Community Grid Management Under the View of Griders: Problems and Countermeasures- Based on the Study of Grid Management in Haikou

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Abstract

The urban community grid management is a kind of social management innovation and represents the future development of China's urban management. It put forward in the background of the increasingly complicated urban management and the increasingly diversity of public demand. This paper takes the grid management of Haikou as a sample, using a combination of methods which included literature, questionnaires, and interviews. The grider as a "street bureaucratic", they have a unique feeling for grid management. Therefore, this paper chooses the griders' feelings of Haikou City's grid management as an analytical perspective. Through the investigation, the author finds that the community grid management in Haikou has some problems such as work cognitive bias, legal status embarrassment, poor management system, overload management matters and public participation consciousness. In the end, the author gives targeted countermeasures and suggestions.

Keywords: Grider; Community; Grid management; Haikou

1. Introduction

Since the reform and opening, with China's transition from a planned economic system to a market economy, economic and social has been develop rapidly, but at the same time, urban management problems are becoming more complicated. For example, the construction of urban infrastructure behind the pace of economic development, the order maintenance and social security issues behind urban population expansion, and the rapid urban development of the "urban disease" and other issues, all of this has put a huge challenge to the original urban management system. In order to solve the series of problems brought about by social transformation and institutional transition, the government has been deepening the reform of the management system. And the diversification of social management reform has been carried out vigorously throughout the country. Grid management, as a new means of social management, is one of the fruit of thousands of practice tide.

The Third Plenary Session of the 18th CPC Central Committee put forward that the overall goal of comprehensively deepening reform is to "perfect and develop the socialist system with Chinese characteristics and promote the modernization of the state governance system and governance capability". To promote the modernization of the national governance system and governance capacity, it is bound to require a variety of management systems in the country to carry out a breakthrough reform. With the broken of unit system in China, the community has become the basic unit of national social management, and promoting the modernization of community management system and management ability plays a leading and fundamental role in realizing the modernization of national governance system and governance ability.

The research of grid management began in the exploration of management model in Beijing "million meters unit grid". Since then, grid management practice in all parts of the country in full swing. Community grid management is a useful exploration of the concept of foreign grid, which is of great significance to promote the modernization of community management system and management ability. However, there are also a number of different critics of the controversy over the praise of community grid management. In view of the above background, in order to understand the operation status of community grid management scientifically, the article selects the grid staff as the perspective. The grider as a "street bureaucrat", they are the direct participant and the actual performer of grid management, the bridge between the government and the people, their view of grid management is the most realistic and reliable. This paper intended to take the example of Haikou City, which has just fully implemented community grid management in 2014, and adopted empirical research methods in order to glimpse some problems existing in grid management and put forward countermeasures to provide realistic model for grid management and provide realistic samples and theoretical reference for the new model of grid management.

2. Literature Review

The scholars' and practitioner's discussion and research about grid management have never stopped during the

decades that grid management has been proposed to practice. The explore and research about grid management from the different disciplines and perspectives, and according to the information that the author grasped, the general can be summarized into four aspects, namely, the connotation and characteristics of grid management, technological innovation and local practice research, application and effect, problems and disadvantages of grid management.

2.1 The Connotation and Characteristics of Grid Management

At present, domestic and foreign scholars on the definition of grid management has no uniform concept. According to the definition of USA scholar Foster and Kesselman (1998), the grid is an emerging technology built on the Internet, It combines high-speed Internet, high-performance computers, large databases, sensors, remote devices, and trying to achieve the full connectivity of all the resources on the Internet, providing more resources, functions and interactivity for the scientific and technical personnel and ordinary people. Grid management is China unique title, lack of relevant foreign concepts, Chinese scholars given a lot of definitions from different angles. For example, Zheng Shiyuan et al. (2005) viewed the definition from the perspective of information technology. Chao Zhang et al. (2006) summed up the concept of "urban grid management" based on the practice of grid management in Dongcheng District of Beijing. Also, some scholars have studied the characteristics of grid management (Yan Yaojun, 2006; Jiang Ailin et al., 2007).

2.2 Research on the Technology Innovation and Local Practice of Grid Management

The implementation of grid management requires a series of technical support and the corresponding system to run. These technologies include spatial information infrastructure, database technology, and geographic information technology (Wang et al., 2006; Li Deren et al., 2006; Luo Yiyong et al., 2008). Grid management since taken a root at 2004 in China, all over the country form a unique model with their own actual conditions, which based on the basis of the Beijing model and academic research in this area is also very productive. "Million meters unit grid management" model in Beijing Dongcheng District (Chen Ping, 2005), "community grid management" model in Shanghai Changning District (Chi Zhongren et al, 2008), and "grid management, group service" model in Zhejiang Zhoushan are typical representative of them (Sun JianJun,2010).

2.3 The Application and Effect of Grid Management

Since Beijing has applied the concept of grid to urban management, many areas (transportation, water conservancy, agriculture, forestry, meteorology, education, environmental protection, etc.) have begun to explore the implementation of grid management. Zhou Ji et al. (2006) explored the application of grid technology to logistics management. Li Deren et al. (2008) designed the service system of the land and resources grid management, and Ma KeNa (2011) put grid management and college student party building work together. Grid management have changed the traditional urban management, and achieved some positive results. And from the national grid management practice point of view, these results can be summarized as the following points:(A) Improve the efficiency of government work, optimize the quality of government services (Ping Chen, 2005);(B)Promote the government and the public interaction, and improve the government emergency response capacity (Zhu Xiaoning, 2006; Xing Tong, 2012);(C) Changed the city management system, and recreated the process of public service (Yang Hongshan, 2011; Zhu QianWei, 2012).

2.4 Problems and Disadvantages of Grid Management

Grid management, as a new thing, is a management system innovation in order to solve the difficulties faced in the urbanization process in China. Although it brings some positive effects, at the same time, there are some problems and shortcomings. At present, scholars have studied this a lot. (Jiang Ailin, 2007; Xu Guangqi, 2011; Chen Yun, 2007).

2.5 Brief Comments

At present, China's academic research are majoring in the grid connotation and characteristics, technical design level. Although the consensus has not yet reached, the dispute is relatively small. In the construction of grid management mode, with the local grid management practices continue to emerge, there will be more and more academic achievements appear, the exploration of the construction of the model is promising. In terms of grid management issues and optimization, grid management as a reform attempt is far from the perfect point and the current academic circles in this piece of discussion is intensive, they give many solutions, these optimization measures are more from the macro level, with a color of normative study. Such research has a propelling role in the development of theory, but the guiding function of practice is not prominent. The micro-analysis based on the field is rare and from the grid administrator "street bureaucratic" perspective to explore the grid management issues and countermeasures literature is very few. Therefore, the article selected the perspective of grid administrator and combined with Haikou community grid management which is a specific example to glimpse

the problem of grid management is a kind of innovation.

3. The Community Grid Management of Haikou City in the Eyes of Grider
3.1 General Situation of the Community Grid Management in Haikou

In recent years, with the continuous expansion of the scale of Haikou City, the population continues to growing, and the government being more and more difficult to provide a variety of personalized services. In order to reverse this situation, Haikou Municipal Committee in 2012 considered and approved " the decision of CPC Haikou Municipal Committee on the reform and innovation of urban community management system " (here in after referred to as "decision") in 2012, which decided to implement two Management measures -"flat, grid", and form the new pattern of urban community management that "Party leadership, Street responsibility, Social coordination, Public participation".

Under the guidance of the Decision, Haikou choose Binhai Community and Wanfu Community as the pioneer about community grid management and take the "City Management Year" activities as an opportunity, at the end of 2014 to complete the main city community grid management of the full coverage. According to Haikou Municipal Bureau of Statistics data, until 2014, the reform of Haikou community management system is in an orderly manner, community grid management agencies at all levels have been set up, 1148 grid of the city have equipped with 1456 grider, and grid population acquisition progress 94.9%, real housing collection all completed. It can be said that Haikou grid management not only has the general characteristics of the general grid management, but also formed its own distinctive characteristics of innovation.

3.2 The Source of The Data

In this paper, the multi-stage sampling method divided the Haikou into four zones, and then use the random number table method which is in the simple random sampling to extract one street from the four districts. Finally, all community neighborhood members of the grid staff will finish a questionnaire survey. The sample involved a total of four streets, 24 communities, and 230 grid members. A total of 230 questionnaires were distributed, 187 were collected and the recovery rate was 81.3%, of which 177 were valid questionnaires, the effective rate was 94.7%. The basic situation of the sample is as follows:(A) Gender: male accounted for 38.04%, women accounted for 61.96%;(B) Age: the person about 20-40 years old accounted for 80%, and above 50 years old accounted for 20%;(C) Education: college accounted for 77.71%, high school accounted for 20.11%, junior high school accounted for 1.63%;(D) Political appearance: 62% of the masses, 10.33% of the Communist Party members and 27.72% of the Communist Youth League members;(E) Work experience: more than 98% of the staff have more than 1 year work experience;(F) Marital status: married accounted for 51.63%, unmarried accounted for 47.83% and divorced accounted for 0.54%.

3.3 The Work Cognitive of Grider
3.3.1 The Self-Orientation of Grider

Grid management as a new social management practice, the understanding about it from the eyes of theoretical and political in many areas has not yet reached a consensus, and the results of the questionnaire also reflect this situation. In the view of the essence of grid management, the grider's answer showed a great differentiation, 37.08% of the staff said that the essence of grid management is the sharing of resources, collaborative services, 26.40% of people think that it is fine Management, and there are 30.34% person see the grid management as a "soil approach" that divide responsibility by piece.

Similar to the survey results of grid management, griders are more confused about the main tasks of them, 40.46% of them think that it about information collection, 29.93% of them said that it provide the door service, 18.42% of the staff said it is about inspection and supervision, as for "maintenance stability" is only 8.55% person take it as the main responsibility.

However, compared with the confusion about the essence of grid management and its main task, The grider's position on his identity is more clear, 57.30% of people think that they are community workers, 25.28% people think that they are social workers, only 3.93% of the grid staff think they are civil servants, of course, 11.80% of them classified themselves as other, such as: temporary workers.

In summary, there is a big difference between individuals in the understanding of the essence of grid management and their responsibilities, yet reached a consensus, but in the position of their own identity, the community staff occupies the mainstream.

3.3.2 Why the Grid Staff Choose to be a Grider

The grid staff is the grassroots staff that provides specific services, and welfare treatment of them is much lower than civil servants, but why can it attract so many people to do the job? We conducted a related questionnaire. The result shows that the Work Change is the most important reason for the grid staff and access to grass-roots work experience is an important factor in the selection of grid staff. In addition, It is possible to become a civil servants is another reason to attract them to join the grid team.

In summary, most of the staff engaged in grid job due to Work Change, which can ensures that the grid staff has enough ability to complete the grid management work. Besides, obtain grass-roots work experience and the possibility of change to a civil servants is an important reason to attract young people to join the grid team.

3.3.3 The Job Identification of the Grid Staff

Work identification is the views of the grid staff on the objectives of the profession, social values and other factors. It is the psychological basis for people to work hard to achieve their own goals and the level of job recognition will directly affect their sense of responsibility, loyalty and accomplishment. The author selected the indicators of working condition, work treatment, work prospects, social status and working achievement to constitute the index group and use the index group to measure the job identification of the grid. Evaluation is divided into very good, better, general, less well and very bad. The results are as follows.

①Working Conditions. 64.61% of the staff think that the working conditions is general, 10.11% of people think that it's very good, only 4.49% of people think it is very bad.

②Job Treatment. Compared with the working conditions, the choice of poor (bad and very bad) accounted for 42.69%, the proportion of people who choose the general also fell to 45.51%.

③Work Prospects. 58.43% of the people think that it is general, but 28.65% staff thinks it is poor (bad and very bad).

④Social Status. Similar to the work prospects, 55.37% of the grider think it is general, but 33.9% of them think it is poor (bad and very bad).

⑤Working Achievement. Compared with the other four aspects, the positive sense of work satisfaction (better and very good) is highest, accounting for 32.59% and the evaluation of the general is 53.93%, only 5.62% think it is very bad.

3.4 The Management System of the Grider

3.4.1 The Administrative Affiliation of the Grider

According to regulations in the "Haikou city government office network community grid staff manual", the first book "grid and grid staff", grid staff unified recruitment by the Community Grid Management Center. The grider signed a labor contract with the street, and work under the leadership of the street (town) and the neighborhood committee. Besides, the work from the government departments in the community is also an important part of the work of the grid staff. It can be seen that the grider need to obey multiple leaders that included city community grid management center, government departments, streets (towns) and neighborhood committees. The questionnaire results show that 76.27% of the grid members think "City Community Grid Management Center" is their own higher-level leadership, agree that "community neighborhood committees" as the leading institutions accounted for 14.12% and only 5.08% of them see the government department as a the higher authorities.

The multiple leadership system of the grider will inevitably lead to the problem of poor management, so that the grid staff will be into a predicament that they are confused how to select the order. On the question of whether you have ever encountered conflicting work arrangements, 77.40% of the grid members said they had encountered such a situation, in this conflict of choice, 59.15% of the grider said that they will obey the community grid management center arrangements, community neighborhood committee ranked second and accounted for 16.2%, the government departments are ranked third of 13.3% , and 11.2% of the grider choose other, such as "obey all arrangements."

In summary, we can see that the work of the grid staff is very complex because the grid management involves multiple departments, which lead to many problems for the grid staff.

3.4.2 The Training of Griders

The training of the grid staff is the process of imparting the correct thinking, basic knowledge and skills which are necessary for the work of the new griders or the existing grid staff. The training methods include pre-job training and on-the-job training. The training of the grid staff on the one hand is to strengthening the understanding of community management for the grid staff, on the other hand also allows the grid staff to master and improve the necessary knowledge and skills as soon as possible. According to the data in Haikou Community Grid Management Center, Haikou has organized the training more than 250 times, nearly 13000 people participated during 2014. So how do the griders look at the effects of these training? The author concludes two conclusions by combining the questionnaire results.

①The Effect of Induction Training is not Significant

In accordance with the deployment of Haikou city's reform, the Community Grid Management Center is responsible for induction training of the grid staff and focus on the meaning background of the community management reform and innovation, gridding, the basic connotation and implementation of flat management and so on. However, the evaluation of the effect from the grid staff about induction training is lower than the official expectations, 54.49% of the grid staff said that induction training can only solve some of the problems, there are

even 9.55% of people think that induction training is completely useless. Of course, induction training is not without any effect, there are 35.96% people said that they learned a lot from the training.

②The Training Forms need to be Optimized

In addition to accepting the induction training, the grid staff also has various forms of on-the-job training in the follow-up work. According to the statistics, the training is mainly based on lecture and document training.

But in fact, the grid staff is not satisfied of those "learning conference" and "document training". In the survey, there are some members said that "the arrangement for the learning conference often occupy our rest time, the meeting place is located in remote and the unit does not arrange the vehicle shuttle. After the meeting, we have to write learning experience, which will delay the work and we can only deal with it casually. Griders are more expected to be trained by the "Community Grid Management Center" or "Government departments" in various forms, such as personnel training and video learning.

3.4.3 The Performance Evaluation of the Grider

According to the "Haikou government office network community staff work manual," the provisions in the first volume of "grid and grid members" said "that the assessment of the work of the grid staff use the annual comprehensive assessment system. The content of the assessment are 'moral, ability, diligence, performance, probity', highlighting the completion of government procurement services work. The annual comprehensive assessment organized by the street (town) social affairs comprehensive service center and the government departments relevant to participate. After reviewed by the District Civil Affairs Bureau, the results of the examination are reported to the Haikou Civil Affairs Bureau for coming into force. In practice, the neighborhood committee is generally authorized by the street or town to assess the grid. Although the assessment of the grider has a clear system protection, the role of the assessment mechanism is not large. Survey data shows that 48.88% of people think that the effect of this assessment method to stimulate is in general and 15.73% people said that the incentive effect is not obvious.

The reason is that the first assessment of "excellent" reward for the grid staff is not much attractive. It is understood that Haikou have 30 griders were rated as "excellent community grider " in 2014, the proportion is too small relative to the 1456 grid membership base, and its reward is only a few hundred Yuan in cash, the grider does not have much power to pursue "excellent". Besides, the assessment process lacks transparency. The current assessment system of griders is involved in government departments, streets, community neighborhood committees and the griders know very little about how the results produced. Finally, the assessment method is less reasonable. Assessment criteria are only use the number of parts in the system as the standard, the quality of the work and the performance of daily work lack enough attention.

Compared with the current assessment methods, griderd desired the increase of assessment transparency and improve the proportion of mass appraisal in the assessment. Griders are eager the change of the one-way passive acceptance and introduce the system of assessment results appeal.

3.5 The Work Dilemma of Griders

3.5.1 Excessive Things for Grid Management

Grid management was originally applied in urban management affairs in Dongcheng District in Beijing, in order to improve the efficiency of urban management, but then more and more areas began to try to introduce grid management, resulting in the generalization of grid functions. The survey results show that 86% of the grid staff think that the current grid management matters too much and the reasonable grid management matters is only 13.0%. Similar to the matter that their don't want to report via "social service machine", the things that "family planning", "labor security", "comprehensive management and stability" and "fire safety" are Ranked in front in the survey that should not be included in the grid case.

Grid management is not a box that everything can be included, it has its own limits. If the speed of expand the application is too fast, it will increase the load of the system. Besides, it will impact the original design intention to improve the efficiency of urban management, resulting in waste of resources.

3.5.2 The Lack of Social Workers and Volunteers

The goal of Haikou community grid management in the originally of put forward is to broaden the service channels and form the service system which included public service, market service and volunteer service. The grid members are also agreed with the goal of the city's design, 84.83% of them expressed their intention to "whether or not a professional social worker would need help". Of course, 9.55% of the griders were not fully aware the role of professional social workers, they said "do not need" social workers to offer help.

However, compared with the blueprint of the concept, the status of community grid management volunteer service is worrying. Survey data show that only 2.81% of the community grid has sufficient volunteers and social workers to provide volunteer service, 83.71% of the community lack of the social and volunteers. The community grid management service system in Haikou still needs to continue efforts.

3.5.3 The Legal Status is Vague and Lack of Enforcement Power

At present, the properties and status of urban grid management lack of clear support laws and regulations. The

top design of community grid management in Haikou is only use the programmatic document "the decision of CPC Haikou Municipal Committee on reform and innovation of urban community management system" as a guide.

"Law enforcement" of community griders is lack of legal protection in the strict sense. Due to the embarrass status, the grid staff are often questioned by the residents in the implementation of information collection, the task of inspection and supervision. In addition, the grider are subject to interference by the processor in dealing with complaints of residents of the "illegal construction", "Jeeves operation" and other issues. The survey results also reflect the griders' distress, in the investigation problem that "what are the most difficult work of the grid staff", the answer that "legal status is vague, lack of law enforcement" at top of the list.

3.5.4 The Citizen's Indifference

The goal of urban management system reform in Haikou is to form a new pattern of urban community management that is "leadership of the party committee, responsibility of street, cooperation of social and participation of citizen". However, compared with the government's commitment to the future of community grid management, the reaction of citizens is unsatisfactory. In the investigation of the troubles of grid work, "residents do not match" ranked second. As a grider said in the survey, "At the beginning, many residents are unfamiliar to the community grid management, and even some of them know nothing about it, so it is not very active, the work is difficult to carry out".

The above questions can also be reflected in the attitude of how the residents treat the visited grider. Only 10.67% of the residents are very enthusiastic with the visited work of the grid members, the vast majority of residents are only dealing it in perfunctory. Consider the situation of residents seeking help from the griders, only 26.97% of the residents often ask grider for help, most of them remember the existence of griders in occasionally. The coldness of the citizen on the one hand reflects the resident's lack of understanding for the community grid management which is a new management means. On the other hand, it also exposed the problem that the grider cannot solve the trouble that public faced due to the lack of law enforcement. Which will brought the confidence of the residents gradually disappear.

4. Countermeasures to Enhance the Community Grid Management in Haikou

Griders are the specific implementers of community grid management and they are the key parts which determined the effectiveness of community grid management. Some scholars have made a vivid metaphor for the importance of the grid——"The grid administrator is like a sensitive neuron, extending to the whole body, and woven a care of people's livelihood network on the blood flow. It constantly staged a vivid story in the small city grid which is a big stage of livelihood through a bit of ordinary grid staff. The communication channel between the government and the masses is smooth and the work burden of community is reduced. Even more gratifying is that through this personal service, not only make the distance between the government and the people being more closely, but also make the interaction between residents increasingly close". The plight of the grid staff is often caused by the problem of the whole grid management system, I suggest it can try to start from the following aspects to resolve such "trouble".

4.1 Improve the "Social Service Machine" and the Information System

"Social service machine" is equipped for the grider which is a means of communication used to report affairs. The function included sends information, call, take pictures, fill out the form, location and so on. The original intention of the design is to become a good assistant for the grid staff. However, due to the time of "social service machine" from development to put into use is only just a year, there are still many problems of it. First of all, the performance of "Social service machine" is instability. Besides, the restart takes a long time and it also often crashed. Secondly, the performance of positioning is poor, often need to manually locate. Again, the performance of camera has to be strengthened, because the object information collection requires three photos of long distance, medium distance and close, poor camera performance often let the grid staff to do repetitive work. Finally, although the "social service" function is complete, but it cannot run a number of tasks at the same time, for example, grid staff are very helpless because the situation often appeared that the information will disappeared if they answer a phone when they fill the form.

"Social service machine" is the main tool for the grid staff to do work. Poor performance of it will affect the efficiency of the grid staff, and thus weaken the overall efficiency of grid management. Therefore, it urged need to improve the performance of "social service machine" to provide a stable technical for the grid staff, and truly take the speed advantage of modern communication technology, improve the efficiency of grid management.

The design of grid management system needs the composition of the grid management application system, management database, management platform, network and network equipment and other parts. Community grid management in Haikou planned to form three large platforms, included 6 major application systems. However, in view of the implementation time of community grid management in Haikou is short, the system of report things has not yet opened at present in many departments. For example, labor security, fire safety, grid staff can

only through the traditional channels to do business processing. In addition, due to the slow development of information systems, the "information island" between the government departments and all levels of government has not yet broken, the griders also need to do a lot of repetitive information collection.

City Community Grid Management Center should establish a "comprehensive information large data" platform, the grider uploads all the collected information to the platform, and each department can extract the necessary information from the platform to reduce the duplication of the grid staff.

4.2 Correct Cognitive Bias, Optimize Professional Training

Community grid management is a new thing, people's awareness of it is not comprehensive, and there are even a variety of misunderstandings. For example, some of the grider treat community grid management as the replica of " Divide the responsible person by piece ". They do not agree on their own duties, identity, the individual differences are large, which is bound to results in grid staff work behavior deviation. Thought guide behavior. Only correct all kinds of wrong ideas, unified thinking and understanding can achieve a common action, and then form a grid of management together. Specific measures can be considered from the following aspects.

First, strengthen ideological education and change the way of thinking. For the grid staff misunderstanding at the beginning of the grid management, unified training can organized by the community grid management center. The training contents includes modern management thought, such as community governance, democratic management, flat management and feedback control and so on, to change the traditional administrative thought and establish the consciousness of democratic service, transform the hierarchical bureaucratic way of work into flattening and cooperating.

Second, optimize the training form and set a reasonable training content. At present, the effect of induction training of the grid staff is in general. The training form of the on-the-job training is not line with the expectations of the grid staff and the training content cannot meet the needs of the grider, all this calls for reform. The author thinks that faced with the reality that most of the grid staff in Haikou are come from work change, we can set up a variety of training course, both included comprehensive skills training courses which involved grid technology tools, urban parts identification and so on, but also set up business knowledge courses, such as food safety identification, labor dispute handling. So that grid staff can choose to participate in training independently, and meet the diversity training needs of the grider.

In the form of training, we can choose specialist teach, topic lectures and other impartial training methods, but also try the practical training method, such as job rotation method and individual tutoring approach. After the training, evaluate the training from aspects of the cognitive results, the skills achievements, the emotional achievements and the performance results. The evaluation results are linked with the performance appraisal of the grid staff, so as to correct the training attitude of the grid staff and improve the overall quality of the purpose of the grid.

4.3 Make the Division of the Grids Reasonable and Settings Management Matters Properly

Grid is the basic unit of the system of social management services, the rational division of the grid is the key which determine the level of fine service. At present, the community stratification of Haikou is optimized on the basis of the successful experience of other cities, but "because the previous investigation is not meticulous, the division of grid is not reasonable, the grid size is different, and there is a huge difference in the population within the grid. Therefore, it should base on the situation to re-adjust the grid in order to limit the size of grid management strictly, balance the number of grid services and improve service quality. The situation included the number of personnel within the grid, things complexity, grid area, the number of organizations, regional characteristics, etc.

Grid management is still in the exploratory stage, excessive expansion of the application surface will hurt its original utility. Consider the survey results, the vast majority of grid staff said that the matters belong to the community grid management is too much in current. In the face of this embarrassment, we should realize that the success of grid management in urban management does not mean that it can be applied with all areas and an all-encompassing "all-around grid" must be one of the most inefficient grids. Grid management has its own boundaries, there are some initiatives are not suitable for grid management system to carry out. The inclusion of grid management matters needs to be expanded after the institutional mechanisms are refined.

4.4 Establish the System of Social Participation and Stimulate the Enthusiasm of Citizen to Participate

Community grid management is a new form of social governance, the purpose is to provide refinement, full coverage services for the residents, but simple rely on the government, which is "a dominance", not only cannot provide better services for the people , But will be counterproductive, fall into the pattern of "all-round government", increase the burden on the government. However, it is worrying that the government is still singing "solo" in the actual operation of the grid management, the enthusiasm of social organizations, enterprises and institutions and residents is not high. The griders often feel distressed at work because the inhabitants do not

match and social organizations do not participate. Although there are some factors of the residents and social organization, it more reflect the design of the community grid management system did not provide sufficient channels for residents to participate and leaving a small space for community autonomy and social governance.

ZhenMing Chen believes that governance is the management of cooperative networks, the purpose is to achieve and enhance the public interest and make the government departments and non-government departments (the private sector, the third sector or individual citizens) and many others to cooperate with each other, so that can share public power, and jointly manage public affairs in an interdependent environment. Therefore, grid management should change the thinking of development, pay attention to cultivate the civic awareness of the residents and improve the enthusiasm of the residents to participate and in absorption of diverse subjects to form a common governance situation in the future work. Specific measures can be considered from the following aspects.

Firstly, reduce administrative intervention and guide the community to self-government. Grid management has increased the management level of the government objectively, which has strengthened the ability of administrative power to control the society and weakened the autonomy ability of society in a certain extent. Some scholars have pointed out that "the overall return of government action not only makes the public service radiation to all areas of society, but also form the tendency of administrative coercion in a large extent. The administrative system has become a huge machine what has been well-designed and operated effectively. But faced the social emergencies and specific contradictions, it needs each component, each gear to along with the machine system to adjust the direction of joint operation which will loss of flexible and sensitive attack ability ". In order to make the grid management to gain their own vitality, the government must reduce the administrative intervention of the community, return the rights to the community and give the community the power of self-management, self-decision and change the role of the executive. So that the government freed from the busy administrative tasks, more engaged in cultivating community awareness of people's autonomy and community planning and development matters.

Secondly, strengthen the education of citizen and broaden the channels for public to participate. The awareness of citizen is more emphasis on the value orientation of citizens, moral values and sense of responsibility in the face of the interests outside their own. The attitude of "None of my business and hang up" seriously affect the enthusiasm of the public to participate in public affairs. The community should arouse the democratic participation consciousness of the residents through a variety of publicity and education, guide residents to participate in community affairs and cultivate the concept of community ownership. At the same time, encourage residents to participate with practical action and broaden the channels and provide support for the residents to join through the "information publicity, public appraisal, hearings, democratic council" and other forms. Besides, the most important thing is to give decision-making power to the residents, respect the resolution of the majority community residents and implement resolutely.

Thirdly, cultivate social organizations and advocate volunteer service. Because of the characteristics, which are organizational, civil, non-profit, autonomy and volunteer, social organizations can be flexible and efficient allocation of resources to promote fairness and democracy and make up for "market failure" and "government failure". However, due to the late development of China's social organization, the lack of independence and the dilemma of capital and talents, the social organizations in China development slowly. The scarcity of social organizations leads to the lack of organized volunteerism, thus aggravating the contradiction between the demand for residents and the shortage of existing governance resources. In view of this, Haikou should treat the grid management as an opportunity to reduce the "access threshold" of the establishment of social organizations by purchase services. So that to support the growth of social organizations, especially volunteer service organizations.

At the same time, the community neighborhood committee can also encourage residents to set up a variety of community, such as interest-loving type (for example, square dance association), service type (e.g. love association), specialty type (e.g. electrician technical association) to enhance the communication and cooperation between residents, form a fashion of mutual help and enhance the community's sense of belonging and cohesion, and finally achieve the self-management, self-service of residents.

4.5 Improve the Management System of the Grider

At present, there are some problems in the management system, such as the poor leadership system of the grid, the poor incentive mechanism, the bad condition of compensation system, the lack of exit mechanism and so on. These problems affect the stability of the grid team, need to be resolved. The following is the feasible recommendations of the author.

4.5.1 Clear the Main Management Position of the City Community Grid Management Center

The current management of gird staff in Haikou involved the city community grid management center, government department, streets, communities and other subjects," multi-flood water often lead to management conflicts", the griders are often caught in conflicting decrees and seem to be at a loss. Therefore, the author

believes that it should clear the main management position of the community grid management center. City Community Grid Management Center is responsible for the recruitment, the training, the assessment, the supervision, the retreat and the responsibility to determine of the grid to form the new management patterns, which have clear rights and responsibilities and work smoothly.

Specifically, first, the Community Grid Management Center is responsible for the uniform recruitment and training of grid staff, in accordance with the municipal government approved recruitment plan. After the training, the Community Grid Management Center allocates the grid staff according to the size of the grid. Second, the job responsibilities of the grid staff are formulated by the Community Grid Management Center and reported to the municipal government for consent, the matters that other departments think it should be completed by the grids staff should apply to the municipal government and only with the consent of the municipal government can be incorporated into the job duties of grids. Without approval, any department may not arbitrarily arrange the grid staff to engage in other things. Third, the assessment of the grid staff should completed by the community grid management center, government departments, streets, communities in accordance with a certain weight. Fourth, the Community Grid Management Center is deal with the prosecution and accuse of the grid staff. For the unqualified grid staff, city community grid management center in accordance with the law to cancel the labor contract.

4.5.2 Optimize the Assessment Methods and Enhance the Authority of the Assessment Result

First of all, to change the subjective arbitrariness of past community assessment, the Community Grid Management Center should organize the assessment of the grid staff unified.

Second, change the assessment method, combine the annual assessment with the daily assessment, combine qualitative measurement with quantitative consideration to remove the malpractice which treat the workload of the information system as the standard and ignore the quality of work. Besides, increase the daily assessment, change the assessment results from one year report to a January report, so that the grid members are more expected for the assessment results.

Third, it should increase the weight of mass review and the transparency of the assessment. The results of the assessment should be announced and served to the assessor himself. At the same time, introduce the appeals system of assessment results to correct possible deviation in the assessment.

Last but not least, increase the authority of the application of assessment results, linked test results with pay treatment, monthly assessment with monthly salary, annual assessment with grid grade to explore the wage system of the grid staff which can make the same job with equal pay, which will improve the incentive results of the assessment and stimulate the passion of the grid staff. In addition, the assessment results are also associated with the retreat. The grid staff will be expelled from the grid team and canceled the labor contract according to the law if they have six months failed in the monthly assessment or two assessments failed in the annual assessment to enhance the sense of pressure.

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