

Open & Flat

SHIN-TOSEI 3
Strategy for the
Structural Reform of
TMG to Upgrade QOS
version
up2023

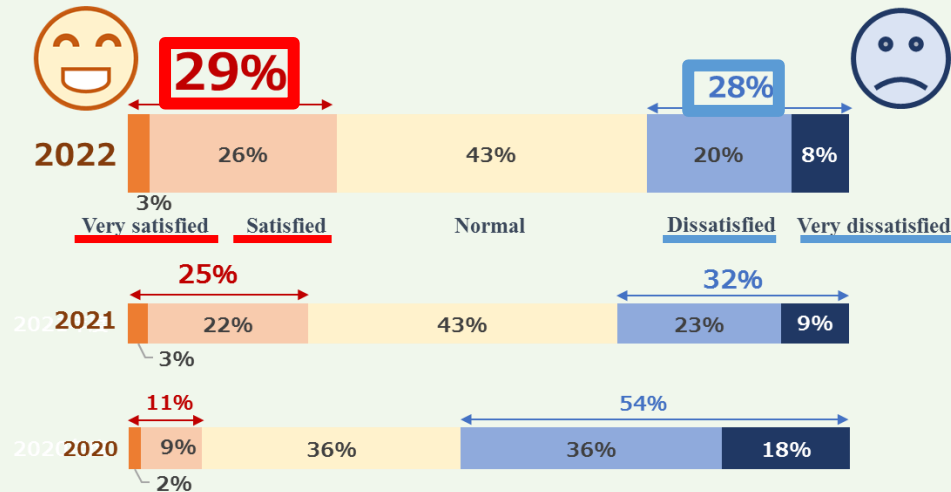


January 2023, Tokyo Metropolitan Government

Structural reform practices are certainly yielding results

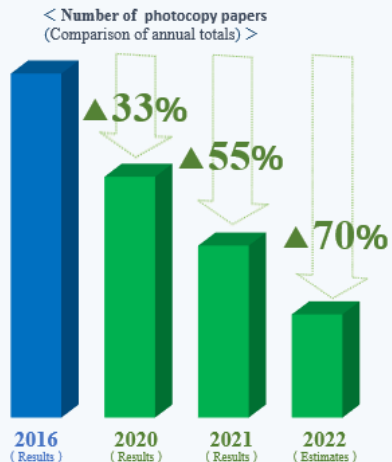
Satisfaction outweighs dissatisfaction for the first time

- Survey : Employee satisfaction with the digital environment

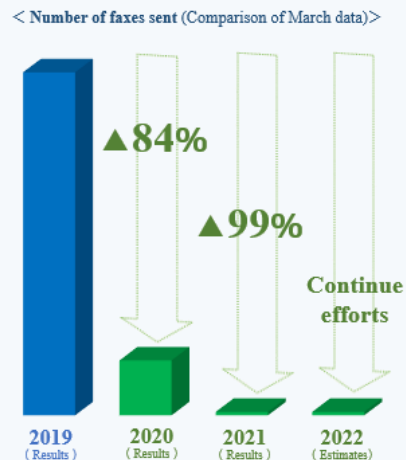


Significant transformation to the office that does not use paper or faxes !

- Paper-less



- FAX-less



DX(Digital Transformation) led by branch offices is in progress !

Digitalization of sanitary surveillance work in Toyosu Market (Bureau of Social Welfare and Public Health)



- Sanitary surveillance work has changed significantly from “with paper and picture book” to “with a tablet”.
- It enabled immediate information sharing !

“TMG DX Award” Grand Prize Winner



November 2022
Grand Prize Winner
of National Governors' Association
(Digital Solution Award)

To the next stage, challenge to further improve of QOS(Quality of service)

Goal

①

Complete building the infrastructure
for the digital government of TMG

Realize Digitalized
administrative
procedures

Build a data
linkage platform for
public-private
collaboration



Create a new TMG
with a hybrid of real and virtual

Complete digitalization of
major internal operations

Realize
a “Virtual TMG”

Complete
headquarter and
office reforms

Prevail “Design
thinking”
throughout the
TMG

Establish a DX
promotion system
throughout Tokyo

Goal

②

Evolve into TMG that generate policy innovation with
“Open & Flat”

Open

- ❑ Get out of the organization and dialogue with Tokyo residents and various players
- ❑ Actively disclose and provide information and gain the participation of various players
- ❑ Ensure diversity and make it possible to propose and implement his or her own ideas, and open opportunities to take on challenges



Flat

- ❑ Create easy-to-use administrative services together with Tokyo residents from the perspective of them
- ❑ Collaborate with various players across public-private boundaries
- ❑ Engage in lively discussions among staff members regardless of job class or department

Goal

③

Aiming to be an “Exciting TMG”
where each employee enjoys and works enthusiastically

Upgrade projects !



Core・Project

~ Projects to promote reform through the TMG ~

Evolve into six “SHIN-Core Projects”

Leading project

~ Projects to promote DX of each bureau ~

Add 11 new projects

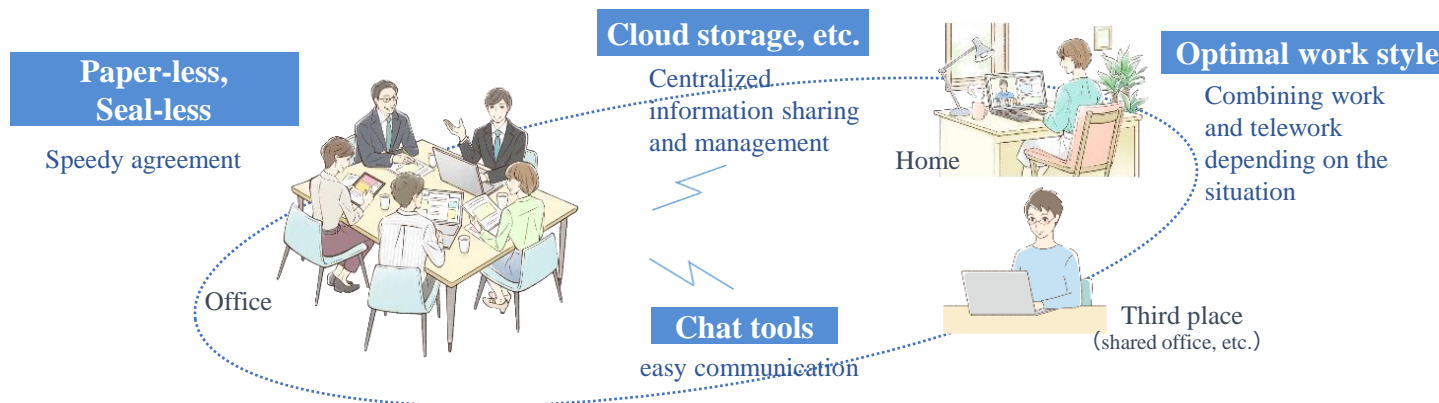
Further improve the QOS of TMG by a total of 57 projects

Project 1

Workstyle Transformation Project in TMG

Goal

Put high-quality work styles into practice by flexibly utilizing locations and times with digital tools



1. Reform all offices in the headquarters



Complete in **all departments**
by FY2025

2. Challenge operational reforms utilizing digital tools at all offices

Ex. Remote on-site inspection by wearable camera



Catch situation of on-site inspections

Reform at **all 600 branch offices** by sharing best practices

3. Convert system infrastructures used by staff to a highly convenient cloud environment

Project 2 Speed-up & Institutional Reform Project

1. Further Accelerate Policy Execution

Speed up of task to start procurement Review design cost estimation work

Speed up through cooperation with private sectors

Introduce an procurement method that makes greater use of private-sector's technology

2. Strengthen problem-solving capability, work on staff recruitment and human resource development, and utilize human resources effectively

Staff recruitment

Communicate the attractiveness of TMG's jobs, diversify the means of recruitment, etc.

Human resource development

Train technical staffs

Human resource utilization

Shift manpower from routine jobs to jobs related to important policies

3. Fundamentally revamp the work at TMG

- Verify and promote the optimal form of "decision-making" in an increasing digitalization
- Digitalize a series of business processes from contract to payment

Establish a forum for cross-departmental discussion and review systems and operations

Speed up & System reform promotion team (tentative name)

Discuss cross-departmental issues at the working level

Bureaus with system jurisdiction

- Issues to be considered



Bureaus with projects

- Recruitment and training of technical staffs
- Way of design cost estimation work
- Way of decision-making suitable for the digital era , etc.



Collaborators

TMG Technology Council , etc.

- Study intensively in FY2023

Project 3 Thorough Service Design Project

1. Organize a team to prevail and thoroughly implement service design in the TMG

- Creating better services through dialogue with people in Tokyo

Expand the design
thinking

Support all
practices

Visualize efforts

Service Design Team ▶



The team with experts
supports digital practices in
each bureau

2. Conduct user testing on all digital services

- Update "User Test Guideline"
- Make speedy and flexible service improvement a culture of the TMG by utilizing UI/UX budget

3. Provide convenient and comfortable services through digitalization of administrative procedures

Digitalization of administrative procedures (28,000 processes in total)

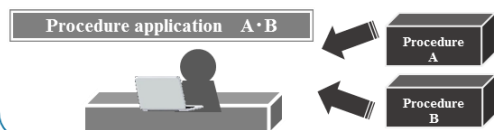
- 70% in FY2023, 90% in FY2025, 100% in FY2026

4. Develop an application platform that allows easy completion of procedures on cell phones

5. Realize "no waiting, no writing, and cashless" counter service

Centralized counter service

~ Complete multiple applications in one place ~



No waiting counter service

~ No waiting time utilizing reservation system ~



No writing, and cashless
counter service

~ Introducing tablets and cashless ~



Understanding user opinions
(satisfaction)

~ User reviews at all counter services ~



Project 4 Open innovation Project

1. Startups and Tokyo become partners to create growth and social change

- “Global Innovation with STARTUPS” (Nov. 2022)
- Deepen communication with startups with **all** TMG
- Boldly expanding the field for startups in Tokyo
- Promote policies for startup with **various** players working together



Dec. 2022
Startup Ecosystem Summit



Discussion with
startups

2. Accelerate all-Tokyo DX promotion in collaboration with new organization “GovTech Tokyo”

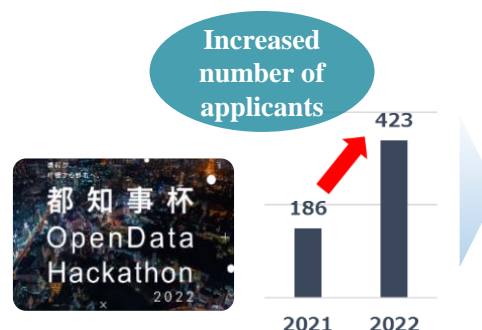
“GovTech Tokyo” will be established and **business will start in collaboration with the TMG**

- **Secure and train digital human resources** inside and outside the TMG and increase the number of DX leaders
- Lead DX in bureaus of the TMG and **innovate policies through public-private co-creation**
- **Accelerate the promotion of DX in municipalities** through collaboration with the TMG and the GovTech Tokyo

3. Promote open innovation with citizen participation

Governor’s Cup Open Data Hackathon

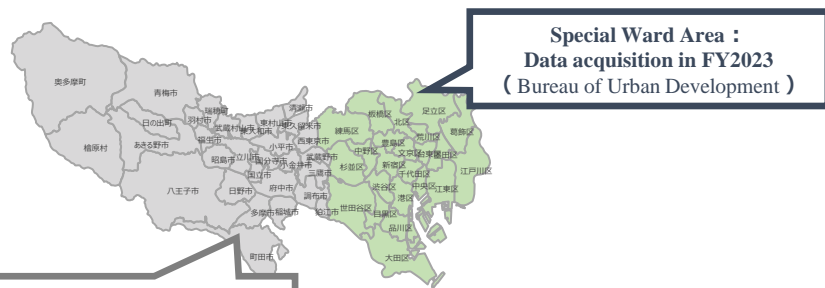
- Further evolution as a place for collaboration among the TMG, municipalities and the civic tech



Create services that
lead to further issue
resolution in the
perspective of
residents

Project 5 Data-driven TMG Project

1. Put enhancement of policy making into practice with digital twins



Acquire point cloud data throughout Tokyo

Ex. Underground data



Data linkage

Data linkage platform in the TMG

To promote data collaboration in the TMG, related bureaus build an coordination system

2. Utilize various data for policy decisions and make cities smart

➤ Visualize existing data and data acquired from sensors, etc. on a dashboard

3. Further promote the virtuous circle of open data in all-Tokyo

Create new services



Proactive data disclosure



Understand private sector's needs



4. Operate “Tokyo Data Platform (TDPF)” to connect various public and private data

Administrative data



Private data

Data linkage between cities

GovTech Tokyo

Public infrastructure data



Users

TMG

National Govt.
Municipalities

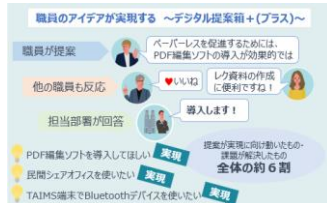
Private
enterprises

Citizens

Project 6 Revitalization and Well-being Realization Project in TMG

1. Create an open & flat organization

- Expanding **discussions among staff members** with “Digital Suggestion Box Plus” and “SHIN-QA”
- Evolving the structural reforms while having **Open & Flat discussions**



Discuss beyond job levels and departments

Exchange of opinions with young staff members

2. Support staff learning, challenge, and growth

All employees experience being dispatched outside while they are young or mid-career

Expand the number of staff dispatched to overseas graduate schools

Expanded personnel transfers by **internal recruiting**



3. Promote the detailed recruitment and appointment system and the environment for active participation of technical staff

- Revamp employment exams to make them easier for private sector applicants and job seekers to take
- Support employees who want to do their best in their specialty
- Create an environment in which technical staff can play an active role for urban resilience and strengthen international competitiveness

4. Encourage staff to improve their digital capabilities

- Expand digital learning opportunities, including for municipal officials
- Improve the skills of ICT staff and enrich their opportunities to play an active role

5. Create an environment where all employees can play an active role

- Promote participation in childcare to immediately achieve 50% childcare leave for male employees (FY2021 : 42.5%)
- Support further active participation of female employees

6. Revitalize the TMG group through cooperation with policy-collaborating organization

- Deepen cooperation between the TMG and policy-collaborating organizations, such as expanding two-way personnel exchanges

Add 11 new projects from the perspective of major changes in social conditions

Theme 1 Social Implementation of Advanced Technologies

1. Civic Creative Base Tokyo [CCBT] project [Bureau of Citizens, Culture and Sports]

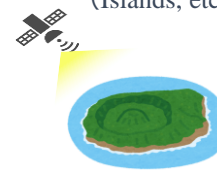
- Create innovation from Tokyo by holding various programs on the themes of art, technology, and design, and by collaborating with startups, etc.



2. Satellite utilization project [Bureau of Digital Services]

- Use satellite to eliminate communication difficulties in areas such as mountainous and island areas
- Consider how information obtained from satellite data can be used to solve issues

Verification of satellite communications
(Islands, etc.)



Example for utilizing satellite data



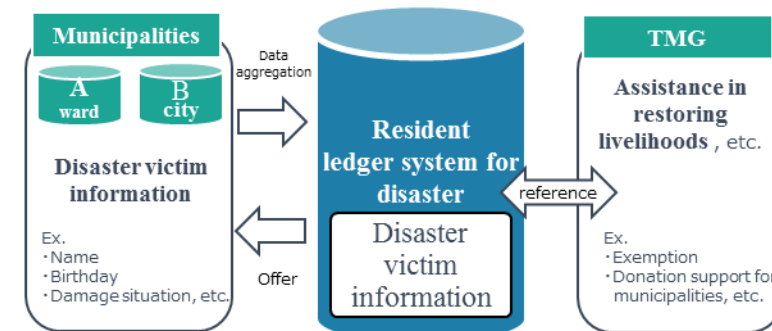
Understanding ground deformation

https://vldb.gsi.go.jp/sokuchi/sar/result/sar_data/report/H23_kanshi.pdf

Theme 2 DX for Disaster Prevention

3. Establishing resident ledger system for disasters project [Bureau of General Affairs]

- Aggregate and unify disaster victim information held by municipalities in one system
- Improve the efficiency of assistance in restoring livelihoods and realize broad-based support for victims



4. Detection of inappropriate embankment by satellite project [Bureau of Urban Development]

- Establish a monitoring system that utilizes observation data from satellites
- Prevent disasters caused by embankment by monitoring inappropriate embankment over a wide area



Inappropriate embankment occurrence

Detection by satellite data

On-site inspection

Corrective recommendation

Theme 3 Expand “Public Relations that Can be Clearly Understood”

5. Strengthening Tokyo's capability to communicate overseas utilizing digital tools project

【Office of the Governor for Policy Planning】

- Realize “Well-Communicated International Public Relations” based on target needs
- Create and disseminate content such as social media and website based on research and analysis of international trends using digital tools



Theme 4 Enhance the Convenience of Resident Services

6. “Child and parenting mentor business (tentative)” project 【Liaison Office for Child-Oriented Policies】

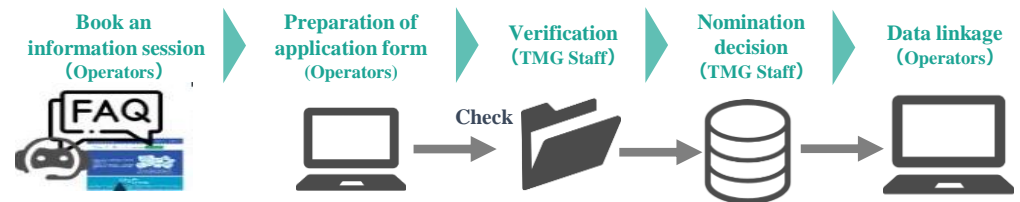
- Create connections by developing a consultation environment, a virtual place to stay, using social media
- Prevent and eliminate the isolation of children and families raising children



7. Development of a business designation application system for disability welfare services project

【Bureau of Social Welfare and Public Health】

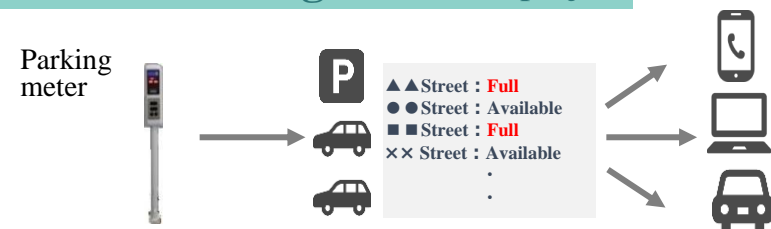
- Establish a new system that enables one-stop services from briefing session reservations to business planning and application for business operator nomination
- Reduce the administrative burden on business operators



8. Introduction of cashless payment at parking and ticket issuing facilities project

【Metropolitan Police Department】

- Convert parking meters to cashless
- Driver's convenience will be improved by networking, such as providing available parking lot information to them



Theme 5

Sophisticated Business and More Efficient Internal Administrative work

9. Promotion of Tokyo "PORT" DX project【Bureau of Port and Harbor】

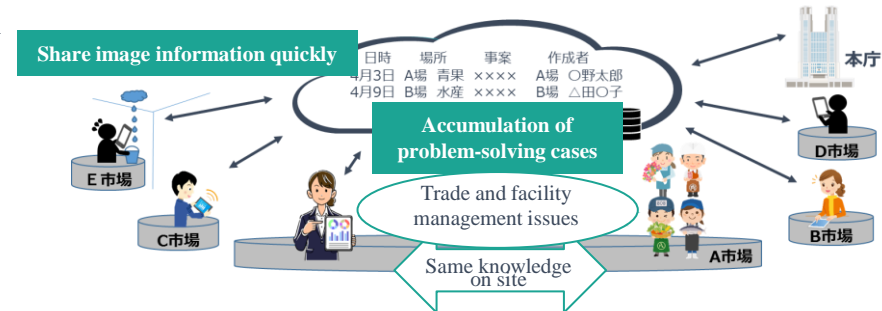
- Improve work productivity by centralizing various information such as storm surge and construction information on the platform



(Image)
Immediate access to information is possible on maps

10. Improving the efficiency of wholesale market operations by utilizing DX project【Central Wholesale Market】

- Introduce digital tools to establish a rapid information-sharing system between on-site offices and headquarters
- Promote the efficiency of market operations by realizing knowledge management such as accumulating problem-solving know-how



11. Supplies Procurement System Restructuring project【Bureau of Accounting】

Restructure the system using private cloud services to optimize and improve the efficiency of the entire supply procurement

