Discussion on Current Situation and Function of Grid Management

−A Case Study of District S

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Abstract—**Grid management is to divide the community into several grid units based on certain principles, and to deal with complex social affairs by means of information technology. This paper illustrates the definition and function of grid management in the existing literature, and describes the current situation of grid management in District S through field surveys of six communities in District S, and finally analyzes the achievements. Grid management plays an important role in the process of social governance in China by a new management means. It has theoretical and practical significance for us to build seamless government, service-oriented government, improve residents' awareness of participation and reform the sub-district management system. However, there are still some problems in grid management. We can focus on the lack of residents' enthusiasm for participation and backward information technological means and other situations in the future research, to provide experience for further deepening grid management and innovating social governance.**

Keywords—District S, Grid Management; Residents' Participation; Social Governance

I.   INTRODUCTION

Osborn believes that under the background of increasingly pluralistic public service subjects and increasingly complex policy-making process in the 21st century, new public governance can fully reflect and grasp the various realities of public policy implementation and public service provision. Such new mode emphasizes pluralism of values, and its ideas are profoundly influencing the changes of our government and society [1-2]. As the main body of governance, citizens are playing an increasingly important role.

In China, Dongcheng District of Beijing was the earliest area where grid management was applied to urban communities, we managed personnel and affairs in the grid by creating a "10,000-meter Grid" and using GPS and other technologies and information management platforms, therefore improved the efficiency of urban community management. Grid management has not only been applied in urban communities, but also obtained certain effects in the fields of fire protection and food & drug regulation. Although grid management has the characteristics and advantages of scientific refinement, resource distribution and efficient service, there are still many shortcomings in the field of grid

management. For example, there is no comparatively mature definition of grid management in academic circles, and a phenomenon of incompatibility appears in the actual process of grid management. Therefore, further discussions are required.

Based on the above situation, this paper provides the discussion of the current situation and existing problems of grid management through the field survey in District S, and finally offers practical experience and theoretical support for further deepening grid management.

II.   LITERATURE REVIEW

A. Definition of Grid Management

"Grid Management" is a new concept in management practice in recent years, therefore its definition has not been universally recognized by the academic circles. The idea of grid comes from the application of water and electricity. Residents can easily and quickly obtain water or electricity by turning on the taps or switches without thinking about the complicated procedures of water supply and power supply. Grid management is similar and it includes two parts: network and user [3-4]. Users can enjoy high quality service whenever and wherever they submit their needs. Service can be provided timely and accurately through resource mobilization in the grid, and bidirectional interaction between users and the grid can be achieved through a certain protocol. The core idea of grid management is mainly embodied in the simplicity of user's submission of requirements and the accuracy and rapidity of network response to requirements. As an important means of modern urban governance, grid management was firstly used in the grid patrol of the public security system. Later, grid management was gradually applied in the management of several other fields, such as labor supervision & management, industrial and commercial management, health supervision, urban management law enforcement and transportation.

Urban community management is a worldwide topic. Different countries are carrying out their own community management practice and exploration, like the "Nomad Project" launched by the UK government, the data grid project implemented by the European Union, the national grid plan launched by France, and the "Global Information Grid" plan implemented by the United States, etc.. In China, the practice of grid management is prior to theoretical research. It first

started in Beijing and Shanghai. In 2004, Dongcheng District of Beijing applied grid management in the field of social governance and innovated the model of social governance, which drew the attention of the academic circles to grid management. At that time, the development trend of "No Grid, No Governance" emerged (Rongzhuo CHEN, 2015).

Shiyuan ZHENG et al. (2005) believed that the so-called grid management referred to that, thought borrowing the idea of computer grid management, the management objects would be divided into several grid units by certain standards. Making use of modern information technology and coordination mechanism among grid units, each unit can effectively exchange information and transparently share organizational resources with another, and then the integration and organization of resources will be finally achieved. Modern management thought of improving management efficiency. The personnel who undertake specific tasks in a community grid management organization would become community grid members [5-6]. Yun CHEN (2007) believed that grid management referred to the effective allocation of various resources, to provide transparent integrated services for resource demanders in order to improve management efficiency.

B. Role of Grid Management

Grid management helps us to establish a seamless government. Seamless government is a change aiming at providing seamless service to customers. It is customer-oriented and can change the fragmentation of government institutions and eliminate information island. Through the fine division of the grid, the grid management can help the functional departments understand the detailed distribution of people and things in the grid, understand the needs of the residents in the grid in time, therefore solve the problems pertinently and improve the satisfaction of the residents.

Grid management can enhance public awareness of participating in community affairs. Grid member is a successful example of people participating in public security governance. Their participation is actually injecting positive energy into society, encouraging more people to participate and work together for social security management. Communities are often the direct place of origin of citizen participation. Grid members can expand the breadth and depth of people's participation in social life. They represent the positive civic spirit, emphasize that citizens should take the initiative to participate in social public welfare and volunteer activities and to shoulder the basic moral responsibility of society, helping themselves, helping each other and helping others.

Grid management is an attempt to reform the sub-district management system. Sub-district is at the end of administration and at the top of the community. It is an important link between government and community and the key to innovate the social governance of the community. Nowadays, territorial responsibility is emphasized for many jobs and social management is becoming more and more complicated, so sub-district office inevitably undertakes a lot of social management work. Grid management tends to decentralize power and distribute resources into the sub-districts and communities,

which helps to solve the problems of community, like staff shortage and struggling to cope with issues, and the phenomenon of "lack of authority during administration, lack of staff for work, lack of money for operation".

C. Literature Review

Although the related practice of grid management technology has been explored for a long time, there is still no consensus on the definition of grid management. On the basis of literature and research, this study defines grid management as a community-based social governance model, dividing the community into several grid units by certain principles, and finally realizing fine management through using certain information technology. By retrieving the keyword "grid management" at http://www.cnki.net/, we can find that there were only 9 articles published in the whole year of 2005, but 174 articles published in the whole year of 2018. The grid management has attracted more and more scholars' attention. This paper illustrates the current situation and existing problems of grid management taking District S as an example, which not only refines the concept of grid management in theory, but also helps to provide new ideas and solutions for the new problems and challenges encountered in the current practice of social governance.

III. CURRENT SITUATION OF GRID MANAGEMENT-A CASE STUDY OF DISTRICT S

Social governance model is a process of continuous development. Grid management emphasizes the participation of residents and the construction of service-oriented government. Therefore, it is an important attempt to realize the modernization of governance capacity and governance system in China. District S has made some achievements in grid management, which has certain enlightening significance for us to build seamless government, improve residents' awareness of participation, and reform the sub-district management system.

A. Developing the General Practice Grid to Consolidate the Foundation of Community Governance

At present, the whole district has been divided into 268 grids according to the unified requirements of provinces and cities and the urban grid management standard of 300-500 households, with an average of 426 residents per grid. After the new 268 grids have been delineated, departments on other lines will no longer be set up additional grids. At the same time, according to the requirements of "One-grid One-organization", the "1+2+3+N" model is vigorously promoted. At the district level, the Grid Assessment and Reward Measure is promulgated, and a new budget of RMB 2.4 million is added to establish and improve the income of grid members. The various events and information reported by the grid are automatically counted by the system according to the flow and conclusion of platforms. After reviewing, the sub - district office will give monthly rewards in accordance with the standard of RMB 5 per score to motivate grid members. At present, there are 583 full-time grid members in the whole district. The total number of various governance messages reported by grid members after visiting to various communities is more than 33,000.

B. Creating Platforms and Contents for Residents' Participation

District S encourages the community to carry out rich, colorful and popular self-governance activities according to the characteristics of residents' needs on the basis of a good job in providing for the aged, helping the poor and other traditional community services, to attract residents to join the ranks of grid members, to enhance exchanges and mutual assistance, and to build a good-neighborly culture and acquaintance community. District S encourages the community to actively use new media means, expand channels and platforms for self-governance, and promote the informatization and modernization of self-governance.

C. Implement the Decentralization of Community Forces

At present, 261 district-level departments of 10 departments in District S have implemented the force decentralization through "contracting" or territorialization reform. Among them, the judicial bureau of the district has implemented the territorialization reform together with the district market supervision bureau and the city administration bureau in advance of the provincial and municipal requirements; In District S, planning, environmental protection and land are directly managed by the municipal office, because territorial reform cannot be carried out due to less labor force. Business guidance is implemented in the form of "contracting". In addition, District S is self-pressurized and implement the staff distribution in the form of "contracting" for residential construction, traffic police, fire control and other departments with more businesses involved in the actual work of the community governance.

IV. CONCLUSION AND PROSPECT

As a new management means, grid management plays an important role in the process of social governance in China. It has theoretical and practical significance for us to build a seamless government, service-oriented government, enhance residents' awareness of participation and reform the sub-district management system. However, there are still some problems in grid management. For the research in the future, we can focus on the following aspects:

(1) During the investigation, the author has found that the participation of some residents in District S is insufficient. Firstly, the participants are not balanced. The participation degree of different residents varies greatly. The main groups of participants in community activities are: Old, weak and idle groups. In terms of age, retired people are the main participants in community activities. In terms of gender, most of the participants are women. Moreover, the mobility of residents in older residential areas is high, so the enthusiasm of tenants is not high. Secondly, the current mode of mobilization is more traditional and single. Because some communities have not fully mobilized residents to participate in community management, some communities pay more attention to forms than contents, or focus on fulfilling the tasks assigned by the grass-roots government, the activities cannot arouse the attention and interest to participate; Some community workers work in a single way and are not good at mobilizing the masses,

so that the soft environment of community construction is poor, which causes the residents' participation rate not high. Some residents even have a sense of resistance to community activities.

On the one hand, people's lack of clear understanding of self-governance and the weakening of self-governance function lead to the low enthusiasm of residents to participate in it. On the other hand, the government's welfare service so strong that some residents rely too much and wait for others to solve problems that they are fully capable of solving by themselves, and enlarge their discontent with the insufficiency of existing community services without considering their own responsibilities. This has become a bottleneck problem restricting the further promotion of community construction. Because of the strong administerization and inertial thinking, community workers basically lose the ability to mobilize the residents; As a result of the wishful thinking of the government, the community residents have never really taken the master's responsibilities, as they finally lost their sense of ownership. Therefore, the community should guide residents to change their concepts. The work philosophy should be shifted from "Being the Masters of the People" to "Letting the People be the Masters", from "Taking On All Things" to "Participating Jointly", respecting the principal status of the residents, respecting the initiative spirit of the residents, and realizing the self-management, self-education and self-service of the masses.

(2) The means of information technology are immature. In the survey, it is found that the evaluation of the work of the grid members is the online rate data collected by the GPS-based mobile phone APP, but at present the APP used by the grid members has the problems of losing connection and collapsing due to the immaturity of technology, seriously affecting the performance assessment of grid members. Therefore, in the future, it is necessary to strengthen information infrastructure construction, vigorously promote the construction of sub-district community informatization, speed up the improvement of community informatization facilities, deeply carry out intelligent community pilot projects, coordinate the construction of community integrated service management information platform, and encourage all kinds of fund organizations to apply informatization means, in order to further promote convenient service, intelligent management and life modernization. We should make full use of mobile internet, new media and other means, further promote the openness of government affairs, innovate social mobilization mechanism, expand public participation platform, strengthen the popularization and training of information technology, and guide residents to participate in social governance orderly.

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