** Establish clear, measurable performance metrics that are linked to organizational rewards or penalties. This will enhance

accountability and drive performance improvement by making expectations
and consequences transparent.

- o **Action Plan:**
  - Establish measurable performance metrics linked to organizational rewards or penalties.
  - Communicate these metrics to all employees and managers.
  - Monitor the implementation and adjust metrics as necessary.

The performance evaluation system has been redesigned to facilitate managerial understanding of the content, level of achievement, and performance of employees' work. Self-assessment and primary evaluation by supervisors are supplemented by a personnel evaluation meeting involving all managerial positions, including the Director General, to reconcile evaluations and make comprehensive judgments.

Table 6.1: Evaluation flow and 1-on 1 meeting

(iv) Ensure Cultural Sensitivity

- **Maintain Core HR Principles:** Respect Japan's traditional HR practices, such as lifetime employment and seniority-based pay, while gradually integrating merit-based and competency-based evaluations. This approach balances cultural respect with modern performance standards.
  - o **Action Plan:**
    - Review traditional HR practices and identify areas for gradual integration of merit-based evaluations.
    - Develop a culturally sensitive implementation plan for HR changes.
    - Begin gradual implementation of changes, starting with pilot programs.

(v) Implement Continuous Monitoring and Evaluation

- **Regular Feedback Mechanisms:** Establish regular feedback channels from both employees and managerial positions to monitor the impact of HR changes. This feedback will be crucial for making necessary adjustments and ensuring the effectiveness of the new practices.
  - **Action Plan:**
    - Establish regular feedback channels from both employees and managers.
    - Develop a system for collecting and analyzing feedback.
    - Implement the feedback system and make necessary adjustments based on initial input.

- **Performance Review Cycles:** Conduct periodic reviews of the HR system to assess the effectiveness of implemented changes and identify areas for further improvement. Regular evaluations will help maintain alignment with organizational goals and foster continuous enhancement.
  - **Action Plan:**
    - Develop a schedule for periodic reviews.
    - Conduct periodic reviews of the HR system to assess the effectiveness of implemented changes and identify areas for further improvement.
    - Regular evaluations will help maintain alignment with organizational goals and foster continuous enhancement.

A survey conducted for all employees in July 2023 forms the basis for considering regular annual surveys to monitor the HR system. The revised personnel evaluation system, effective April 2024, will be introduced for bonuses in December of this year.

Continuous cycles of identifying issues, considering solutions, and implementing them based on monitoring results will lead to an optimal personnel system, increased employee satisfaction, and revitalization of the organization.

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Appendix I

Survey on the Actual Conditions of Management Positions in JOC

I am a participant in the MEMOS (Executive Masters in Sport Organisations Management) program, conducted with the support of the International Olympic Committee (IOC) and International Sports Federations (IF). For my project, I am focusing on "Human Resource Systems," for which I am gathering insights through a short survey on performance management.

I kindly request your cooperation in participating in this survey. Your valuable input will significantly contribute to the success of the project.

You can access the survey through the following link: [Survey Link]

Please be assured that this survey is conducted anonymously, and the responses will be used solely for the purpose of the research paper. Your understanding and cooperation are highly appreciated.

Thank you in advance for your time and participation.

1. What proportion of your current job, aside from managerial responsibilities, involves other tasks?

Please indicate the percentage on a scale of 1 to 100%.

2. Does above work interfere with your management duties?

①It significantly interferes　　②It somewhat interferes

③It somewhat does not interfere　　④It does not interfere at all.

3. Which of the following tasks do you devote the most time to?

①Communication with subordinates　　②Document creation

③Communication with clients　　④Approval-related tasks

⑤Information gathering　　⑥New business initiatives

⑦Communication with superiors　　⑧Labor management

⑨Other

4. In terms of your working hours, how often on average per month do you exceed your scheduled working hours (substantial overtime)?

①0hours　②1-10hours　③11-30hours　④31-50hours　⑤51hours or more

5. Do you experience any concerns or challenges in your role as a managerial position? (Multiple answers)

①Subordinates are not developing as expected.

②Personnel evaluations of subordinates are challenging.

③I have an excessive workload.

④Subordinates do not follow my instructions.

⑤I am not achieving the expected results.

⑥Misalignment with superiors in terms of thoughts and opinions.

⑦The hurdles for achieving goals are too high.

⑧Difficulty in coordinating with other departments.

⑨Challenges in providing effective feedback on personnel evaluations for subordinates.

⑩Poor workplace relationships.

⑪Concerns about harassment (sexual or power harassment) hinder my
   performance.

⑫Other. (list)

⑬No specific concerns.

6. As a managerial position, what do you believe is the most expected outcome from the organisation?

①Clearly indicating the direction of workplace management.

②Developing subordinates with a focus on long-term careers.

③Appropriately delegating tasks among team members.

④Playing a coordinating role with other departments.

⑤Contributing to achieving workplace goals as a player.

⑥Activating communication within the workplace.

⑦Thoroughly managing the labor of subordinates.

⑧Other. (list)

7. As a managerial position, what do you think is the aspect where you are most responsive to the organization's expectations?

①Appropriately delegating tasks among team members.

②Clearly indicating the direction of workplace management.

③Contributing to achieving workplace goals as a player.

④Playing a coordinating role with other departments.

⑤Developing subordinates with a focus on long-term careers.

⑥Activating communication within the workplace.

⑦Thoroughly managing the labor of subordinates.

⑧Other. (list)

8. Do you believe you have been granted sufficient authority as a managerial position to meet expectations?

①Yes　②Somewhat yes　③Somewhat no　④No

9. Please share the knowledge, skills, or attitudes you feel need further development in your subordinates. (Multiple answers)

①Ability to generate new ideas　②Ability to clarify tasks

③Ability to understand problems　④Ability to express one's thoughts logically

⑤Ability to involve others　⑥Ability to persuade others

⑦Time management skills　⑧Proactive attitude towards work

⑨Ability to cope with stress　⑩Ability to listen to others' opinions

⑪Ability to read the atmosphere   ⑫Business etiquette

⑬Other   ⑭I don't think there is anything lacking.

10. What challenges do you encounter in the execution of tasks by your subordinates? (Multiple answers)

①Insufficient "reporting, informing, and consulting. ②Inability to prioritize tasks.

③Unable to implement PDCA (Plan-Do-Check-Act) effectively.

④Difficulty breaking away from precedent-based approaches.

⑤Loose time management.   ⑥Other.

11. Do you provide feedback to the individuals after the performance appraisal is conducted?

①Yes   ②Somewhat yes   ③Somewhat no   ④No

12. Are clear performance goals set for subordinates?

①Yes   ②Somewhat yes   ③Somewhat no   ④No

13. Do the performance goals of subordinates align with the organization's objectives?

①Yes   ②Somewhat yes   ③Somewhat no   ④No

14. Are training and development programs provided to enhance the skills and capabilities of subordinates?

①Yes　②Somewhat yes　③Somewhat no　④No

15. Are plans formulated for performance improvement and issue resolution?

①Yes　②Somewhat yes　③Somewhat no　④No

16. Is there a mechanism in place to provide feedback or suggest improvements to the performance management process?

①Yes　②Somewhat yes　③Somewhat no　④No

17. If you would like to make additional comments on the above topics please do so below:

Appendix II

Survey Result on the Actual Conditions of Management Positions in JOC

Table 1 The proportion of tasks undertaken aside from managerial responsibilities.

What proportion of your current job, aside from managerial responsibilities, involves other tasks?

Proportion of other tasks aside from managerial responsibilities.	
91~100%	11%
81~90%	11%
71~80%	11%
61~70%	33%
41~50%	11%
21~30%	11%
11~20%	11%

Propotion of managerial positions (0% 5% 10% 15% 20% 25% 30% 35%)
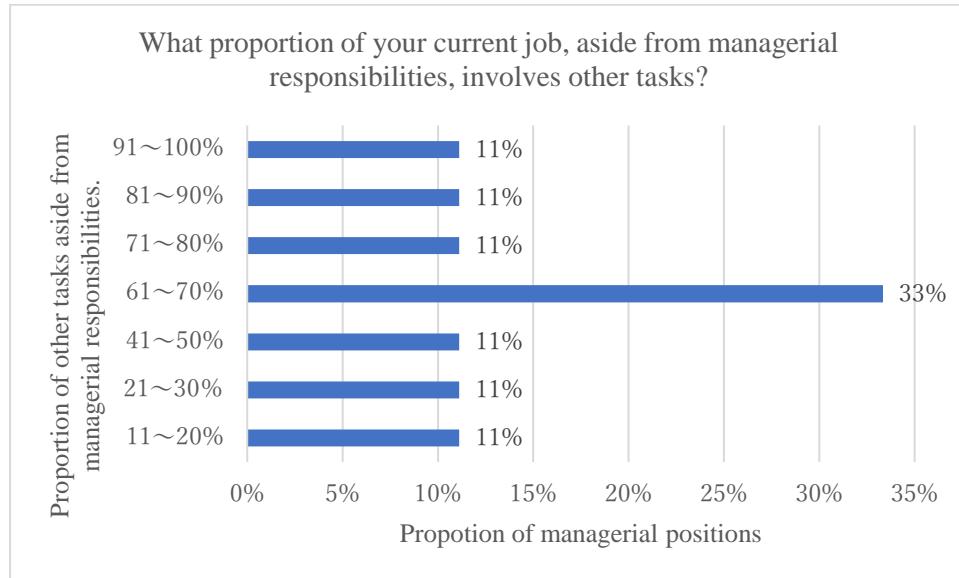
Table 2 The impact of tasks other than managerial responsibilities.

Does above work interfere with your management duties?

- It significantly interferes
- It somewhat interferes
- It somewhat does not interfere
- It does not interfere at all

11%
22%
67%
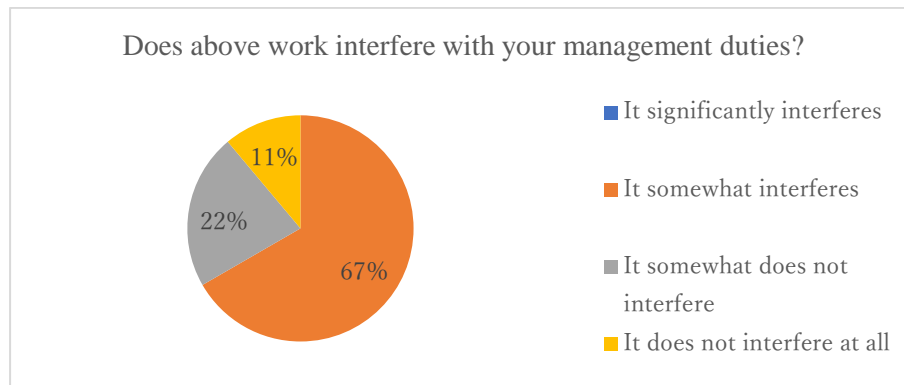
Table 3 The task that managerial positions dedicate the most time to.

Which of the following tasks do you devote the most time to?

Task	Proportion
Communication with subordinates	22%
Document creation	22%
Approval-related tasks	22%
Information gathering	22%
Other	11%

Propotion of managerial position

Table 4 Overtime hours for managerial positions.

In terms of your working hours, how often on average per month do you exceed your scheduled working hours (substantial overtime)?

Hours	Proportion
0 hours	0%
1-10 hours	22%
11-30 hours	11%
31-50 hours	56%
51 hours or more	11%

Propotion of managerial position

Table 5 Concerns of managerial positions.

Do you experience any concerns or challenges in your role as a managerial position? (Multiple answers)

Category	Percentage
I have an excessive workload.	44%
Poor workplace relationships.	44%
Challenges in providing effective feedback on personnel evaluations for subordinates.	33%
Subordinates are not developing as expected.	22%
Personnel evaluations of subordinates are challenging.	22%
I am not achieving the expected results.	11%
Misalignment with superiors in terms of thoughts and opinions.	11%
Concerns about harassment (sexual or power harassment) hinder my performance.	11%
Other.	22%
No specific concerns.	0%

0%

Propotion of managerial positioon

Table 6 What is most expected by the organization.

As a managerial position, what do you believe is the most expected outcome from the organisation?

Category	Percentage
Clearly indicating the direction of workplace management.	22%
Appropriately delegating tasks among team members.	11%
Activating communication within the workplace.	11%
Others	11%

Propotion of managerial positions

Table 7 Being most responsive to the organization's expectations.

As a managerial position, what do you think is the aspect where you are most responsive to the organization's expectations?

Clearly indicating the direction of workplace management.	33%
Developing subordinates with a focus on long-term careers.	22%
Playing a coordinating role with other departments.	22%
Activating communication within the workplace.	11%
Other.	11%

Propotion of managerial positions

Table 8 What is expected by the organization and what is being delivered in response to those expectations.

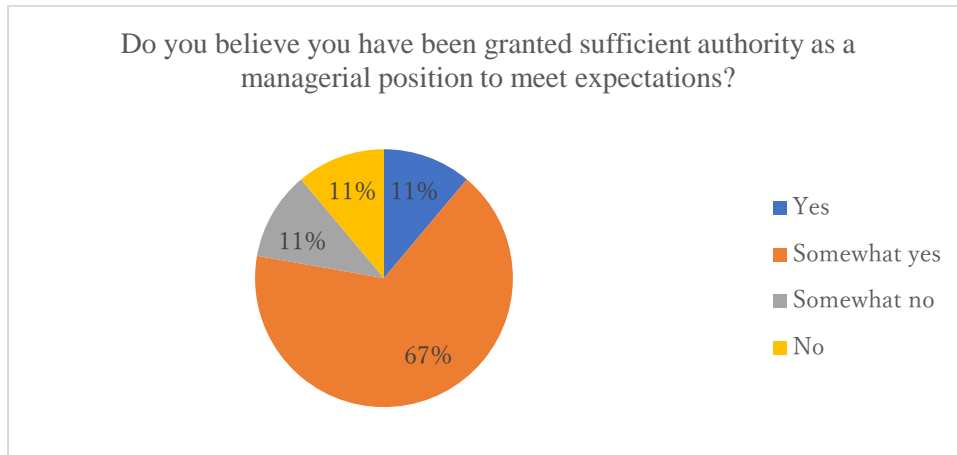What is expected by the organization and what is being delivered in response to those expectations.

	What is expected.	Meeting expectations.
Developing subordinates with a focus on long-term careers.	44%	22%
Clearly indicating the direction of workplace management.	22%	33%
Activating communication within the workplace.	11%	11%
Appropriately delegating tasks among team members.	11%	0%
Playing a coordinating role with other departments.	0%	22%
Others	11%	11%

Propotion of managerial positions

Table 9 Delegation of authority.

Do you believe you have been granted sufficient authority as a managerial position to meet expectations?

- Yes
- Somewhat yes
- Somewhat no
- No

11% 11%
11%
67%

Table 10 Knowledge, skills, and attitudes that subordinates feel lacking in.

Please share the knowledge, skills, or attitudes you feel need further development in your subordinates. (Multiple answers)

Ability to involve others	44%
Ability to clarify tasks	33%
Ability to express own thoughts logically	33%
Ability to generate new ideas	22%
Ability to understand problems	22%
Ability to persuade others	22%
Proactive attitude towards work	22%
Ability to listen to others' opinions	22%
Ability to read the atmosphere	22%
Other	22%
Time management skills	11%
I don't think there is anything lacking	11%

Propotion of managerial positions

Table 11 Challenges in subordinates' task execution.

What challenges do you encounter in the execution of tasks by your subordinates? (Multiple answers)

Challenge	Proportion
Difficulty breaking away from precedent-based approaches	56%
Insufficient reporting, informing, and consulting	44%
Unable to implement PDCA (Plan-Do-Check-Act) effectively	44%
Other	33%

Propotion of managerial positions

Table 12 Feedback after performance appraisal.

Do you provide feedback to the individuals after the performance appraisal is conducted?

Response	Proportion
Yes	22%
Somewhat yes	
Somewhat no	56%
No	22%

Table 13 Subordinates' performance goals.

Are clear performance goals set for subordinates?

- 11% Yes
- 56% Somewhat yes
- 22% Somewhat no
- 11% No

Table 14 Subordinates' performance goals and organizational goals.

Do the performance goals of subordinates align with the organization's objectives?

- 11% Yes
- 56% Somewhat yes
- 22% Somewhat no
- 11% No
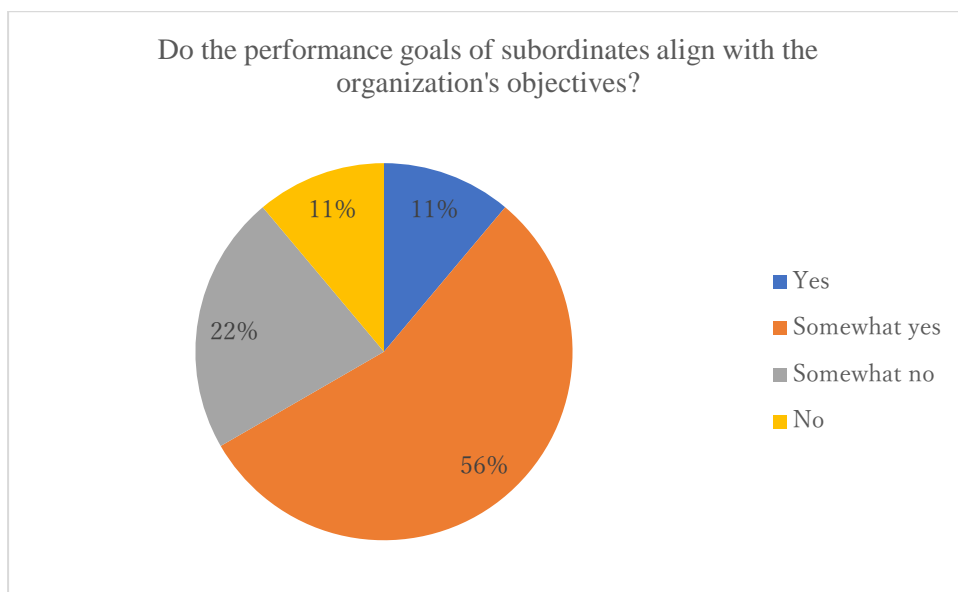
Table 15 Training and development programs for subordinates.

Are training and development programs provided to enhance the skills and capabilities of subordinates?
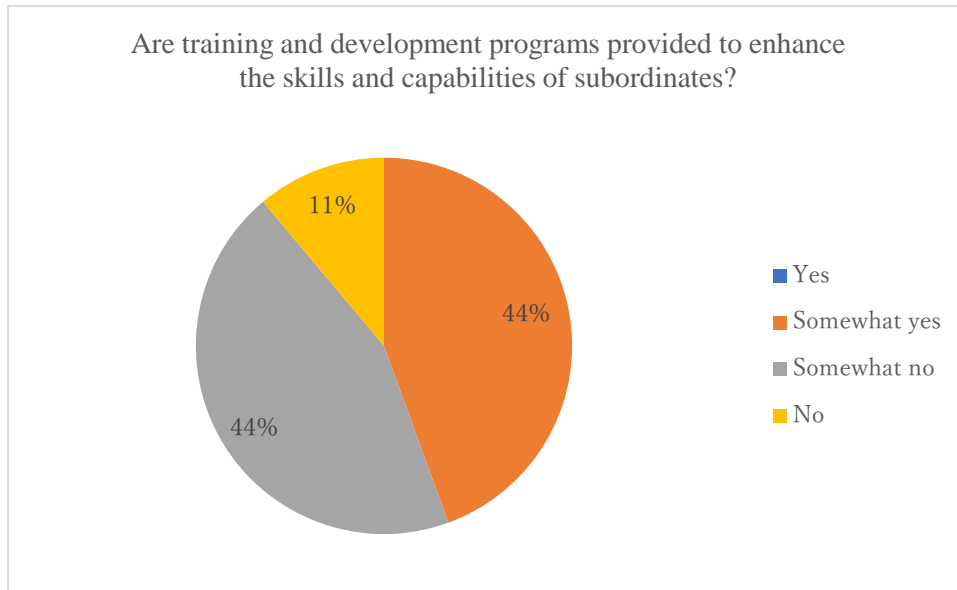
Table 16 Plans for performance improvement and addressing challenges.

Are plans formulated for performance improvement and issue resolution?
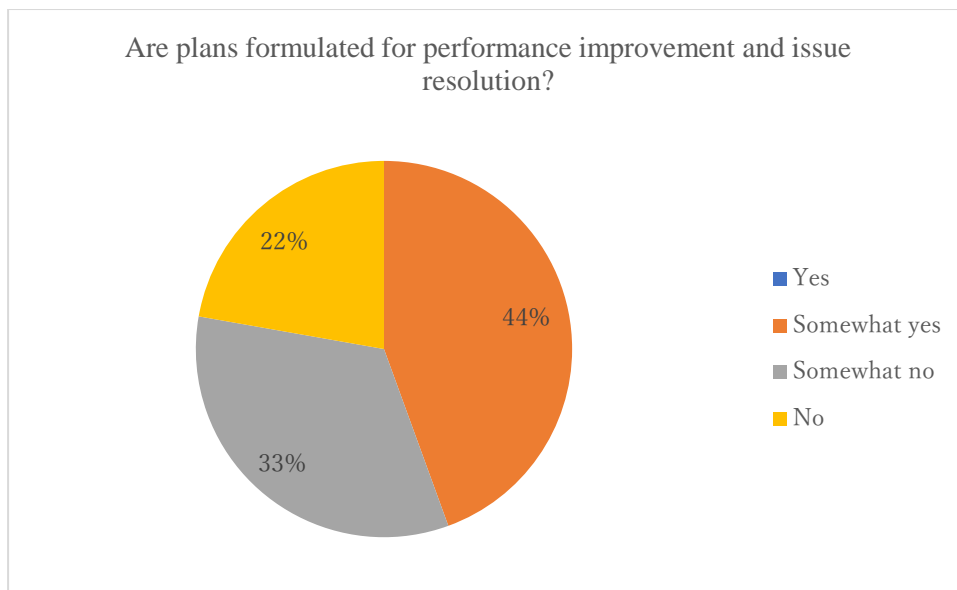
Table 17 Mechanism for providing feedback and improvement suggestions on the performance management process.

Is there a mechanism in place to provide feedback or suggest improvements to the performance management process?

■	Yes
■	Somewhat yes
■	Somewhat no
■	No

44%

33%

22%
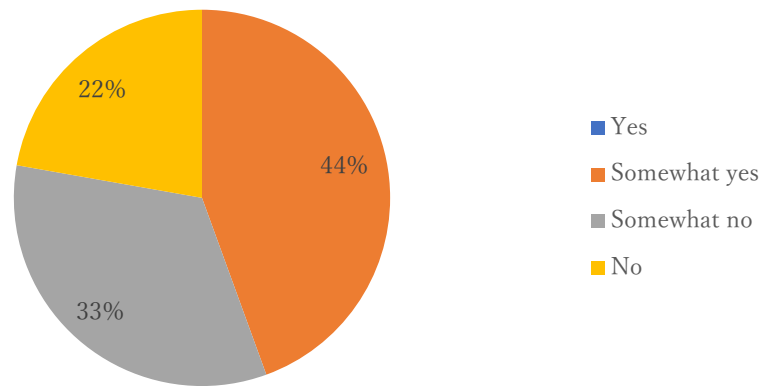
Appendix III

Survey and answers on PA Cases in NOCs

I am currently a participant in the MEMOS (Executive Masters in Sport Organisations Management) program, supported by the International Olympic Committee (IOC) and International Sports Federations (IF).

For my project, I am focusing on "Human Resource Systems," for which I am gathering insights through a short survey on performance management. I am reaching out to request your cooperation in participating in this survey until 12th March 2024. You have been selected for this survey as an NOC of the same size or larger than the Japanese Olympic Committee.

You can access the survey through the following link: [Survey Link]

Please be assured that the survey responses are anonymous and will be used solely for the purpose of the research project. Your understanding and cooperation in this matter are highly appreciated.

Thank you in advance for your time and participation and please let me know if you have any aspects that you would like to discuss.

Q1. Please provide the number of paid employees in your organisation.

Q2. Who in the NOC is responsible for the performance management process?

Q3.1 Are regular performance appraisals conducted with all employees?

NOCs with performance appraisals

No.	No. of paid employees	Person responsible for performance management
1	0	Human Resources Department
2	8	Secretary General
3	30	Secretary General
4	30	The CEO and this is then cascaded to the senior leadership team
5	60	Human Resources Department Director
6	120	People and Culture
7	135	All managers

NOCs without performance appraisals

No.	No. of paid employees	Person responsible for performance management
1	40	Human Resources Departament
2	76	Head of the Department and Secretary General
3	247	CFO
4	250-300 approx.	Project Management Office

Q3.2 Is feedback given to the individuals after the performance appraisal is conducted?

Yes:71%   Somewhat yes:29%

Q3.3 How many times a year does the performance appraisal take place?

1 time:57%   2 times:14%   3 times:14%   5 or more times:14%

Q3.4 Are there any guidelines for performance appraisal?

Yes:57%   No:43%

Q3.5 How is performance appraisal conducted? (Multiple answers)

bQuestionnaire:29%   Interview:57%   Others:14%   (performance development plan which has up to 6 KPIs/ objectives for an employee to meet)

Q3.6 What are the performance appraisal's Evaluation criteria?

- Virtue, Ability, Diligence, Contribution, Integrity

- ranking 1 – 5

- Success/failure of the project

- we have moved from annual check in to a 3 x per year - set KPIs for the next 3-4 months and then review.

- From 1 to 5 scale

- We use the Corporate Objectives set out for the year. Each employee has KPI's that level into the departmental objectives as well as the organization objectives laid out each year. They objectives are also layered in with our values. The values play a key role in how we socialize the accomplishments of employees and to ensure that the work we do is reflected upon these values.

- To what extent they have been redeemed

Q3.7 How are performance appraisal results reflected?

Salary:29%   No use of review outcomes:57%   Others (Both Salary and Bonus)   14%

Q4. Are clear performance goals set for employees?

Yes: 45%   Somewhat yes:36%   No:18%

Q5. Do the performance goals of employees align with the organization's

objectives?

Yes: 64%   Somewhat yes: 36%

Q6. Are training and development programs provided to enhance the skills and capabilities of employees?

Yes: 73%   Somewhat yes: 27%

Q7. Are plans formulated for performance improvement and issue resolution?

Yes: 36%   Somewhat yes: 45%   Somewhat no: 18%

Q8. Is the effectiveness of your performance management system be measured through any of the following outcomes?

48%: Increased quality in work.

27%: Higher employee engagement. ...

18%: Saves time and money.

9%: The morale of the workforce and their commitment should have been increased.

9%: Increased productivity.

9. If you would like to make additional comments on the above topics please do so below:

・ This has evolved from a once per year review to a more regular review-setting KPis over a few months and then checking in.

・ Along with our performance reviews and appraisals each year (Promotions are typically given once/year) our organization conducts an employee

engagement survey with an external company called "Great Place to Work." This company assess the anonymous feedback provided by employees at all levels of the organization and its departments. We look at salary expectations, morale, fairness, D.E.I initiatives and considerations as well as effectiveness of management which provides and informs us about the overall employee engagement.

Appendix IV

Excerpt from the Secretariat Regulations until March 31, 2024.

Chapter 5: Duties of Employees

(Duties of the Director General and Deputy Director General)

Article 26: The Director General shall handle the affairs of the Secretariat under the direction of the President.

The Deputy Director General shall assist the Director General and act on behalf of the Director General in his/her absence.

(Duties of Directors and Deputy Directors)

Article 27: Directors and Deputy Directors shall handle the necessary duties related to their respective departments and divisions under the direction of the Director General.

Deputy Directors shall assist Directors and act on behalf of them in their absence.

(Duties of Advisors to the Secretariat and Associate Directors)

Article 28: Advisors to the Secretariat shall assist the Director General and the Deputy Director General.

Associate Directors shall assist Directors and Deputy Directors.

(Other Employees)

Article 29: Other employees shall engage in their designated duties under the direction of Directors or Deputy Directors.

Excerpt from the Secretariat Regulations from April 1, 2024.

Appendix 2（Grade Definitions）

Grade	[Job Title] Grade Level	Grade Definitions
1	**[Director General]** Overall Management	・ Assume responsibility for the management of the Secretariat as its representative. ・ Collaborate with executives such as the President, Vice President, Secretary General, and Senior Executive Board Members, as well as with the Secretariat, to ensure coordination. ・ Maintain a public and business-oriented perspective to execute various strategies and ensure the long-term development of the Secretariat as a whole. ・ Oversee mid-term management and personnel management of the entire Secretariat. ・ Supervise mid-term planning and business planning for each department, and coordinate and adjust inter-departmental activities. ・ Act as the ultimate authority for talent development throughout the Secretariat, ensuring long-term organizational talent development systematically. ・ Develop successors.

2	[Deputy Director General] Supervisory Management / Deputy Director	・ Assist the Director General in managing the Secretariat's operations. ・ Provide the necessary assistance as requested by the Director General. ・ Coordinate with executives such as the President, Vice President, Secretary General, Senior Executive Board Members to ensure alignment between the Secretariat and the organization's leadership. ・ Alongside the Director General, oversee the medium-term management and personnel management of the entire Secretariat. ・ Supervise the mid-term plans and business plans of each department, ensuring coordination and alignment between departments. ・ As the person in charge of talent development for the entire Secretariat, work systematically with the General Director to carry out long-term talent development initiatives. ・ Foster the development of successors.
	[Director, Deputy Director] Management of Departments / Deputy Director General	・ Assist the Director General and Deputy Director General in the operation of the Secretariat. ・ Take a comprehensive view of the entire Secretariat and manage the administration and personnel of the assigned department. ・ Coordinate with the relevant Executive Board Members and the Secretariat. ・ Develop, execute, and achieve the mid-term plans and

		business plans of the assigned department.
		・ Execute coordination, adjustment, and collaboration among departments.
		・ Serve as the direct person in charge of personnel development within the assigned department, supporting the growth of subordinates.
		・ Develop successors.
	[Project Director] Supervisory Management / Deputy Director Department Management / Deputy Director or Assistant Director	・ Assist the Director General, Deputy Director General, and Directors in managing the Secretariat's operations.
		・ Maintain a holistic view of the Secretariat and collaborate with the Director of the department in managing its operations and personnel matters.
		・ Coordinate with other executives and the Secretariat to ensure effective collaboration.
		・ Collaborate with the Director in developing, implementing, and achieving the department's mid-term plans and business strategies.
		・ Execute coordination, adjustment, and collaboration among departments alongside the Director.
		・ Support the growth of subordinates in collaboration with the Director.

2S	**[Associate Director]** Specialist in the Assigned Area	・Possesses advanced knowledge and experience at the top domestic level in the specialized field. ・Provides expert opinions on matters that affect the entire department. ・Undertakes tasks representing the Secretariat as an expert professional (Specialist). ・Organizes knowledge systematically and disseminates it within the department to improve the overall knowledge level of the Secretariat. ・Ensures the acquisition of advanced specialized talent and addresses the career aspirations of specialized professionals.
	[Advisors of Secretariat] (Position Upon Retirement)	・Provide opinions based on a public and managerial perspective regarding the overall operation of the Secretariat, drawing from the experience of the General Director. ・Assist the Director General and Deputy Director General of the Secretariat.
	[Councilor to Secretariat] (Retirement Age) Advisor to the Entire Secretariat	・Provide opinions on the operation of the entire Secretariat based on a public and managerial perspective and the experience of the Deputy Director General. ・Assist the Director General and Deputy Director General along with the Advisors of Secretariat.
	[Councilor to Department] (Position upon	・Provide opinions on the management of the department based on the experience of the Director, Associate Director, etc.

	Retirement) Advisor for the Department	・ Assist the Director and Project Director of the department. ・ Assist the Director General and Deputy Director General of the Secretariat along with the Advisors of Secretariat and Councilor to Secretariat.
3	**[Senior Manager]** Business Management / Assistant to the Director	・ Assist the Director and relevant Project Director. ・ Oversee operational aspects within a designated scope of the department, ensuring the execution of daily tasks within that scope. ・ Develop, propose, and implement mid-term plans and business strategies for the department. ・ Serve as a role model for staff and maintain order in the workplace. ・ Strategically support goal setting and execution for subordinates, providing practical-level education and guidance.
4	**[Manager]** Achieves all tasks with high quality and speed.	・ Assisting Directors, Project Directors, and Senior Managers. ・ Understanding priorities accurately and completing tasks on schedule. ・ Acquiring and passing on the latest knowledge, skills, and techniques to subordinates. ・ Setting and solving operational challenges in the department. ・ Acting with consideration for medium-term and business plans. ・ Functionally operating tasks through collaboration among

		relevant personnel.
5	**[Assistant Manager]** Smooth and proactive task execution.	・ Assist Directors, Project Directors, Senior Managers, and managers. ・ Act as the primary executor at the operational level. ・ Deepen expertise within the department and expand knowledge in related areas. ・ Serve as a member of various projects and fulfill roles as an executor. ・ Adapt flexibly to irregular events. ・ Provide daily guidance to subordinates.
6	**[Coordinator]** Engages in independent task execution while receiving guidance.	・ Completes applied tasks independently within their department. ・ Takes on some responsibilities as a member of various projects. ・ Continuously improves specialized skills within their department. ・ Facilitates various forms of communication smoothly. ・ Provides daily guidance to new graduate employees.
	First-year New Graduate	・ Understand the significance and purpose of the organization's philosophy, vision, and various policies and guidelines. ・ Learn basic manners as a professional and adhere to rules. ・ Acquire fundamental knowledge and ethics expected of a public organization. ・ Under the direction of supervisors, understand the policy

		goals of the department and carry out your assigned tasks.
		・Practice appropriate reporting, communication, and consultation.
		・Build good interpersonal relationships.

・Other employees shall engage in their designated duties under the direction of their supervisors.