

# Construction of Methodology Concerning Plan of Policy and Measures and Administrative Management System

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# CONSTRUCTION OF METHODOLOGY CONCERNING PLAN OF POLICY AND MEASURES AND ADMINISTRATIVE MANAGEMENT SYSTEM

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**ABSTRACT:** A number of various policy, measures and administrative works exist in local governments in order to provide public services effectively with the resident's demand. In addition, they owe the obligation which makes such a series of measure system and social capital to visible and makes it public to the resident as accountability.

This research not only proposes the methodology to plan policy and measures in the local governments but also to set up the strategic target for measures and administrative works quantitatively by using technological approach which includes evaluation function and to achieve it effectively.

First of all, as the method to accomplish it, this research adopts to make good use of the tools which is called problem structuring which focused on the differences of acknowledgment among stakeholders. By using "problems structuring", it is possible for stakeholders to aim at the consensus building of a common policy as well as confirm the difference of recognition among them and then constructs administrative management system with using "logic model". Logic model is the framework or logical model which shows it how outputs which are method of using management resources, administrative works, services and measures relate to and contribute to them to social system or outcome as management target of administrative management. Furthermore, in execution system of administrative policy and plan to achieve it, because the form of such a management system is taken in the local governments, this research also describes the methodology which reviews it according to the management cycle with measuring its performance, as it were maintains system in itself.

Therefore, this administrative management system is only methodology to effective system that can achieve policy, measure and administrative works quantitatively and logically.

**KEYWORDS:** Administrative Management, NPM, Problem Structuring, Logic Model, Policy Formation

## 1. INTRODUCTION

### 1.1 The problems in the local governments

When the administrative management system and infrastructure management are discussed in the local governments, it is easy for essential problems in "the administrative management" to tend to be mistook, because the minus side appears remarkably representative of the critical financial picture and collapse of various

institution that comes from social, structural background.

Today, in the local governments which are called prefectures and municipalities(cities, towns and villages), although administrative reform or business reform which is administrative assessment or administrative service assessment become popular, it doesn't seem to exist the local governments which the administration is considered as an enterprise just like the private sector and manage it totally including from personnel management system to

cost management system concerning expense account that requires it to serve. In “the administrative management”, as the content of the approach is variously different depending on the region and the municipality scale, though a clear definition not only exists but also it is often translated widely and generally as “Private management technique” etc, it is common in any local government based on the idea and the methodology which is called NPM (New Public Management).

Though NPM applies corporate principles in the private company, the technique, and the success case, etc to the public sector, improves the management skills is translated into the idea that achieves improvement and activation basically, and understood, concretely, a through competing principle is introduced by privatization etc and the idea of the separation of the planning of the evaluation by the achievement including a quantitative analysis and the ex-post assessment etc and the result and polices and the execution sections is the main typical of that.

Therefore, today when the municipality management method tries to be reviewed, such a private management technique is taken, the method of forming a fundamental policy and the measures is converted, and there is a necessity for groping for the development of public services that exists in a environment and a regional environment.

## **1.2 Objectives of this research**

From the above mentioned, in this research, in the municipality of the reality, the author also who is the staff in the local government constructs the technique concerning the plan and the measures that accompanies the plan and plans on an actual belonging site through the decision process of the plan to be engaged on administrative work. Moreover, it aims to propose the methodology newly in the local government.

## **1.3 Composition of paper**

The paper touches first about the current state and what should be of the plan and the plan of the policy and the measure of the local governments, and considers where the problems exist in Chapter 2. And the methodology that does the plan is constructed in Chapter 3 as a case with the method of planning the policy and the measure concerning the policy progressed for the achievement of the business objective, the measure, service, and the administrative work through the execution rate concerning special fixed health checkup and the

execution rate concerning special health guidance etc in execution plan for special fixed health checkup etc. And, Chapter 4 describes the directionality of the research in the future as a summary at the end.

## **2. The problem concerning plan of policy and measure in the local government**

In the local government that is called cities, towns, and villages, various plans set up by not only the staff of the municipality but also by the members who are called the stake-holder participation type including citizens' of the public interest representative and the people from academic background, etc.

When many kinds of plans are settled on in the local governments, there are some problems which are pointed out in such a current state.

1. Neither a social structure nor the background including the problem were recognized and had been arranged.
2. Neither a quantitative analysis nor the numerical target that was able to be evaluated had been set.
3. From a concrete administrative work to the policy, services and from medium outcome to final outcome, the relation between the target and the means of the plan had not been constructed as a system.
4. To make the constructed management system an evaluation function to evaluate the measure and the administrative work and the marketing investigation for the citizens to invent the measure had not been executed.
5. To evaluate and to improve them after the policy, the measure and the administrative work were executed, the system had not been maintained.

## **3. Proposal of method of planning policy and measures concerning the execution plan for special fixed health checkup etc**

### **3.1 What is the execution plan for special fixed health checkup etc?**

First of all, it easily explains the execution plan for special fixed health checkup etc treated as a case with this research.

The lifestyle disease keeps increasing from the young people generation for these several years, and the ratio of the person who gets high blood pressure and a diabetic increases rapidly. The reason gets such a lifestyle disease diversifies the lifestyle by the improvement of the income, the change in the family form, and the change in a social

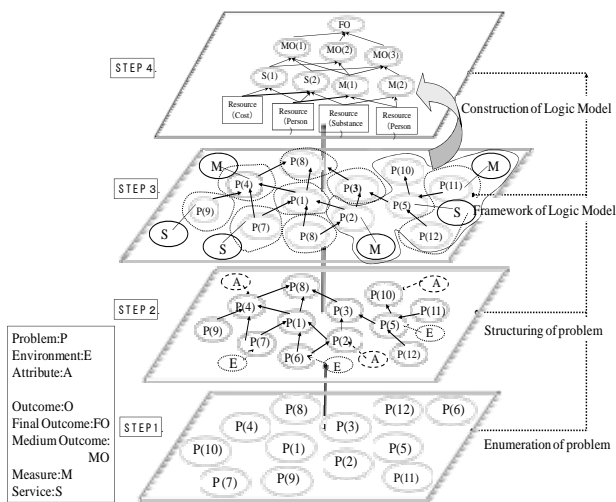


Fig.1 The methodology concerning from enumeration of problem to construction of policy logic model

structure furthermore.

The Ministry of Health, Labour and Welfare obligated basic health checkup of the medical insurance subscriber from 40 to 74 years old to the medical insurance group to improve the lifestyle and the disease structure of such a vicious circle in April, 2008. This plan is called the execution plan for special fixed health checkup etc from the combination of the execution of the special health checkup and special health guidance after the special fixed health checkup.

Therefore, to achieve the control of final medical treatment expense that is the business objective, the methodology that plans the policy and the measure is proposed through the construction process of this plan in K city in Kochi Prefecture in this thesis.

### 3.2 Method of planning policy and measures

This time, when trying for the maintenance of the health of the resident who is the final strategic target and the improvement by clearly setting three targets, it starts the construction of the administrative management system that aims to control the medical treatment expense by the long range planning in K city in Kochi Prefecture that works to plan the policy in this research.

Then, such a problem and the target are qualitative and quantitatively analyzed and arranged and service and the administrative work as well as the policy and measures to achieve various numerical targets additionally are planned or the methodology is described by showing a concrete procedure though it (Fig.1).

### 3.3 Structuring the problem

First of all, to dig up the problem that a social, structural background that the lifestyle disease contained and the region had, the technique of “structuring the problem” was adopted. The concept of structuring the problem is based on Dunn assumed to be a classic textbook of a public policy.

Moreover, the idea of making the situation that the method of recognition to one situation is as various as a social influence of nanotechnology depending on the person a starting point and sharing the formulation of the problem is attached importance, and is proposed various techniques (Problem Structuring Methods :PSMs) in the field of soft operational research (Soft OR) in the plan of the strategy of the organization.

Then, the situation that the method of the interpretation is different because it has a quite different understanding and the cognition and it exists between staff to whom the same fact takes charge of between stake-holders and furthermore the same business in various problems that public in the administration takes up is developed. And moreover, the difference of recognition and the confrontation of the opinion are caused for the matter considered to be the final target wished to be achievement and a solution want. Therefore, the method of structuring the problem plays an important role for the plan of the policy and the measure as the first stage of the policy analysis. By passing the work of structuring the problem, it not only becomes easy to analyze the cause but also to understand the current state before public service to the resident is provided as the accountability.

#### 3.3.1 Structuring the problem in the local government

First of all, the work of structuring the problem was requested to K city’s staffs who engaged in the plan, and the problem was enumerated (Fig.2). Both of the means of target and for the problem to achieve the target in the work of structuring the problem because structuring such a problem has been arranged in the map so far, and there was no experience of thinking about the problem and the target depending on a technological technique K city’s staffs are included at this work. Moreover, it was shape that the priority level and the attribute of the element are arranged in the made map at random. Moreover, under such a condition, the structure is not understood easily among stake-holders, because it is difficult for them to understand that the problem occurs in what process as the target and the problem arranged at random.

STEP.1

1. Enumeration of problem

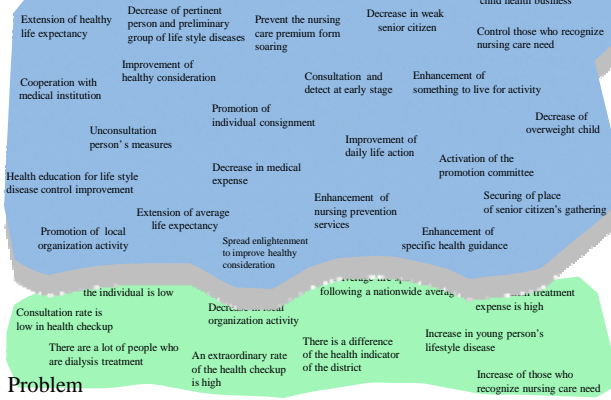


Fig.2 Enumeration of the problem (STEP1)

■K City:Execution plan for special fixed health checkup etc

Model of structuring the problem Version 3.04 by Staff B



Fig.4 An example of structure the problem

■K City:Execution plan for special fixed health checkup etc

Model of structuring the problem Ver.1.02

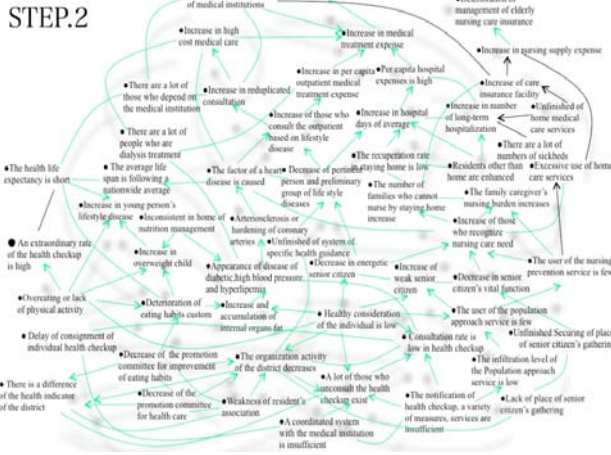


Fig.3 Structuring the problem (STEP2)

Therefore, the enumeration of this problem is systematically arranged based on the causal relation, and there is a necessity for clearly tracing tracks of the mechanism where the problem occurs (Fig.3). And then, the state that the staff arranged based on this causal relation is structuring of the problem (STEP2) it is in Figure 4.

It is a level by which whether the problem's how still setting up the order among stake-holders with different method of the level of recognition and the interpretation, being generated, and where the root of the problem of the plan exists is not understood easily from this state.

Therefore, the chain of this causal relation is needed to clearly compare with the problem in the background of the social structure and to reflect on the problem in the district, in addition, there is a necessity for the faithful arrangement. In this case, expressing the problem by a

social, general decrease in description form becomes important because it should put it into the state on which the stake-holder can agree finally as a method of describing structuring the problem at the stage in the process that shifts from the enumeration of the problem to structuring the problem.

3.3.2 Consensus building of policy by hearing

From the result of work by the staff of structuring such a problem, to clarify a final business objective and to plan based on common recognition, the consensus building of the policy becomes necessary indispensable here.

Therefore, the consensus building was achieved by investigating hearing for each staff based on structuring the above-mentioned problem (Fig.5). Some having turned out through this work of hearing investigation is recorded as follows.

■Structuring the problem concerning Execution plan for special fixed health checkup etc

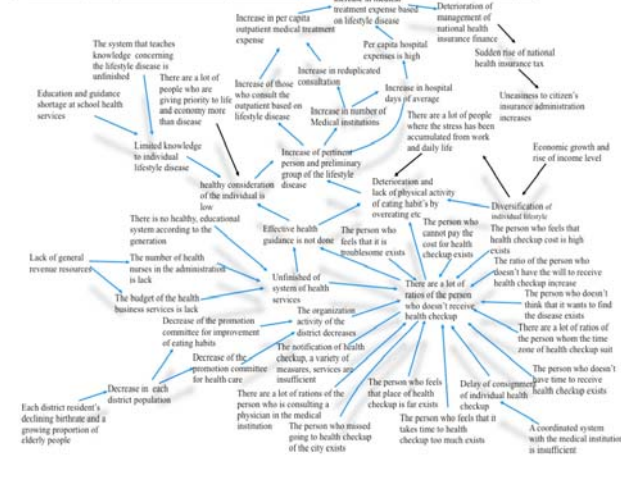


Fig.5 Structuring the problem concerning the lifestyle disease



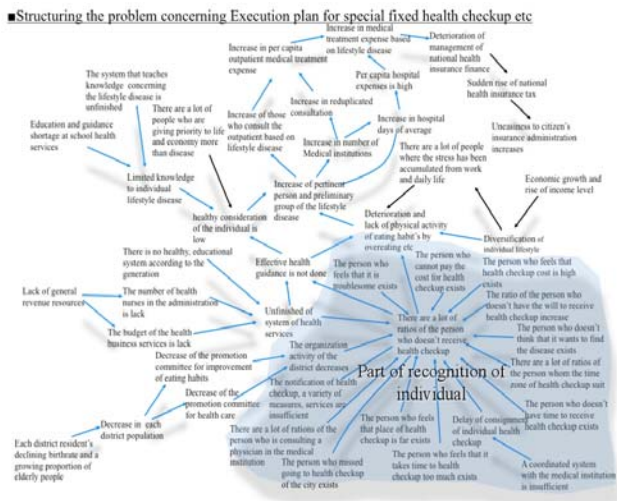


Fig.6 Part of recognition of individual concerning the special fixed health checkup

1. The process of structuring the problem can share different recognition in individual person.
2. It is necessary to become a common content almost about the content of the goal setting also between different staff.
3. Interest in the analysis of the structure of the problem to use such a technological technique.

To change it from structuring the problem to the logic model described in the next paragraph at the end of this paragraph, structuring the problem made thus shows that the outcome that is the business objective of the plan, the output, the resource, the environment, and the attribute, etc. exist together.

Therefore, it is necessary to distinguish the environment and the attribute from structuring the problem next, and to construct the administrative management system who selects it, as it were, the policy logic model.

**3.4 Construction of the policy logic model**

Then, it explains in detail about the policy logic model which becomes an administrative management system from structuring the problem. Figure 6 is a model by whom the structure of the consideration of the object person is extracted to improve the execution rate of special fixed health checkup, and the problem is structured from structuring the problem of constructing it faithfully in the part in step 3 in Figure 1.

It is necessary to reflect the model of structuring this problem in the questionnaire survey, to construct the evaluation function concerning the consultation rate, and to construct the logic model to propose the measure and

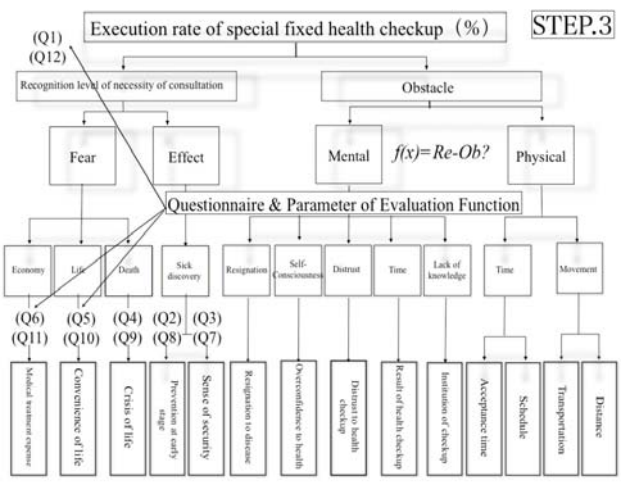


Fig.7 Structuring the problem concerning the special fixed health checkup

the administrative work (Fig.7). Here, it is necessary to explain what the logic model is.

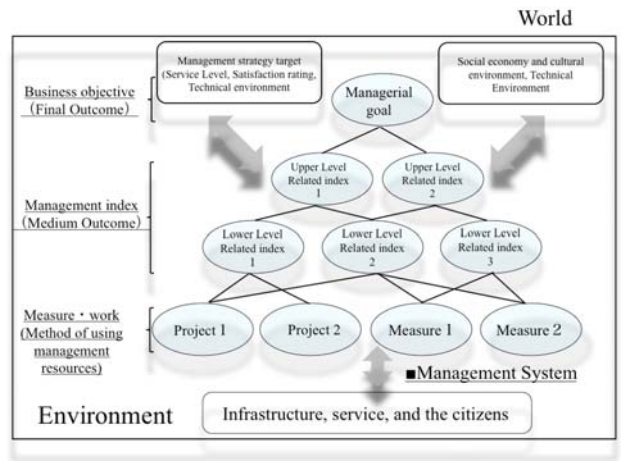


Fig.8 An example of typical logic model concerning the administrative management system

**3.4.1 Logic model**

To achieve strategic target efficiency and effectively in administrative management, knowing what strategic target and logical relation the resident service, the investment in the infrastructure etc. , and the control of maintenances are finally becomes important from various aspects.

In this research, for example the logic model is defined as follows. And fig.8 is an example of typical logic model concerning the administrative management system.

1. With the shape of a system chart or a logical model, the logic model shows the structure of the management system.

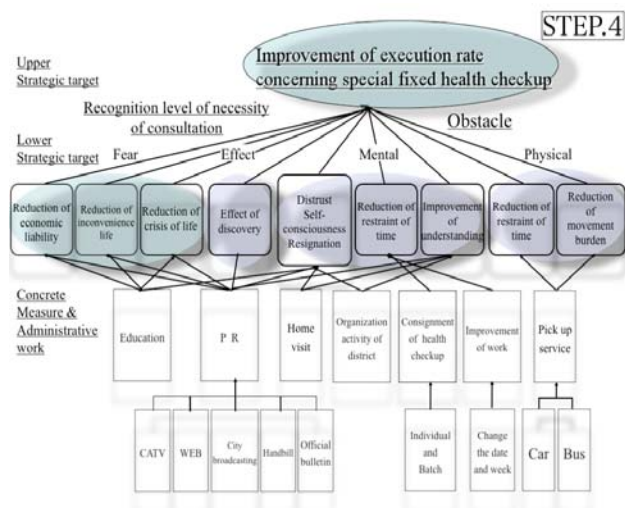


Fig.9 Logic model to improve the execution rate concerning the special fixed checkup

2. It functions as a tool of the achievement level evaluation and the performance evaluation to the target of the management system because the logic model shows a qualitative relation, and shows a quantitative relation.
3. Finally, the administrative work selected by the logic model, the combination of service and measures show the portfolio to achieve the business objective.

### 3.4.2 Logic model concerning the special fixed health checkup

Figure 9 from structuring the problem of paying attention to such an object person's consideration structure, the logic model is shown in health checkup that is one of the concrete outcome indices, the measure that should give priority by leading the evaluation function and the administrative work are decided from the analysis result of the questionnaire survey to be supposed to execute it in the future.

### 4. Future research

It works on making the questionnaire survey table because there is a necessity for investigating needs for the citizens to construct the evaluation function, and citizens' needs will be reflected in the measure and the administrative work in the future.

Moreover, it tries to maintain the system by the measuring the performance of the administrative work and the service to achieve it objective according to the constructed logic model.

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