

Transforming Japan's Public Administration by Improving the Problem-Solving Skills of Civil Servants

Creating an ecosystem to enhance the problem-solving skills of public institutions and realizing innovation in public administration through the development of human resources for the civil service

While public organizations face an increasing number of complex and diverse issues, their budgets and staffing are limited, and there is a need to improve the problem-solving skills of their employees. "Problem-Solving Toolbox—Frameworks and Practical Examples of Administrative Operation and Service Transformation," which was released as part of this research in April 2025, is a platform that provides methodologies and frameworks that can be utilized by the employees working on the front lines in public institutions. The aim of this research is to create a new human resources development ecosystem for employees of public institutions.



Principal Investigator

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"I want to create a place where practice, research, and education meet to form new wisdom, which can then help the people who work in government."

A groundbreaking initiative that supports employees of public institutions in improving their problem-solving skills and promoting sustainable growth

Many of the conventional efforts to help employees of public institutions solve issues have been limited to introducing issues that were solved (the “what”), but have lacked a discussion on how those issues were solved (the “how”), and specific tools for doing so.

In the Problem-Solving Toolbox, I customize and provide problem-solving methods used in local governments and private companies as frameworks, aiming to offer practical guidance on

the “how.” By systematizing knowledge and tools and providing them in one place, the Toolbox combines utility, that is, enabling employees to actually solve problems, with functionality as a platform for continuous growth.

These features arose from my commitment to establish a methodology that combines knowledge gained from professional experience with an academic approach in order to support the growth of government employees in a practical way.



Problem-Solving Toolbox website. The Toolbox is packed with tools for solving problems and actual examples of solutions. It was developed and is operated as part of a joint research project between the Institute of Administrative Information Systems and Ritsumeikan Asia Pacific University (APU).
<https://www.gov-toolbox.jp/>

ワークシート：体験用ジャーニーマップ		対象サービス	お名前
	顧客視点（住民・企業）		サービス視点（行政職員）
A. 場面	1. 認知 (利用者はどうやって手段の存在を知るか)	2. 理解 (利用者は申請方法の何をどのように理解するか)	3. 申請 (利用者はどのように申込や要求を行うか)
B. 行動	・を目にする	・を理解する	① ログイン ② 申請
C. 接点		① びったりサービス	① 記録・添付書類の確認 ② 記載のDB修正 ③ 追加書類の提出指示
D. 利用者の感情		① マイナンバーカードを用意して認証を行うのは正直地味だな...	① 電話しながら確認・指示 ② メールで確認・指示
E. 課題・論点		① マイナンバーカードの普及率が不十分 ② 添付書類の電子化ルールが不明確（電子化可能？押印省略可能？）	① 紙で完結した方が作業はやりやすいかも... ② 通知がデジタル化されるのは案かも...
ベルソナ	名前 田園敏子 年齢	①対象サービス、②ベルソナ、③B→Eの順で記入ください	

The “Journey Map for Government Agencies” is one of the frameworks in the Problem-Solving Toolbox. It is a tool that has been brushed up after being practically applied many times in training sessions for government employees.

Efforts Towards Community Outreach

By getting more people to participate, the ecosystem centered on human resources development in public institutions will continue to grow

This research seeks to establish organic relationships between and among practice, research, and education in order to support the sustainable growth of employees in public institutions.

I have packaged the knowledge I have gained from practical collaboration with local governments into the Problem-Solving Toolbox to promote a cycle of practice and continuous improvement. The findings from practical applications of the platform will also be systematized as policy research and be used to explore more effective human resources development methods in cooperation with central government agencies and international

organizations.

As an educational institution, APU also collaborates with local governments, where local government employees and university students work together to solve problems.

Going forward, with more participation from local governments, central government agencies, business professionals, researchers, and educational institutions, I aim to promote the growth of employees of public institutions as well as the systems that support them.

