

Research on Optimization of Urban Community Grid Management--Taking Town F as an Example

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Abstract. Grid-based management is the government's attempt to innovate the grass-roots governance system and optimize service management against China's rapid urbanization and modernization. Community grid-based management requires a sound system, specialized teams, and high-quality participation of residents as support to give full play to its efficacy. Based on the dilemmas faced by the grid-based management in F-town, strengthening the construction of the grid-based system, improving the structure of grid members, enhancing the awareness of residents' participation in shared governance, and optimizing the construction of digital platforms are the inevitable ways for grid-based management to move towards the rule of law, standardization, and standardization.

1 Introduction

The report of the 20th Party Congress pointed out that at the grassroots level of society, to adhere to and develop a new era of the 'maple bridge experience' smooth and standardize the expression of public demands, coordination of interests, rights, and interests of the channel, improve the grid management, satisfactory service, information technology to support the grassroots governance platform, improve the governance system of urban and rural communities, and timely resolve conflicts and disputes at the grassroots level, resolve in the bud. F town to promote the construction of grid management as a critical issue, to open up the grassroots social governance of the "last meter," to play the social benefits of grid service management. This paper focuses on analyzing the problems of grid management in F town and discussing how to optimize grid management, aiming to provide a reference for improving the overall effectiveness of urban community grid management.

2 Status of Grid Management in Township F

2.1. Overall organizational structure

F Township grid management structure is more rigorous, constructing a "five-level linkage" management system: "the township government unified management - section-level cadres to help packages - the village community coordination - the grid implementation - Residents' response." There are 9 exclusive grids and 44 basic grids covering 8,003 residents. Through the establishment of grid plans and household registers and

the insistence on managing people by houses, comprehensive information collection is carried out on the houses and residents in the grids to which they belong so as to accurately grasp the state of the households and register them one by one. Township F puts the grid management top-level design in a prominent position, solicits opinions and suggestions from various aspects, draws on the management methods of advanced regions, adopts and issues the relevant documents to promote the grid management of rural communities, "on the implementation of urban and rural grid management work", strengthens the capacity of townships and townships to strengthen the relevant documents "townships and townships to implement the program of integrated law enforcement work" and strengthens the management of village-level grid members of the relevant documents "Grid Staff workbook" and other documents, the townships, villages, and communities can be based on the requirements of the document, combined with the actual situation in the region, to carry out the work of rural community grid service management in a stable and orderly manner, to ensure that the township called the township should be up and down the linkage. As shown in Figure 1.

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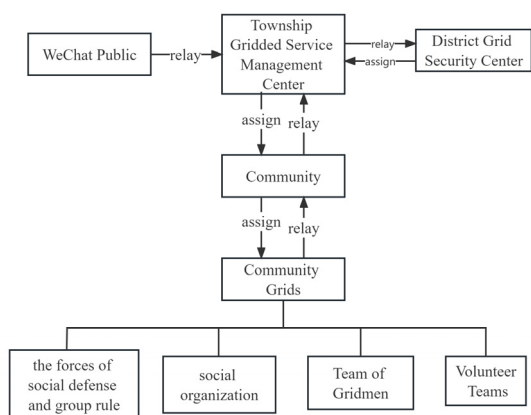


Figure 1 Grid management event reporting flow flow chart

2.2 Grid management content

F town around the collection of social and public opinion, policies and regulations, urban and rural management, and other grid functions, developed a list of grid matters, divided into 8 significant items and 42 small items. The Party Service Center is required to organize and coordinate the processing of internal grid matters with a clear scope of work and work content. As of August 31, 2023, a total of 16,548 pieces of information have been released in Town F. Among them were 7,223 reports of announcements, 2,499 articles of office guides, 3,475 bits of party building garden, 11 pieces of motions, 3,182 pieces of side events, and 158 pieces of issues. The total number of practical livelihood problems solved by residents was 489.

2.3 Grid staff team building

The Town of F has established a "1+N" team of grid workers as needed, i.e., 1 grid leader and N grid workers. At the same time, they are jointly responsible for one grid. The main body of the grid chief, the gridman, the sinking force, the social force, and so on form the gridman team. We not only pay attention to the staffing issue but also pay attention to the working ability of the grid staff team, organizing all the relevant personnel by including business training, study tours, regular meetings, and other forms of learning systems to carry out the appropriate personnel to improve their business capacity.

3 Problems with Grid Management in Township F

3.1 Policy implementation alienation

The "bottom-up" path in policy implementation theory is based on full communication between policymakers and implementers, with an eye to functional connectivity and finalizing policy goals. In this theory, the Porter and Hearn model of implementation structure emphasizes the full consideration of local conditions for policy making. From the practice of grid-based management in Town F, there needs to be more policy implementation in some

communities^[1]. This is due primarily to the fact that there is no accurate localization to formulate relevant policies suitable for the actual local grid governance; some communities do not have enough people, money, and materials to guarantee the standard implementation of grid governance; and there are also some communities that have set up grids but are unable to carry out the grid governance work usually. Policy implementation requires the unification of rights, responsibilities, and benefits to promote the implementation of policies in place. In the process of grid governance, more emphasis is placed on top-down decentralization and resource integration and bottom-up identification of problems, reflection of issues, and then seeking solutions to problems. However, there are still problems with the unification of responsibilities, powers, and benefits in F-town, which quickly leads to the over-centralization of power at the upper level and the over-powering of the grassroots at other times, which is prone to produce deviations in the process of policy implementation.

3.2 Inadequate construction of grid system

In implementing grid-based management, Town F should not only refer to the standards set by the city and complete the corresponding indicators but also continue to explore and combine the actual situation of the town to promote grid-based management better. However, there currently needs to be a standardized authoritative grid management operation system, for grid management has not introduced relevant supporting implementation rules and guidebook, no uniform implementation standards are prone to implementation is not in place, the implementation of the problem of deviation. The existing assessment mechanism is not perfect enough, and the quantitative indicators for assessment are not specific, so it is impossible to use quantifiable indicators to reflect the effectiveness of the work of the target group of the evaluation.

3.3 The quality of the grid workers is inadequate

Most of the F-town grid members are older, have lower cultural levels, and need a longer time to adapt to the grid management work mode, grid clerks lack professional and comprehensive knowledge of grassroots management, are unable to effectively adopt scientific and professional work methods, and do not possess comprehensive professional qualities. Moreover, with the further penetration of information technology into grassroots management, all work has begun to move towards digitization and intelligence, and they are faced with the challenge of spending a certain amount of time and energy in their daily work to change their original concepts of function and mode of work and to learn to master modern information technology and methods; grid members requirements of the standard are not high, but also due to the continued decentralization of the work, the heavy pressure on the body leads to some of the quality of work is challenging to ensure that

many people pursue the completion of the completion or not, rather than the quality of the high and low.

3.4 Resident participation is lacking

Grid management is not only the work of grid workers but also needs the active cooperation and understanding of the general public. In township F, a more serious degree of aging townships, the severe lack of young labor and talent, and community residents of varying qualities, which inadvertently increased the difficulty of community grid management^[2]. Due to the more significant workload in the grid, the grid staff configuration is less; the grid staff is busy with the higher level of the grid affairs, taking the initiative to find problems, and door-to-door to solve the problem still needs to be put in place. Grid people are busy with daily production and life, and the rural community grid management needs to understand what is in place. There is still much room for improvement and optimization in the design of the system of mass participation in social governance, and there is a lack of a system of incentives for participation. From the actual situation, the power of the masses in the grid governance is very weak, for the service nature of the grid activities is not prominent, and it is difficult to mobilize the masses of residents to actively participate, the majority of people believe that they can sit back and enjoy the benefits of the grid governance, more will be placed in the position of passive acceptance of the position of the lack of subjective motivation, the need for the grid staff to mobilize the mobilization of many times before they will be actively cooperating with the work of the grid governance. Not only is the willingness of the residents to participate low, but also the participation of social organizations is not high, and their effectiveness is low. In actual social governance, social organizations belong to marginal roles, and there is a big gap between their roles and the ideal state of expectations.

3.5 Digital platforms are yet to be improved

In promoting grid-based management in Township F, although three-level grid-based service management centers have been constructed for townships, communities, and residents, all event reporting, processing, and feedback can be realized through village and community grid passes. However, all three levels of grid-based service management centers rely on the grid-based intelligent work platform to coordinate and dispose of. Due to the lack of supporting information technology and incomplete collection of essential data, data processing is still not smooth, involving too many departments and other reasons, there is a lack of considerable data resources, departmental linkage, the role of the digital platform has not been given full play to and other issues, which reduces the efficiency of the work of the city's grid-based management and the degree of intellectualization.

4 Suggestions for improving grid-based management

4.1 Actively play the role of the government's planning and guidance.

First, it is necessary to accurately position the government's role as a guide in community grid management. The government has a dominant position in the overall planning, policy formulation, funding, and grasping of the direction of community development. It can comprehensively use administrative, legal, economic, and other means to regulate community construction. Still, community grid management involves specific measures that should be formulated and implemented by the community so that the community's autonomy can be given full play to avoid excessive government intervention in the community. Develop a list of powers and responsibilities of the main body of community grid management, clarify the division of powers and duties of government departments, street offices, and community residents' committees, and reduce the burden on the community so that the effectiveness of governance is more apparent in the community services^[3]. Secondly, the community should cooperate with government departments to play an organizational role in community building and actively promote and mobilize community residents to participate in community building. Finally, standardize the government's administrative behavior to achieve administration according to law. Based on the experience of modern community building, constantly improve laws and regulations, break through the previous path of dependence dilemma, community organization, and residents' participation dilemma, enhance the level and quality of community building, improve the living standards of community residents, balance the relationship between the government, the community, and the residents, to achieve the community residents live in peace and work with contentment and the healthy development of society.

4.2 Strengthening the Grid System

Constructing the daily management mechanism of grid-based management and emergency disposal linkage mechanism to ensure that the regular control and emergency management mechanism can be randomly converted^[4]. In the face of the unexpected social impact of the worse problems, led by the linkage center rapid reporting rapid disposal, try to control the effect of the smallest possible range; for the historical legacy and difficulty to solve the livelihood problems, to strengthen tracking and supervision, to be the right time to crack again. The establishment of a perfect grid assessment mechanism, public satisfaction with the grid management assessment of the essential indicators, acceptance of external supervision and urging, the establishment of the evaluation of quantitative indicators, and the use of quantifiable assessment methods fully reflect the assessment object of the work of the effectiveness. The assessment process should be

comprehensive and thorough, not only to assess the grid management work departments and functional departments staff but also to assess the village-level grid staff to enhance the awareness of the grid staff service fully^[5].

4.3 Strengthening of the Grid Staff

Gridman is the end of grid management, and all the policies need to be implemented by the gridman to enforce the implementation of the strengthening of the gridman team construction, which is the key to community grid management. First of all, we should stimulate the grid staff to participate in grid management enthusiasm, play their subjective initiative, and take the initiative to learn the content of the grid management. Secondly, we should carry out regular training on particular topics and provide systematic training on the business and workflow related to grid management to improve the grid team's professional level. Finally, the government should improve the standard of treatment of grid workers. The government can be based on the duties of the grid workers, the degree of difficulty of the work, and other comprehensive considerations, the grid workers salary and treatment, to ensure the stability of the grid workers team, and on this basis, appropriate performance appraisal, to improve the work of the enthusiasm and initiative^[6].

4.4 Enhancement of residents' awareness of participation in shared governance

Urban grid management to get the support of the people, in the final analysis, or to rely on the people in the daily work of security issues, neighborhood dispute resolution, etc., to further strengthen the publicity of the grid work, with the help of WeChat, microblogging, jitterbugging and other emerging Internet publicity platforms, to produce publicity products that are popular with everyone, through the setting of the grid director's mailbox, public opinion polls, online message boards and other Various forms of interactive columns, to enhance the transparency of community grid management work and the grid staff and residents to interact with the heat, so that the community^[7], the community people can understand the grid management, actively participate in the grid management, and constantly stimulate the people's spirit of mastery, for the grid management work of a series of problems that exist in the community in a timely manner to the community grid staff to reflect their own aspirations, and timely to the Staff advice, to help grid management staff targeted optimization of work methods and methods, and further enhance their work efficiency^[8].

4.5 Optimizing the construction of digital platforms

First of all, we should realize the standard construction and sharing of management resources, and the information resources of each management function

department should be unified and summarized through the information platform to analyze and summarize the management data of each department, enhance the synergistic use of each department, and avoid the asymmetry of information between departments, which results in the waste of management resources. Then, through the big data means to summarize and analyze the problem, it can be more targeted to allocate the work of the grid staff. Government departments need to pay more attention to the information management system investment and construction to improve the community grid management work of hardware facilities and office conditions for the community grid management staff to provide the necessary work support.

5 Conclusion and outlook

Grid management work has been implemented for many years; after a long time the combination of theory and practice, its work mode has become more and more standardized, especially in recent years, China's digital economy and the continuous improvement of the level of scientific and technological development, the modern grid management work mode has a more significant enhancement. Because my theoretical knowledge and work experience are limited, coupled with the F-town grid management work still groping forward, some of the ideas and countermeasures proposed in the text need to be further explored in specific practice; I only hope that this paper and research can help grid management construction to broaden the idea further.

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