Application Value of China Management Model in Improving the Administrative Efficiency

---With improvement Pu’er city administrative service management

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Abstract: In this paper we present the theory of China management model, which based on relevant policies, and research Pu’er municipal services authority. We investigate the current situation of Pu’er city administrative service management, clear the main direction of Pu’er city government affairs service management and put forward relevant countermeasures and suggestions.

Keywords: China Management Model; Administrative Efficiency

1. Introduction

The government plays important position in the economy and society development. The government is the product of human civilization development, the exercise of the functions of the government for any existence and development of a society is a crucial and indispensable. Facts have proven that a democratic, capable, responsible and efficient government, no matter for economic development or for the sustainable development of the society, is indispensable.

Since the 1970s, the world set off a new government reform movement. It makes the traditional public administration mode to meet the new paradigm shift. At the same time, China is in the period of the transition from planned economy to market economy, the development of market economy requires the transformation government function and regulate the behavior of the government, to form a new government management or governance mode. “Taking reasonable and scientific measures to respond to the ever-changing internal and external environment, both for China to seize the opportunities and avoid the negative aspects, and thus a theoretical framework and design for process reengineering of government can be constructed under Chinese context. All above has become China's common topic of government
public administration and public management practice theory on every level."

In April 2007, the state council approved that Simao city was renamed Pu'er city, in Yunnan province. By this means, the unknown tea-producing area wants to realize its tea empire dream. In the process, and fully integrate into the market not only to the region of the enterprise put forward higher requirements, the management of the government proposed the new challenge, it is imperative to improve the administrative efficiency. Use the management mode of C (China) management philosophy, which includes the China traditional wisdom and western scientific spirit, improve the government management efficiency. It is important to realize no matter from the theory development or from the practical application.

1. Review of Domestic and Overseas researches

Foreign relevant theoretical research on the government affairs service is earlier than our country. German professor at the university of Bremen (Martill Hagen, 2006), that the government is public service supply mode of public administration reform and research in the field of a new mode, it refers to from the perspective of citizen or public service customers to provide public services for them. Frank Sader (2010) said that the government's single entities to provide the whole service process, and the whole process is a streamlined and collaborative process, instead of letting citizens traveling back and forth in different government departments. American scholar Cholars Henry (2004) pointed out that in the process of building a service-oriented government may have the following several aspects barriers: the lack of group cooperation, lack of legal regulations and technical factors, the proper number of funding and political support. Austrian scholar Mar1a.A.wilma (2001) thought the government department in charge of different administrative proceedings is one of the important resistance of service, which will eventually bring administrative rights struggle within the government bureaucracy. German scholar Carloslend (2002) thought I.T. technology had played an important role. Schellong and Mans (2010) brought Customer Relationship Management theory into the construction of the

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1 Yong Ye, Government Process Reengineering: The Exploration of Theory and Practice [D], Jilin University, 2007:91
government management and stressed that it is very important to combine citizens come in. To sum up, a large number of foreign studies in the government public service has important significance. These ideas directly or indirectly affect the ongoing construction of a service-oriented government in our country.

More and more domestic scholars research the new type of government services. Qian Zaijian (2002) argued that government affairs service center was brought by the new public management movement in recent years. Wu Aiming, Sun Cuihong(2004) argued that the development of public administrative service center in China affected by the western administration reform. Guoji (2005) pointed out that the government affairs service center had three theoretical premises: the theory of phase space government decision-making, execution and supervision function, a service-oriented government theory and the theory of the electronic government affairs. Si Miaozheng(2007) argued that form administrative system of standardized behaviors, coordinated operation, fair and efficient. Zhao Dingtao (2004) put forward the corresponding countermeasure by transplanting from the new institutional economics point to solve some problems in the present stage our country e-government service. Huang Yi (2008) pointed out because of the institutional obstacles, the service mode was still in extracorporeal circulation, the limits of authorization of extracorporeal circulation functions greatly retained certain rights, the public approval and services had become a mere formality. Jiang Xiaoping (2004) thought that we establish a set of effective decision making, examination and approval and regulatory management system of organic unity from the perspective of the government affairs management system. Yang Shuren (2002) put forward to improve the supervision mechanism, prevent abuse service personnel exercise their functions and powers. Liu Shixin (2008) argued that should make full use of existing government information resources platform, government shall network platform with government service center and department of LAN network. Zhang Chengchuan (2007) argued that information technology for the innovation of government management system to enhance the motivation and provide the carrier.

2. Overview of C Management Pattern Content
C management mode based on the method of Taoism and Confucianism, combined Chinese traditional culture and western modern enterprise management, creatively put forward the "human-centered, people-oriented" organizational structure. Its theory includes the management idea and management philosophy of harmony on nature and humanity.

2.1 Natural Rule, People-oriented Operation Rule
C management mode of building organization human is the basic element, the enterprise internal all active, flexible, strain combination to become a more active, flexible, strain, ability will be more powerful and complete. It is a kind of intelligent organization.

2.2 Harmony on Nature and Humanity Operation Concept
C management mode, according to use the "people-oriented" theory of traditional Chinese medicine, builds the connection of the internal parts or organs and interactive mechanism, thus maximizing the function of an intelligent organization system.

2.3 Living Concept of "Three Generations"
C management mode thinks an intelligent organization should regard enterprise is a home. In an intelligent organization family, including high, middle and grassroots, should follow the traditional Chinese family "three generations" living idea and the way of living. C management mode requires high-level treat middle basic in natural way, middle to top is reasonable, the grass-roots level to middle is legal.

3. C management mode of three basic elements
3.1 Fusion
The success of china management must integrate the western scientific management and the china traditional culture, the management theory and practical problems, so that we will have the lasting vitality of enterprise management.

3.2 Rationality,
Rationality philosophy comes from the most important thought of the doctrine of the mean. On the management of the doctrine of the mean thought is the pursuit of "rationalization", avoid "and" and "less". The mean management is the highest state of
the management. Some people think that the western management is "law, principle, sentiment", and the oriental management is "sentiment, principle, law", which is biased for emphasizing the "law" or "sentiment". Actually in the management, the principle should emphasis on the rationalization. Law is the institutionalization, which is the foundation of management. Sentiment is humanized, managers think people as "social man", respect people, care people, encourage people, make the rationalization system and achieve the rationalization management.

3.3 Balance
Balance philosophy comes from Yijing philosophy. The development focuses on balance, the process of operation and management is the process of balance. It is necessary to balance the interests between employers and employees, the company and customers, the company and shareholders, the departments and so on. The nature of the operation and management is the balance. Enterprise culture level also need structural balance. Senior management should worship Taoist culture, put forward the strategic direction of the company, operating mechanism and enterprise culture. Mid-level executives should advocate the Confucian culture, harmonious culture, communicate the superior and subordinate. The grass-roots should advocate the Mohism, every employee should complete the labor of duty.

Above all, we can see C management mode is a bold breakthrough and innovation to existing enterprise organization management theory, provides a new train of thought for Chinese enterprises to participate in international competition in the market. Especially in the context of the current global financial crisis, it is very important reference value for many enterprises including foreign investment ones in China.

4. C management mode for deepening reform of the administrative management system
4.1 C management mode can push the government management concept innovation, strengthen management and service consciousness of the civil servants, establish government service concept.

Recently, the significant feature of governments reengineering is to emphasize
the government's public service to provide strong customer orientation, policy objectives should consider the citizen's requirement.\(^2\) Pu’er city government deepen reform of the administrative system should further transform government functions, improve the methods of management, introduce e-government, improve administrative efficiency, reduce administrative cost, form the behavior standards, coordinated operation, fairness and transparency, honesty and high efficiency of the administrative system. According to the principle of simplicity, unity, effectiveness and decision-making, execution, supervision, we should standardized department function, set up agencies, optimize personnel structure and implementation mechanism.

4.2 C management mode can establish a flattening of the government organization structure, form a results oriented administration system

   Traditional administrative organization form is a hierarchical organizational structure, it is corresponding to the steady management environment, its biggest advantage is the strong stability. On the other hand, the disadvantage lies in poor ability to adapt the external environment changes. With the changing social environment and the rapid development of information technology condition, the bureaucracy organization internal division of labor is closer and closer. Increasingly complex business processes, system provision rules will strictly limit people's behavior in the frame of the organization established. Bureaucracy organization to solve the problem of slow and lag is indisputable. "E-government takes modern information and communication technology as the basis, to integrate social resources, understand public recommendations, promote the development of enterprises, thus the efficiency and quality of government services can be effectively improved, and construction of service-oriented government in our country is promoted. Our country is currently in the transition from planned economy regime to a market economy regime, and at this stage, the development of e-government provides an effective

\(^2\) Xiaoping Jiang, Meng Wang, The core issue and enlightenment of reengineering of foreign government process[J], Social Sciences Research, 2009(6):45
service-oriented path to government to transform from controls to services. "3 C management mode results oriented management mode and the concrete results of positive goals and output and emphasizes the management of the work of the actual results and decision-making activities. The establishment of a flat organizational structure, beyond the local interest, for the whole process and overall interests, let everybody directly face the customer, at the same time, and according to the schedule are required to submit timely, timely control the results of my own work.

4.3 Administrative system reform is a systematic project

Past institutional reform effect is unsuccessful. One important reason is the reform is often limited to cut institutions and personnel, ignore the other aspects of the reforms. Based on the experience of C management mode, organization reconstruction is just one aspect of government reengineering, process reengineering. We must accompany the function change and update the way of management. Therefore, in the transition period we must pay attention to reform the system and form a complete set, comprehensive promote the reform of administrative system.

4.4 Intensifying administration system innovation changes government functions

A main goal reform of the administrative system is to establish efficient government management system compatible with market economy development. In the process of institutional reform as well as pushing forward the reform of administrative system, we will accelerate the pace of innovation of the government system, thoroughly break the government monopoly of public goods supply situation, transfer part of the public service function to the society and enterprises.

5 Basic idea of reforming Pu’er city administrative system

5.1 Establishment administrative examination and approval center provide service for the people

As an Administrative Service Center characterized by centralized, open, customer-oriented, "one-stop" service, it has become an important mode and platform for local government innovation operation mechanism. Since Administrative Service Center is an innovation in governance model of local government, accelerating the

3 Chuanjun Li, Construction of electronic government and service government[J], Tribune of Study, 2009(6):46
construction of the administrative service center of local governments has become an important measure for transforming of government functions, optimizing the environment for economic development, improving administrative efficiency and deepening transparency of government affairs. As a preliminary exploration of government reform, due to its short time of construction, it is still in the early stages of exploration of practice, and the theoretical research is still relatively weak. In the absence of systematic theoretical guidance and institution building, Administrative Service Center in the actual operation is easy to face with multiple difficulties and challenges. So, how Administrative Services Center on a one-stop service provides satisfactory service to the public, has become a common topic of concern for government and academia.

C government management mode is the key to break the bondage of the original system, set rules to break the old system. The government departments realize all-round cooperation task and provide customers of low cost, smooth, fast and efficient service. A one-stop service will concentrated in the same place provide warm and thoughtful service for the people who involve investors, businesses and citizens. "When creating the administrative service centers, local government is in accordance with the public on request, approving to take the service sector issues together, implementing 'one-stop' office, window service, sunlight operation, that is 'the operation mode of one window accepted, one-time informed, one-stop service, one-time fee, and all within specified time'". Through the change of administrative examination and approval to regulate government functional departments of the administrative behavior, strengthen government approval transaction management and accelerate the construction informatization.

To further deepening reform of administrative, improving service quality and service level of Administrative Service Center, questionnaire for clients can be used, and the information gathered to a certain extent, could reflect the actual situation of the people, also direct benefit for improving the service quality of Pu'er City

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4 Guang Feng, The Construction of Practice and Reflection of Theory for Administrative Service Center [J], Journal of Tianjin University(Social Science ), 2012(7):336
Administrative Service Center would be achieved. Questionnaire can be taken as follows:

A. Evaluation of the service overview

A1. Which level does the Administrative Service Center and its branches on that you took to handle the matter? (Multiple choice)
- (1) Municipal Administrative Service Center
- (2) County (district) level Administrative Service Center
- (3) Township (town) people service center
- (4) Village (community) public service station
- (5) Group of villager service agency

A2. Your evaluation for each situation:
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--- The selection of A1 to be (3) Township (town) people service center, please complete the table (If there is no hardware, you can leave blank):

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--- The selection of A1 to be (4) Village (community) public service station, please complete the table (If there is no hardware, you can leave blank):

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--- The selection of A1 to be (5) Group of villagers service agency, please complete the table (If there is no hardware, you can leave blank):

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A3. When you handle things, what’s your feeling about emphasis degree on public affairs and investor convenience services comparing the center and its affiliated branches?
   (1) Center treated the two equally
   (2) More attention investor relations
   (3) Greater emphasis on public convenience services

A4. When you handle the transaction, have you encountered the phenomenon that working hours with no one in the window?
   (1) Often     (2) Occasional     (3) Never

A5. Your evaluation of the situation on the responsibility status of staff in center and its branches:
   (1) Very satisfied     (2) Comparative satisfied     (3) General
   (4) Not quite satisfied     (5) Not satisfied

A6. Have you handle an urgent matter in the center and its affiliated branches?
   (1) No     (2) Yes. → A7. How do you evaluate their dealing with your matter of urgency in the center and its affiliated branches?
   (1) Very satisfied     (2) Comparative satisfied     (3) General
   (4) Not quite satisfied     (5) Not satisfied

A8. When you handle things, whether have you encountered the phenomenon of waiting for a long time?
   (1) Often     (2) Occasional     (3) Never

A9. When you handle things in the center and its subordinate branches, have you ever encountered phenomenon of briberies?
   (1) Often     (2) Occasional     (3) Never

A10. What is your overall assessment of service of the center and its affiliated branches?
(1) Very satisfied     (2) Comparative satisfied     (3) General
(4) Not quite satisfied     (5) Not satisfied

B. Evaluation of the Examination and Approval
B1. What’s your feeling with the current implementation of the various approvals related system?

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| First ask with first run system
| Time-limited system
| Disposable inform system |
| Agency services |

B2. Have you ever come across the situation of matters not completed on time in the commitment period?
(1) Often     (2) Occasional     (3) Never

B3. Have you ever handled the parallel processing business?
(1) No     (2) Yes.

B4. How do you evaluate its handling?
(1) Very satisfied     (2) Comparative satisfied
(3) General     (4) Not quite satisfied
(5) Not satisfied

B5. What are the issues do you think for the center and its branches in parallel processing business?
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B6. Which of the following convenience do you think should be stationed in the center? (Multiple choice)
(1) Houses     (2) Forestry     (3) Culture     (4) Education     (5) Health Care
(6) Social Security     (7) Water     (8) Electric     (9) Gas     (10) Traffic
(11) Communication     (12) Post     (13) Legal Aid
(14) Other, please specify ________________________________.

B7. Have you ever come across some of the issues you should finish it in center and then to the departments?
(1) Often     (2) Occasional     (3) Never
B8. In your opinion, in the five-class government service system, how the administrative examination and approval levels should be set?
(1) Too high, many issues can reduce the level of approval, and the subordinate can take responsibility
(2) Too low, many issues should raise the level of approval, and the higher can take responsibility
(3) As the case may be, too low and too high both exist
(4) Overall good, there is no big problem in this area

B9. In your opinion, what’s the problem in current approval process?
(1) Too cumbersome, plenty of room to simplify;
(2) There are some issues complicated, and certain simplification space exist;
(3) Reasonable

B10. In your opinion, what is the main problem in current approval of matters?
(1) Mainly too much, a lot of administrative approval are not necessary
(2) In general, some certain individual administrative approvals are not necessary
(3) Mostly too small, there is a vacancy, some government matters don’t take attention to
(4) Analysis should under specific conditions, some government matters are not necessary

B11. In your opinion, the main problems for the center and its subordinate branches can be:
(1) Low efficiency
(2) Staff face ugly, bad attitude
(3) Approval with Internet is not enough
(4) Other, please specify ____________________________.

B12. In your opinion, the most important things for the future development of the city's reform of administrative examination and approval are: (No more than two.)
(1) Reduction to approval matters
(2) Speed up of the processing efficiency
(3) Approval process optimization
(4) Improvement of service attitude
(5) Further develop the role grassroots autonomous organizations, industry associations and intermediary organizations
(6) Other, please specify ____________________________.

C. Government Affairs Transparency and Public Participation

C1. How do you know about Pu'er Administrative Service Center? (Multiple choice)
(1) Government website  (2) Television  (3) newspapers, magazines
(4) Information bars in public places  (5) Press conference  (6) Service Hotline
(7) Other, please specify ____________________________.

C2. How do you learn about the process work?
(A) Consult from a window
C3. What’s your evaluation on government affairs transparency of the center and its affiliated branches

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C4. Have you complained the Center and its affiliated branches for service?

(1) No.   (2) Yes. ¬ → C5. How do you think of their acceptance of complaints?

(1) Very satisfied   (2) Comparative satisfied   (3) General
(4) Not quite satisfied   (5) Not satisfied

C6. Have you ever make a feedback of suggestion to the Centre and its affiliated branches

(1) No.   (2) Yes. ¬ → C7. Which of the following ways you have used to feedback your suggestion to the center and its affiliated branches?

(1) 96128 Hotline   (2) Directly to the leadership
(3) Interviewed by its staff
(4) Online feedback
(5) Other, please specify_____________________________.

C8. How do you think of its treatment with suggestions?

(1) Very satisfied   (2) Comparative satisfied   (3) General
(4) Not quite satisfied   (5) Not satisfied
C9. Have you ever called the 96128 hotline?
(1) No.  (2) Yes. →

C10. When you call the hotline, the usual situation of turning on?
(1) Easy to access  (2) Sometimes cannot access  (3) Often cannot access
(4) Never access successfully (if select this option, please skip the next question)

C11. When you turn on this hotline, how do you think of the help of operators?
(1) Always help solve problems
(2) Often able to help solve the problem
(3) General
(4) Often cannot help solve the problem
(5) Cannot help solve the problem

C12. If some things can be completed online, will you have a try?
(1) No.  (2) Yes.

D. the Overall Evaluation

D1. Do you think there are problems of departments or windows of the center and its branch, and what are the outstanding problems?
(1) Departments/Windows: ____________________________
   Problem: ____________________________
   ______________________________________

(2) Departments/Windows: ____________________________
   Problem: ____________________________
   ______________________________________

(3) Departments/Windows: ____________________________
   Problem: ____________________________
   ______________________________________

(4) Departments/Windows: ____________________________
   Problem: ____________________________
   ______________________________________
D2. In your opinion, what are the highlighting problems the city's Administrative Service Center exist (multiple choice):
(1) There is no grass-roots level to understand and solve the most concerned problems of masses
(2) Public demand channel and feedback mechanism are not perfect
(3) The purpose and consciousness of service are weak, service attitude is poor, and sense of responsibility is not strong
(4) Work procedures are cumbersome, efficiency and transparency of work is not high
(5) Departmental functions are crossed, buck-passing
(6) Abuse of power, lack of effective supervision
(7) Formalism and bureaucratism are serious
(8) Power is profit, and department get benefit itself
(9) Other, please specify_______________________________________________.

D3. What measures do you think could be taken to further strengthen the city's Administrative Service Center System? (Multiple choice)
(1) Improve the public demands and feedback mechanisms to solve the most concerned, urgent, and practical problems of people
(2) Strengthen education, establish the concept of service firmly
(3) Reduction of administrative examination and approval, simplify procedures
(4) Promote e-government construction, deepen government affairs transparency
(5) Strengthen management systems, improve the supervision mechanism to implement accountability
(6) Streamline the organization, establish system of large department
(7) Make work review regularly, reinforce the rewards and penalties
(8) Other, please specify_______________________________________________.

Then the method interview survey is used to evaluate the investigation of practice. All the interviewees are supposed to be officers from Operations Management Service Department, Information Network Management Department, Supervision Department and some other related departments. The interview will contain the followings:
(1) Which are those offices should have been constituted? What is the reason that the offices haven’t been constructed?
(2) Which are those service programs the public wants most yet haven’t existed? Why? Is there any incentive measure to encourage the programs mentioned to carry out?
(3) As the unit level, is there any problem for your office when communicating with some higher authorities to enlarge your office? Is the personnel allocation in your office reasonable at present? Are officers selected to your department capable? If not why?
(4) Can your office allocate service personnel freely at certain circumstances? How does your office deal with the situation of some Service Windows with too many customers while others are nearly no one visited at the same time?
(5) Does your department have the right to decide wages, welfare, reward or punishment of those workers at Service Windows?
(6) How does your department deal with workers of Service Windows who make some mistakes? How do those methods work?
(7) Have your department ever thought of social public selection for those important positions?
(8) Has anyone chosen to resign his/her job in your office? Why?
(9) Has your department ever carried out some research on public needs rather than on Service Windows or lateral departments?
(10) It is said that your department is taking measures to help the public participate in evaluate the work of Service Windows. What those measures exactly like?
(11) The funds for Service Windows only can really help the service improved? If not why?
(12) Are the functions and powers well defined in the Fifth-levels of service system? Is there any problem in communicating among different levels?
(13) Is there any explicit rule of postponement or booking? In which case the rules can be used?

<table>
<thead>
<tr>
<th>Classification Basis</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place</td>
<td>Service Windows, Visiting Services, or On-line Services</td>
</tr>
<tr>
<td>Time</td>
<td>Normal, Postponement, or Booking</td>
</tr>
<tr>
<td>People</td>
<td>Principal, or Agent</td>
</tr>
<tr>
<td>Items</td>
<td>Ordinary, or Special</td>
</tr>
</tbody>
</table>

(14) The government of Pu’er is trying to develop industries with local advantages
and propel the development of key areas at present. Is there any local service program for the characteristic industry?

(15) Is there any introduction of intermediary services?

(16) The special report on how the government's self-construction performing in 2012 released by the government service administration of Pu’er reveals that some leaders pay not enough attention on Service Windows. What do you think about the situation? Do you have any suggestion?

(17) What do you think about how to help office realize the information and networking so as to offer efficient, fast and convenient services for customers?

5.2 Promoting the government process reengineering and implementation restructuring of examination and approval achieve the goal of reasonable simplifying items of administrative examination and approval

"(Recently) Local government in China has obtained preliminary results on improving public service delivery, exploring service-oriented government building, also some new features and trends are showed. Embodied in detail can be completing of concept of reform, upgrading of target, shifting of the focus, extending of scope, upgrading of the model and changing of the decentralization direction. "5 Applying BPR( business process reengineering) to realize the government reengineering. By the analysis of existing process determine the starting point and purpose of the process, replace for those who do not produce value-added process. After reengineering the organization is not work for jobs, officials don’t manufacture work each other. According to customers need and organization aim work, organization position is not set by people or by practices and regulations, but truly set by business.