Japanese local governments’ challenges towards the effective performance management – the case of Shizuoka Prefecture

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1 Public sector performance evaluation in Japan •Reality

The economic growth had been continued until 1980's in Japan. In such circumstances, governments had concern only about how to allocate the increasing revenue to public services. In a huge recession after a large economic boom in 1990's, the central government issued a huge amount of national bond, but the economy hadn't been recovered, and only the debt owned by the central government has been increased.
Under such a situation, the following issues have been arising.
○ The amount of budget has its own limit.
○ It is important to allocate the scarce resources effectively.

Japanese central and local governments noticed such a simple fact as these two points and they recognized the necessity of public sector performance evaluation.
In the central government, "Government Policy Evaluations Act" came into force in 2001, and each ministry and agency started to implement performance evaluation. But from point of view, central government’s organizational structure and activities are too huge and complex to make performance evaluation work effectively.

On the other hand, local government tried earlier than national government. The most pioneering implementation was started in 1995 in Mie Prefecture. They tried to evaluate the effectiveness and efficiency for the budget items by using performance indicators. We call in this paper such a style of evaluation “Budget items evaluation”. This is very similar to budget-preparation process, and the differences were as follows.
○ In the Budget items evaluation, both the efficiency and the effectiveness are evaluated, while in the budget-preparation process chiefly focused on the necessity of the budget items.
○ In the Budget items evaluation, evaluated quantitatively and objectively by the performance indicators, while the budget-preparation process performance indicators are not given high weight.

The first purpose of the necessity of the evaluation is to use the resources effectively, or to improve the quality of the activities, not only to reduce the expenditure. However, the focus of Budget items evaluation is on only the budget items. So many local governments misunderstood the purpose of evaluation is to cut expenditure.
One of the reasons of such one-sided interpretation was the situation of financial constraints in every local government, and ironically, the misunderstanding became a cause of rapid spreading of Budget items evaluation.

However, Budget items evaluation and budget-preparation process is very similar work. Every year, we are trying to review the expenditure and the possibility of expenditure reduction is originally limited. When the review of budget items is done to some degree, the effect of the expense reduction cannot be expected.

Whether the Budget items evaluation is effective for the improvement of the quality of the activities or not, it is very difficult to work effectively from the following reasons. First, it is assumed that it is necessary to make PDCA cycle effectively functioned for the improvement of the quality of the activities. In the Budget items evaluation, public officials try to start from Check, that is evaluation without making P = Plan. So, it is difficult for them to identify clearly what they want to improve.

Moreover, budget item is only one of a resources needed for administrative management. What we want to do by using budget is to meet the goal of the program and/or project and accomplish outcomes. In the Budget items evaluation the focus is set on very primitive level and it is difficult to see all administrative activities as a whole.

Therefore, the effect was not able to be actually recognized by the local governments that introduced Budget items evaluation, and many public officials feel only the workload, feeling of futility though the evaluation was widely spread. This is not an exception in a lot of municipalities in the Shizuoka prefecture either.

2 How to make performance evaluation effective – Shizuoka Prefecture’s Challenge by the Job Inventory Sheet

On the other hand, the “Job inventory sheet” was introduced in Shizuoka Prefecture in 1997. This is assumed to be a second challenge of public sector performance evaluation that follows Mie Prefecture.

Job inventory sheet is used by making P = Plan in PDCA cycle (see Figure 1) based on the logic model(see Figure 2). It’s one type of program evaluation. All activities are invented like a cascade as related with objects and means by using a logic model. We can find the activity which doesn’t link with the object. And we also call it “Strategy sheet”, for we can see clearly what we have to do to accomplish objective.

The Job inventory sheet makes P=Plan visible, and the indexes is set for every activities for C&A(check and act). The PDCA cycle can be completed only in every sheet, and the quality of the business improves continually if the Job inventory sheet can be mastered by the officials. Moreover, in the Job inventory sheets all activities are structured as based on logic models, and outcomes are set to each sheet and also combined the activities and budget items. We can see all administrative activities totally.
About Job Inventory Sheet

What is Job Inventory Sheet?
1. Prepare a table describing works carried out by the prefectural government to visualize them.
2. Improve works by using the table. Shizuoka Prefecture has prepared it since 1997.

“Visualization” of prefectural works
Prefectural works need to be organized in an easily identifiable manner so as to improve them due to their feature of complexity covering various fields. Considering such feature,
- Write out all works done by the prefectural government by section.
- Organize contents of works (operations) by purpose describing “What to do for what purpose” in a table (inventory) so as to visualize them.

Repeating the “visualization” and “improvement” cycle to improve the performance of works.

Prefecture Development Plan (Comprehensive plan)
...Purposes pursued by prefecture are described by category, such as environment and safety.

Our section is conducting works of AA, BB and CC in such manner for achieving the purpose of DD.

Repeating the “Improvement”
- Set numerical targets by purpose as standards for achieving.
- Evaluate the achievement and discuss the improvement measures based on the evaluation results.
- Reflect the improvement measures on the works of the following year.

* Cycle of visualization and improvement
- This concept is called PDCA cycle.

PDCA Cycle
1. Plan
   “Visualization” of strategy
2. Do
   Do the work.
3. Check (Evaluation)
   Evaluate the results.
4. Action (Improvement)
   “Improve” the way to do.
5. Go to a new Plan
   Improve the quality of works.
How to view the Job Inventory Sheet in detail

“General Summary Sheet” and “Individual Sheet”

Job Inventory Sheet has two types.
(1) “General Summary Sheet” — Describe the outline of works in each section (Also prepare “Policy Scheme Chart” as attachment.)
(2) “Individual Sheet” — Describe the details of work contents.

Logic model

The Job Inventory Sheet summarizes the complicated prefectural works by using logic model concept (logical model) so as to “visualize” them.

1. Purpose (Image finally targeted)
   ↓
2. Purpose of duty
      (Purposes set by each section for achieving 1)
         ↓
3. Outline of operation
            (Work contents in each section)
               ↓
4. Large item
               (Classify work contents into several major aspects)
               ↓
5. Middle item
5. Middle item
5. Middle item
5. Middle item (Details of works actually carried out by personnel)
               ↓
6. Small item
6. Small item
6. Small item
6. Small item (Minutes of works)

General summary sheet (Description covering from purpose to large classification)
Individual sheet (Description covering from purpose to small classification)

Works done by each section is summarized in a compact table format by categorizing them from “1. Purpose” to “6. Small item.”
- General Summary Sheet —— Describe 4 categories from “1. Purpose” to “4. Large item.”
- Individual Sheet ———— Describe all 6 categories from “1. Purpose” to “6. Small item.”

If this model works well, operations would be more easily performed.

Each section normally prepares one “General Summary Sheet” and one “Individual Sheet.”
When one section intends to achieve multiple purposes in (1), it has multiple tables for each purpose in some cases.
There was a high hurdle to persist in such recognition among prefecture’s officials. At first, the conception of Job inventory sheet is difficult to understand. The most critical problem is a difficulty of the introduction, and a tenacious effort is important for establishment of the Job inventory sheet.

Fortunately for the Job inventory sheet, former Governor Ishikawa promoted public management systematically over 16 years. Also Administrative Reform Office spent so much time for the staff training. And gradually, these efforts led to a further understanding of the prefecture’s officials about the logic model, and the conception of Job inventory sheet.

Now the idea of it is going more popular than before and at least the person who has charge of the public management doesn’t feel a serious doubt about the Job inventory sheet. It has become the established system in this prefecture.

Figure 3 is an example of Job inventory sheet (general summary sheet) in Shizuoka Prefecture.
### Figure 3: An Example of General Summary Sheet (Erosion control Office in 2010)

**Division:** Civil Engineering, Fluvial erosion control Division, Erosion control Office

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<tr>
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<tbody>
<tr>
<td>14,074</td>
<td>11,849</td>
<td>11,860</td>
<td>9,882</td>
<td>9,387</td>
<td>9,501</td>
</tr>
</tbody>
</table>

#### Chapter 3: For “safe society” prepared for earthquake disaster, accident, crime etc.

1. Promotion of achievement of disaster measures as advanced prefecture
   (3) landslide disaster prevention measure

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Landslide disaster prevention and damage reduction</td>
<td>Death toll from landslide collapse</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0 (2010) ↓</td>
<td>-</td>
</tr>
<tr>
<td>Task 2</td>
<td>Improve prevention facility of landslide collapse and enhance safety at the possible place of landslide disaster</td>
<td>Demographics ensured safety by completion prevention facility (Facility for prevention of sediment runoff) (Facility for prevention of cliff failure) (Facility for prevention of landslide)</td>
<td>58,800</td>
<td>61,300</td>
<td>63,500</td>
<td>65,600</td>
<td>67,700</td>
<td>72,800(2010) ↑</td>
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<td></td>
<td></td>
<td>18,400</td>
<td>19,200</td>
<td>19,500</td>
<td>19,900</td>
<td>20,300</td>
<td>21,800 ↑</td>
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<tr>
<td></td>
<td></td>
<td>34,000</td>
<td>35,400</td>
<td>36,900</td>
<td>38,500</td>
<td>39,800</td>
<td>43,100 ↑</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>6,400</td>
<td>6,700</td>
<td>7,100</td>
<td>7,200</td>
<td>7,600</td>
<td>7,900 ↑</td>
<td></td>
</tr>
<tr>
<td>Outline</td>
<td>Improve facilities for erosion control, prevention of cliff failure and landslide. Familiarize the possible place of landslide disaster. Support establishment precaution and evacuation system.</td>
<td>Total number of mountain stream that was improved facility for erosion control (improvement required mountain stream: 2,031) Total number of place that was improved facility for prevention of cliff failure (improvement required place: 3,354) Total number of place that was improved facility for prevention of landslide (improvement required place: 183) Distribution rate of landslide disaster hazard map Number of cultivated volunteer staff for erosion control</td>
<td>350</td>
<td>365</td>
<td>372</td>
<td>381</td>
<td>389</td>
<td>422(2010) ↑</td>
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<td></td>
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<td>742</td>
<td>780</td>
<td>829</td>
<td>870</td>
<td>904</td>
<td>964(2010) ↑</td>
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<td></td>
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<td>33</td>
<td>39</td>
<td>42</td>
<td>44</td>
<td>52</td>
<td>56(2010) ↑</td>
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<td></td>
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<td>12%</td>
<td>12%</td>
<td>31%</td>
<td>47%</td>
<td>67%</td>
<td>100%(2010) ↑</td>
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<td></td>
<td></td>
<td>426</td>
<td>657</td>
<td>1,299</td>
<td>1,550</td>
<td>1,824</td>
<td>2,700(2010) ↑</td>
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</tbody>
</table>
1. Degree of accomplishment
   - Although about 30 cases of landslide disaster occur in every year, “Number of deaths by landslide collapse”, Comprehensive plan index, maintains 0 person since 1999. Goal has been accomplished.
   - “Demographics ensured safety by completion prevention facility”, Task index, its increase of result has been on a decline. However if it continues increasing, the goal in 2010 will be achievable. Generally it has progressed steadily.
   - “Total number of mountain stream that was improved facility for erosion control”, Outline index: its improvement rate is 19.2%; improved 389 place to required 2,031 place, year-on-year increase of 0.4%. “Total number of place that was improved facility for prevention of cliff failure”: its improvement rate is 27.0%; improved 904 place to required 3,354 place, year-on-year increase of 1.1%. Generally it has progressed steadily.
   - “Total number of place that was improved facility for prevention of landslide”: its improvement rate is 28.4%; improved 52 place to required 183 place, year-on-year increase of 4.4%. It has progressed steadily.
   - “Distribution rate of landslide disaster hazard map” and “Number of cultivated volunteer staff for erosion control”, Measure in soft measure, have progressed steadily. We have considered this is the result that regional people has understood the risk of landslide disaster.

2. Means
   - “Facility for erosion control, facility for prevention of cliff failure, facility for prevention of landslide” as hard measure are important, however it needs many years and expenses to prepare facility. Therefore soft measures, such as improvement of precaution and evacuation system, familiarize of the dangerous place to residents, are also important. In addition to hard measure, we have completed soft measure, and worked for security focusing around the place that has elevated level of risk. Therefore objective: “Number of deaths by landslide collapse” is accomplished as 0 person.
   - “Various measures to landslide disaster” as soft measure has contributed uplift of public’s attitude toward prevention of disaster. We have started familiarizing dangerous place to residents by distribution of landslide disaster hazard map, have held workshop about landslide disaster for leaders of independent organization for prevention of disaster. Also we have posted information about depth of rainfall for precaution and evacuation. This is one of important information to evaluate for the need of evacuation instructions. We must support cities and towns to utilize this information and properly evaluate for evacuation instructions.
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<tr>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04</th>
<th>90</th>
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</thead>
<tbody>
<tr>
<td>(2010) Improve precaution and evacuation system Improve facility for erosion control Improve facility for prevention of cliff failure Improve facility for prevention of landslide Other</td>
<td></td>
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<tr>
<td>(Analysis of present state) (As of Aug'2010)</td>
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<tr>
<td>- Basic research to utilize Law for prevention landslide disaster has been proceeded. It needed time for setting designated lot and briefing session to residents in 2 places designated in May 2010 by research in 2009.</td>
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<tr>
<td>- Distribution of hazard map, and setting sign of dangerous place have been proceeded. We have held briefing session in area where residents have concerned about falling land prices.</td>
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<tr>
<td>- Leaders of independent organization for prevention of disaster who attend workshop are dedicated. Volunteer staff for erosion control will be achievable to its goal in 2010. (2,200person)</td>
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<tr>
<td>- We have established system to share information of landslide disaster between public administration and residents, which fits existing communications infrastructures.</td>
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<tr>
<td>- Posted information about depth of rainfall to cities and towns has not utilized because its visibility is low.</td>
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<tr>
<td>- Improvement of facility for erosion control has been proceeded. We will invest heavily in places which need safety of refugees, transport route, public facility.</td>
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<tr>
<td>- In an increasingly serious financial condition, we must reduce costs by new technology and new construction method for expecting efficiency drive. Also we need to study life-cycle cost reduction by extension of the life of facilities.</td>
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<tr>
<td>- Support program to maintain facilities has been proceeded by cooperation of volunteer.</td>
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</table>

<table>
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<tr>
<th>01</th>
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<tbody>
<tr>
<td>(Improvement and Priority issue in 2010)</td>
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<tr>
<td>- Conduct basic research and set designated lot to utilize Law of prevention landslide disaster.</td>
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<tr>
<td>- Distribution of hazard map, Setting sign of dangerous place, establishment system to share information of landslide disaster between public administration and residents.</td>
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<tr>
<td>- Improve facility for erosion control including safety of refugees, transport route, public facility.</td>
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<tr>
<td>- Promote support program to maintain facilities.</td>
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<tr>
<td>(Improvement)</td>
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<tr>
<td>- We will examine the accuracy of emergency depth of rainfall, review of communication system to cities and towns.</td>
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<tr>
<td>- We will study announcement of warnings of landslide disaster with Meteorological Office. This will enable mayors to properly announce an alert to residents.</td>
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<tr>
<td>- We will study system that marks proposed improvement place in each year to grasp its urgency, to stage improvement of facility for erosion control including safety of transport route and public facility.</td>
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<tr>
<td>- We will study surveying technique for guide line based on “The policy of facility for longer lasting” to promote life-cycle cost reduction of facilities.</td>
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<tr>
<td>- We will provide resource to volunteer group to promote coproduction of maintain facilities, also explore ways of group’s financial independence.</td>
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</table>

Notice 2
This summer is example in this summer to winter.
(Analysis of present state) and (Improvement) are as of Aug-Sept. It will be expected changing. We will make (Improvement and Priority issue) as (Improvement), and Means available to the public in next fiscal year.

①Conform Objective and Aim to Comprehension plans and systematize
②Objective and Aim (Office's objective) to achieve comprehension plans
③Work contents to achieve comprehension plans
④Budget amount is total of labor cost and project cost
⑤Aim of Task and Outline are set in each office
⑥ List Necessary means for accomplishing objective in order of priority and importance (managed by GM)
⑦ List Result from 2008 and Analysis of means
⑧ List Improvement and Priority issue

* List detail of means and other on another sheet
3 Workshop of performance evaluation with municipalities

On the other hand, each 35 municipalities in Shizuoka Prefecture's area had many difficulties about performance evaluation.

In the municipalities that introduced the Budget items evaluation, the administrative evaluation section was especially having considerably serious worry facing with dissatisfaction by the staff. To the administrative reform office in Shizuoka Prefecture, a lot of questions were received from a municipality such as how it was necessary to do.

To correspond with such problems, we started up the “Workshop of performance evaluation” with 4 municipalities that have intention to participate in 2007. Afterwards, the number of the participants rapidly increased, and in 2010, 22 municipalities participated inside a prefecture of 35 municipalities.

In the workshop, the main topics were as follows.
○ the problems and difficulties of the Budget items evaluation
○ the better method of performance evaluation
○ procedures of the first introduction of performance evaluation

Meanwhile, the concern for Job inventory sheet has been increased.

In 2007, only one city introduced the Job inventory sheet in Shizuoka. At present, four cities are introducing or are trying it, and three cities are considering about the introduction. When the Job inventory sheet is newly introduced, it is a hard work to obtain the staff's understanding. And it is so much difficult for the municipalities that introduced the Budget items evaluation to change the evaluation method to Job inventory sheet. We think this workshop played an important role that the Job inventory sheet had extended gradually in the meantime.

The key success factor whether the introduction of the Job inventory sheet become successful or not depends how to make staff's understand the significance of the sheet in the first stage of the introduction. Therefore, the administrative reform office supports municipalities that are trying to introduce the Job inventory sheet, for example, as the lecturer in the staff training.

In the workshop, we already discussed main points of the performance evaluation in Japanese public sector, so in 2010, we finished the workshop specialized public sector's evaluation, and we compile the paper entitled "About the performance evaluation in public sector" and distribute it to municipalities for helping their work.

In 2011, the workshop will be developed that widely discusses the theme concerning the public management. The theme will be as follows.
○ Kaizen movement
○ Designated manager (the way how to collaborate with private sector)
○ Performance evaluation

We will raise the entry of the municipalities that hope to participate.
4 Main points under discussion in Workshop of performance evaluation

The crucial problems pointed out in the workshop were as follows.
1. The objective of the evaluation cannot be understood by the public officials.
2. The effectiveness and usefulness cannot be understood.
3. As a result, the implementation of the evaluation is seemingly unnecessary and the dissatisfaction of the staff was growing stronger.

In Shizuoka Prefecture these were not reality. Such problems were pointed out by only the municipalities that were adopting Budget items evaluation without exception. So we thought this to be the primacy of the Job inventory sheet over the Budget items evaluation.

Then, what kind of difference exists? The intensive discussion was done in the workshop. Hereafter, I want to touch about the content of each worry and the discussion.

(1) The objective of the evaluation wasn’t understood by the public officials

When you see the homepage of a municipality, a purpose of the evaluation can be found as
(a) Reduction in uselessness (=expense)
(b) Improvement of quality (=effectiveness) of public service delivery

The former is appearance to expect reductions of expenditure by means of the evaluation, and the latter has described a first reason why the performance evaluation had been required.

The situation in which these two rabbits are chased halfway is one of the reasons each municipality feels the difficulty in the implementation of the program evaluation.

The municipality officers that participated in the workshop did not have any doubts about these purposes of evaluation, but gradually the recognition that these two purposes are much different came to the significant issue in the workshop.

First, the former is thought that the object of the evaluation is budget items. It is an idea of the Budget items evaluation.

On the other hand, in the latter the target of the evaluation is activities. The Job inventory sheet is based on this idea.

The difference between the budget and the activity is that the budget is only a part of resources to execute the activity. Other resources are the number of personnel, facilities, equipment, and information, and so on.

For example, to hold the party is an activity, and the budget is the expenditure for food, drinks and so on. There are many activities for a party, making a schedule, inviting guests, preparing a party room, preparing meal, entertainment, and so on. And the area of budget is how to offer cheap and nice meal.

Japanese public sector does not account employment cost and indirect cost for each activity. The area covered by the budget on cash accounting is actually only a part, and the whole content of the performance of public sector doesn’t come into view as long as the activity is not
caught overall. Thus, it has been understood that there is a problem in the idea by jumbling besides the activities and the budget in the workshop. The confusion concerning the object of the evaluation is the first reason for the uncertainty of the purpose of the evaluation.

The member of the workshop came to realize different two targets of evaluation in Japanese public sector - budget and activity. So we recognized again the purpose of the evaluation for each method.

○ Budget: expense efficiently. (Budget items evaluation)
○ Activity: improve the quality (effectiveness) of public service delivery. (Job inventory sheet)

From my point of view, in the budget based on cash accounting, how to spend public money efficiently and effectively has not strong relationship for effectiveness in its own term. Effectiveness has strong relationship with the activity.

If Budget items evaluation is used for the purpose of improving efficiency of spending public money, the officials who tackle the evaluation do not have much trouble, but they are required to accomplish two different purposes and they confused in their work. Then, can we expect sufficient results when Budget items evaluation specializes to quest for improving efficiency? It is difficult from the following reasons.

○ The purpose of Budget items evaluation and budget-making process is very similar.
○ Review is repeated many times for same targets so eventually there will be no room for revising.

In the budget-preparation process, if there is a difficulty to discuss about efficiency, we can recognize the necessity of the Budget items evaluation. But in that case, the effect of the evaluation will step down every year, so that it is necessary to examine the method of the execution once every several years.

In contrast, the purpose of Job inventory sheet is to improve the quality of the activities. If the reduction of expenditure is expected for the system, there is no meaning to introduce it with much time and effort.

Oppositely, this method is consisted with the purpose of the improvement of the quality of the that leads to the good public service delivery, in other words, improvement of the effectiveness for the pursuit of the outcome.

Outcomes, for instance, the improvement of the water quality, to increase the understanding and satisfaction in school education, to reduce the number of crime, etc. is very difficult to raise the indexes easily, and it is so to speak an endless goal. The improvement of the quality of the activities comes to be done continuing as long as it aims at the achievement. There are less anxiety that the implementation of the evaluation has brought nothing after doing it some years.

However, training and educating the officials is important not to forget the meaning of the Job inventory sheet.
Thus, each purpose existed in each method, and it was clarified the necessity of using properly corresponding to the purpose.

(2) The effectiveness and usefulness cannot be understood.
(3) As a result, the implementation of the evaluation is seemingly unnecessary and the dissatisfaction of the staff was growing stronger.

The answer about these problems is not same in Budget items evaluation and Job inventory sheet.

① Budget items evaluation
This method is very similar to budget making process and the effect of the evaluation steps down every year, so dissatisfaction of the staff is growing stronger easily.
To invent the effect by this method
・unifying the Budget items evaluation and the budget making process
・If it is difficult, evaluate budget items once in several years.
The best way is assessment is unifying two methods, but budgetary process is a place of the political decision making, and no one settled only by the discussion about efficiency. There is a moderate meaning in another stage of the discussion in such a case though it takes time.

② Job inventory sheet
A city, that is a member of the workshop, stopped to implement Job inventory sheet only for two years several years ago. The reason was as follows.
The workload was large to introduce the system.
・And it was difficult to identify the effect distinctly.
It is difficult to change mindset switch the staff's consideration, and the person in charge of the evaluation should first understand the meaning of the Job inventory sheet, and persist in understanding to the staff as training. So, especially introducing it, we have to accept hard workload.
But if we can overcome the situation, Job inventory sheet is a method of self-planning and self-responsibility, so the workload of the officials who handle the evaluation will decrease.
But if they begin to check the contents of every sheet, they have to do unnecessary hard work.
The effect of Job inventory sheet is not very gripped easily, because the purpose to be achieved is outcomes. They are greatly affected by external factors, so it is impossible to control by Job inventory sheet.
If the Kaizen movement is implemented in the municipality, the result of the improvement by the PDCA cycle in the Job inventory sheet is reflected in the movement, and the kaizen may become active. In fact, Shizuoka Prefecture is implementing Kaizen movement, and result is the top of Japanese local government.
Moreover, judging from the experience of using the Job inventory sheet, the content in the sheet is directly reflected to the kaizen cases is increasing, but in addition, the idea of the
sheet generally reflected the way of thinking how to make jobs effectively. It is difficult to represent the effect clearly, but the persons who are in the administrative reform office in Shizuoka Prefecture for several years agree the effect of the Job inventory sheet. Well, for the city that stopped it in two years, the answer is it couldn’t be avoided because they stopped it in such a short term. Implementation for the long term is important for the Job inventory sheet.

By the way, evaluation is not a mandatory work. Especially in small municipality, one person is serving as many jobs concurrently by a little number of staff, and it is difficult to arrange the staffing properly to implement the evaluation effectively. There is an idea to adopt thoroughly simple method for evaluation, too. There was a city making a simple sheet only indexes had been displayed for disclosure of information. The member of the workshop thought in one sense it is a reasonable way.

5 Conclusions

As the conclusion that we had reached in the workshop, the reason of the confusion in the performance management in Japanese public sector is neither the purpose nor the target of the evaluation were clear. The method of the evaluation should be used according to the object.

For the improvement of quality of activities, Job inventory sheet is useful. And for the improvement of the efficiency of budget execution, Budget items evaluation are effective on some level, but it is unnecessary to do it every year.

The person in charge of the evaluation will be able to work more easily by using these two methods properly.