

Voluntary and spontaneous participation by a wide range of staffers



Share challenges and propose remedies while taking ownership



Speed up efforts/reforms begun last year



Prioritize implementation and realization

Ministry of Education, Culture, Sports, Science and Technology Future Vision Task Force Report

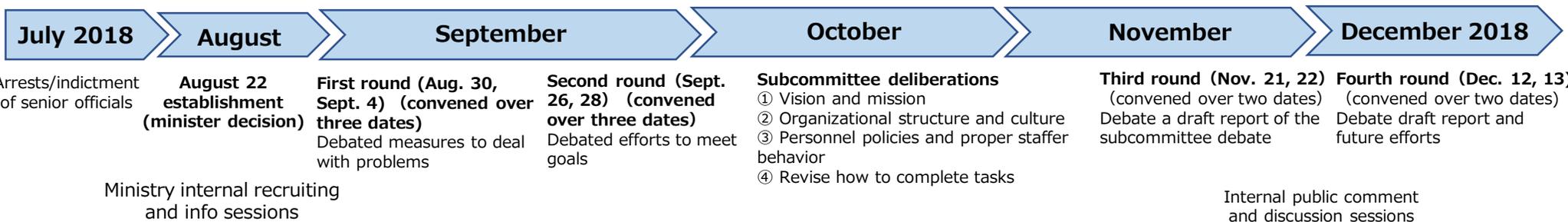
25 December 2018

MEXT Future Vision Task Force (Chronology of deliberations)

What is the MEXT Future Vision Task Force?

- ◆ It is tasked with a project launched to **work on ministerial reform** after the arrest and indictment of senior officials last July.
- ◆ The MEXT Minister set it up in August. It is made up of **173**, mainly young and mid-level staffers who responded to **internal recruitment efforts**.
- ◆ Staffers running MEXT recognize the importance of **looking** at themselves **objectively** and of continuing **self-improvement**.
- ◆ MEXT will **present a self-reform proposal** on the assumption that staffers will take personal responsibility for **implementing and realizing it**.
- ◆ This report is the **start line not the finish line** and will link raised awareness to behavioral changes and organizational reform.

Deliberations timetable



About 50 debated and shared issues each time



Young staffers debate openly and candidly



Explore issues and solutions through group work



Minister and young staffers exchange ideas



<< MEXT issues >>

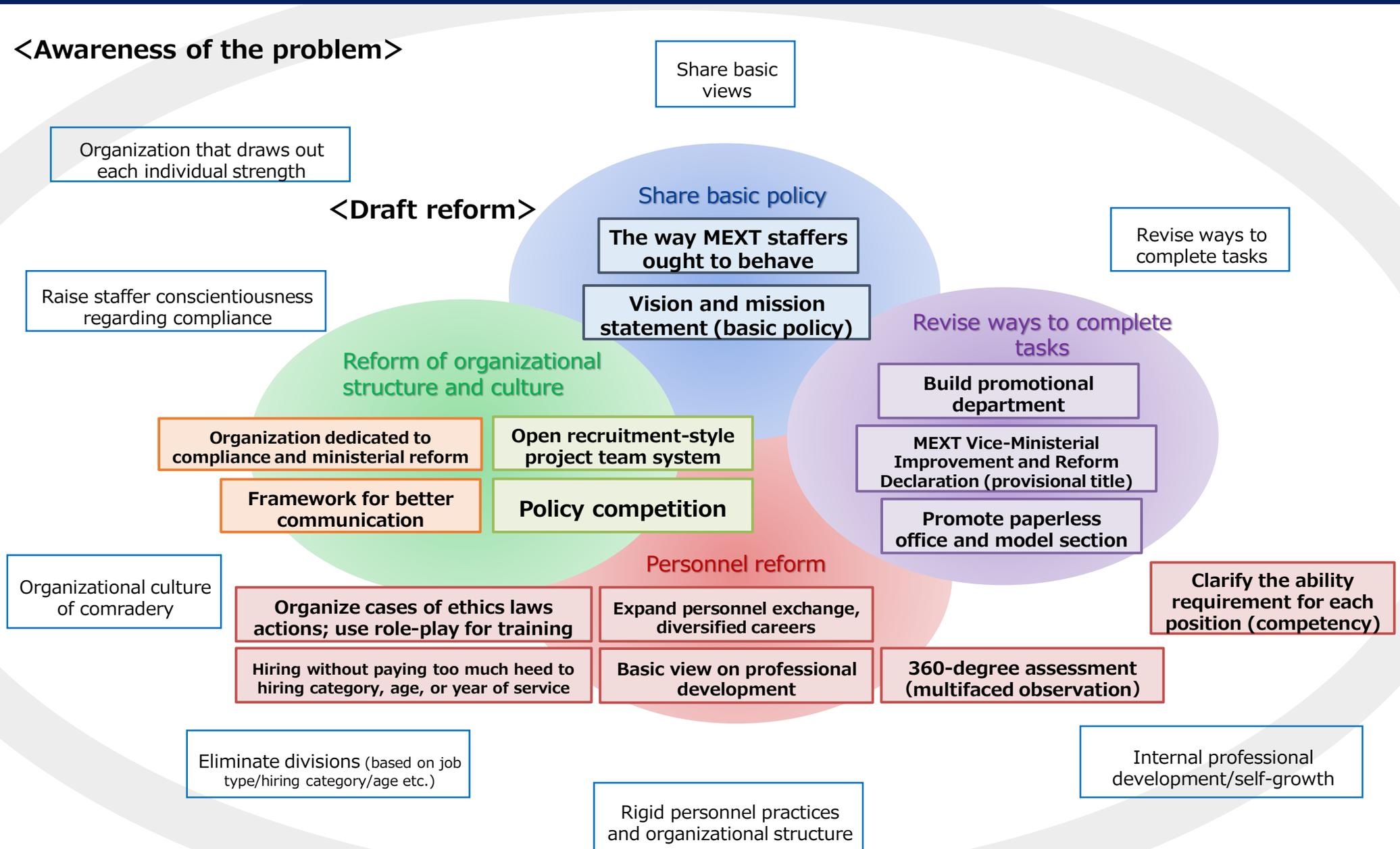
- Inconsistent self-reflection/self-improvement and sense of responsibility/ownership based on a sense of mission and service to country and the public
- Organizational culture that encourages unnecessary level of solicitude towards those in power internally and externally without engaging in constructive debate
- Lack of integration as a ministry due to rigid personnel customs, organizational structure, and turf-mindedness



<<Proposal: Orientation of reforms that should be prioritized>>

- ◆ Draw up the way MEXT staffers ought to behave; a vision and mission statement (basic policy)
- ◆ Set up an organization devoted to compliance and ministerial reform
- ◆ Internal professional development that integrates goals (competency), growth/development (effective personnel allocation), and evaluation (including personnel evaluation)

Draft reform overview



The way MEXT staffers ought to be, vision and mission (basic policy)

- Draw up norms to encourage staffers to self-reflect and self-improve; MEXT's commonly held basic view

<The way MEXT staffers ought to behave>

1. Contribute to citizenry, the nation, and society.

- Be conscious of overall role as a public servant.
- Be a future-oriented administrator.
- Be accountable.

2. Enhance and use people's strengths through dialogue and collaboration.

- Move away from an inward looking mentality.
- Draft and implement a hands-on approach to policy, with good faith and passion.
- Be flexible in distinguishing the use of different policy methods.

3. Anticipate change and continue self-learning.

- Look objectively at and improve self on a daily basis.
- Proceed in a logical manner based on facts and objective evidence.
- Have constructive debate and work towards realization of policies.

<Vision and mission statement (basic policy)>

~ Use human strengths to open up a new future ~

Contribute to creating a new future by realizing a life of abundance and by solving social problems -- by enhancing and using human strengths; and by promoting the passing on/creation/circulation of knowledge and values.

(1) Set up an organization permanently devoted to compliance and ministerial reform

- **Set up an organization permanently devoted to ministerial reform**, incorporating third-party perspectives, including dealing with compliance issues and better communication internally and externally.

(2) Ramp up public relations function

- Strengthen the internal structure, including crisis management, for effective communication. Train staffers on better communication using various networks and tools.

(3) Encourage the formation of internal and external networks

- Encourage an environment conducive to active participation in study groups across departments or beyond the organization. Effectively use the networks of each bureau/division and staffers as well as the knowledge of specialist staffers.

(4) Create a set-up that increases debate/communication between supervisor/subordinate and among staffers

- Build diagonal personal relationships that transcend ministerial bureaus/divisions, in order to build an open organizational structure that engenders flexible ideas. Expand ingenuity with **“ideas for creating ways to increase communication and debate among bosses, subordinates, and staffers”**.

Personnel policy measures and the way an administrator ought to be (proposal to those in charge of personnel)

(1) Clearly stipulate competency

- **Clearly stipulate** the "ability requirement for each position(competency)"-and provide organizational professional development, connecting it to personnel evaluation and training.
- Create materials with specific examples of cases that may violate ethics rules and examples of actions that staffers should take in such cases. Provide staffers with **ethics training that incorporates role-play**.

(2) Thoroughgoing personnel placement based on competency and enthusiasm

- Be thoroughgoing with personnel allocation based on ability and aptitude, without paying too much heed to hiring category, age, or years of service. Expand to include proactive personnel exchange with institutions outside the ministry. Proactively hire adults with varied career experience.

(3) Intramural professional development that shares and incorporates career planning

- **Formulate a basic professional development view** that will help staffers with self-improvement

(4) Assessment that contributes to professional development

- Conduct successive multifaced observation (360-degree assessment) covering staffers on every level from *kacho hosa* deputy director on up to *kyokucho* director-general. Conduct multilateral observation-based assessment of the performance of back office operations to help staffers become even more proactive.

(1) Create a framework that can tackle serious policy challenges proactively and flexibly

- Create an *"open-recruitment style project team" system* in which those with enthusiasm, knowledge, and experience can participate in a cross-sectional manner, in order to deal proactively and flexibly with important policy challenges.
- Run a *"policy competition"* to give staffers a chance to propose policies without being confined to existing organizational turf; and thereby enhance the quality of staffers' and the ministry's policy decision making.

(2) Policy dialogue with those on the ground

- Hold *policy dialogue* in a candid and constructive way, with the recognition that the front line of policy implementation is on the ground. Encourage younger staffers to participate in a way that transcends jurisdiction; create a supporting environment, including covering costs.

(3) Create an environment that strengthens policy drafting/implementation functions

- In drafting/implementing policy, place emphasis on quantifiable data/survey results; specific examples of challenges and the reality; and other qualitative information in partnership with related institutions.

The harmful effects of an organizational culture of excessive solicitude towards bosses, seniors, and veterans is unconsciously reinforced by the day to day process of task completion. Staffers must therefore continuously rethink the way they complete tasks to enable them to concentrate on the necessary work.

(1) Establish an effective structure

- Build a **promotional department** and put the administrative vice minister in charge. **The administrative vice minister will publish a *MEXT Improvement and Reform Declaration (provisional name)***. Top ministry officials will also declare improvement targets.

(2) Revise task completion processes

- Recognize what staffer working hours are and where their awareness is; quantitatively ascertain/share progress and achievements of the reform efforts of each bureau/division.
- **Make the offices paperless**; make meetings more effective; reform Diet-related work; use ICT and many other tools; promote teleworking. Select **model sections** to promote task reform.

Draft reform timetable (draft visualization)

Fiscal 2018

Fiscal 2019

Priority areas

Set up an organization permanently dedicated to ministerial reform

Undertake the necessary legal amendments, based on the deliberations of the MEXT Revitalization Implementation Headquarters

Establish an organization permanently dedicated to ministerial reform; follow-up to the task force report; deliberate and implement improvement measures

The way MEXT staffers ought to behave

Further deliberations on the details at the MEXT Revitalization Implementation Headquarters, based on this report

Ministerial decision based on the report by the MEXT Revitalization Implementation Headquarters

Vision & mission statement (Basic policy)

Competency

Further deliberations on the specifics

Use internal professional development

Ethics training

Conduct various kinds of ethics training; re-inform staffers of where to go to consult on ethics laws and regulations; disseminate examples of violations and actions

Ethics training that includes role-play; deliberate/implement improvement measures

Other areas

Open-recruitment style project team; policy competition

Deliberate specific system design

Measures geared toward implementation

Policy dialogue with those on the ground

Deliberations on specifics

Implement one after another

Basic view on professional development

Further deliberations on specifics

Notify staffers in the ministry; make revisions where necessary

360-degree assessment (multifaced observation)

Create an environment geared toward implementation

Implement one after another

Revise ways of task completion

Publish a Ministry Improvement and Reform Declaration (provisional name); staffers at the *kacho* director level and above declare targets; ascertain work hours and other conditions; check efforts and other situations

Set up a department; conduct a staffer awareness survey; propose follow-up; implement those that are feasible, beginning with those connected to personnel assessments