Effects of Evaluation on Research-supportive and Administrative Departments in AIST

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Outline of AIST Organization

employees ~10,000
(permanent) Total number 3,103
(Apr., 2008) Researchers 2,408
Administrative staffs 695

- President
- Senior Vice-president
  Vice-presidents

Research-supportive Department group
- Public Relations Dept.
- Collaboration Dept.
- Intellectual Property Dept.
- International Affairs Dept.

Administrative Department group
- Safety and Environmental Protection Dept.
- General Administration Dept.
- Human Resources Dept.
- Financial Affairs Dept.
- Research Facilities Dept.
- Tsukuba Advanced Computing Center

Research Units
- Research Centers (23)
- Research Institutes (22)
- Research Initiatives (5)

(Oct., 2008)
Aims of Evaluation

of Research-supportive and Administrative Departments

promoting changes in the consciousness of members

Evaluation Indexes:
1) To improve the service
2) To enhance the efficiency
3) To culture high-motivation
"Management by Objectives": Each department sets targets based on management policy.

**Evaluate Interval:**
every two years
The cooperation between departments and long-term subjects have been developed.

Some good examples of progress of research-supportive and administrative departments through the evaluation in AIST will be introduced.

Action plans have been set according to the issues extracted by evaluation.
Seven issues which need cooperation between departments and long-term efforts were extracted in 2005:

- **One-stop service** (introduced last year)
- **Facility management**
- **Formation of “AIST brand”**
- Effective presentation and administration of research result
- Collaboration with industry, academy, and regional sectors
- Utilization and analysis of technological information for the research strategy
- Promotion of personnel interchange utilizing non-governmental staff system
Background of Facility management:

- Stringent problem of aging facilities
- Long term
- Large cost
goal of action plan:
To set the master plan of facility management based on the research strategy in 4 years (2006-2009).
- the basic design suitable for AIST
- rebuilding plan to minimize the influence to research activities etc. (in 2006)

Achievements by 2007:
- revamping the rather old buildings
- survey of energy consumption and preparation for energy-saving facility management

Confirmation of the long-term issues induced high-motivation in the related departments.
“Formation of AIST brand” needs the cooperation among many departments.

- Transmit our activity for technology transfer or activate collaboration
- Promote our research philosophy
- Increase social responsibility

AIST brand

- Public Relation’s Dept.
- Collaboration Dept.
- Intellectually Property Dept.
- Research and Innovation Promotion Office
“Synthesiology” : a new journal published by AIST

- To show an image of AIST performing “Full Research”
- To enhance the motivation of researchers engaged in “Full Research”
- To announce philosophy of “Full Research”
- To make an opportunity to present “Full Research”
- To storage the knowledge
Summary

1) We have extracted issues which need long-term operation or cooperation among departments through biennial evaluation.
2) We have set action plans to overcome the issues.
3) We have evaluated the activities which are difficult to clear by single department or to observe in a single-year basis evaluation through monitoring.

The evaluation induced the changes in the consciousness of members to improve the service, to enhance the efficiency, and to culture high-motivation.
Future tasks...

• Discussion how to evaluate the activities properly under the action plan at the end of the term.
• Consideration for evaluation system to see the whole activities and to contribute to the management of AIST.
Conclusions

Evaluation is not only for “Checking” to recognize current situations.

Extraction of issues by evaluation and continuous monitoring of each department activities have contributed to encourage staffs to improve AIST.
Thank you for your kind attention.