

**Research on the countermeasures of optimizing Suzhou's government affairs
service from the perspective of "FangGuanFu"**

Jingbei Du ^{1, a}, Hao Liu ^{1, b}

¹Department of Electronics and Communication Engineering, Suzhou Institute of Industrial
Technology, Suzhou, China

^a3419722359@qq.com, ^bprofliuh@126.com

Abstract: The reform of "FangGuanFu" is an important content of comprehensive and deepening reform, especially the structural reform on the supply side. This paper puts forward the following countermeasures for the optimization of Suzhou's government affairs service. Firstly, we should not only deepen the reform of administrative examination and approval, but also reform the administrative examination and approval mechanism and optimize the process of administrative examination and approval. Secondly, we should actively promote comprehensive supervision, strengthen the comprehensive supervision function of the government affairs center and strengthen the supervision over the behavior of staff members. At last, we will vigorously promote "Internet + E-government" services, increase investment in e-government.

Keywords: "FangGuanFu"; government service; countermeasures.

1. INTRODUCTION

In the 1990s, with the rapid development of information technology, American enterprises launched a management revolution called "re-management". It is guided by new technologies. Moreover, it reorganizes, estimates, and vigorously improves the original management mode and process. It achieves the goal of more effective management and lower management cost. Later, the revolution was introduced into the public sector, setting off a wave of re-management, asking the government to provide people with more efficient, better and cheaper services. Since the reform and opening up, China has carried out the six round of administrative restructuring. Since the 21st century, especially after the 18th National Congress of the Party, we have launched the seventh round of administrative system reform. The reform closely centered on "speeding up the transformation of government functions and deepening the reform of administrative system", and carried out a series of deployments. The Party Central Committee with Xi Jinping as the core attaches great importance to the reform of the system and mechanism of the government. The Second Plenary Session of the 18th CPC Central Committee clearly stated that the primary task of deepening the reform of administrative system and mechanism is to realize the transformation of government responsibilities. The Third

Plenary Session of the 18th CPC Central Committee pointed out that the key to the reform of the economic system is to clarify the relationship between the government and the market. It is the market that plays a major role in the allocation of resources, and its core is the change of government responsibilities. Therefore, on May 9, 2016, Premier Li Keqiang made an important speech at the conference to comprehensively deepen the reform of simplified administration and optimize service. He pointed out that we should further promote the administration of simplicity and decentralization, and pay attention to the combination of management and decentralization. We should optimize services, continue to deepen the transformation of administrative system, promote the transformation of functions, and improve efficiency. These works are not only related to economic development and social progress, but also closely related to the vital interests of the broad masses of the people. Under the influence of the domestic and foreign background, the reform of Suzhou municipal government, which mainly focuses on the transformation of government functions, is also in-depth. At present, Suzhou municipal government is actively carrying out research on optimizing government service in combination with the reform of "FangGuanFu" in order to explore a way out in transforming government functions and optimizing government service, and lay a foundation for the stability and sustainable development of Suzhou's government service.

2. RESEARCH STATUS AND SIGNIFICANCE OF “FANGGUANFU”

2.1 Research status

The "Decision on Several Major Issues Concerning the Comprehensive Deepening of Reform" deliberated and adopted by the Third Plenary Session of the Eighteenth Central Committee of the Communist Party of China clearly points out that the core role of the market in resource allocation should be better reflected and the government function should be better played. These two points are interrelated, closely linked and mutually reinforcing. We must better demonstrate the government's functions and create conditions for the market to play its decisive role. The government should deepen the reform of administrative examination and approval mechanism on the basis of simplification and decentralization, actively adapt to and guide China's new economic normal, constantly promote simplification and decentralization, promote the combination of decentralization and management, optimize services, and effectively stimulate market vitality and creativity. With the rapid development of the current economic environment, it provides an important guarantee for steady growth, structural adjustment, employment promotion and people's livelihood. Zhang Xinqi, Deputy Secretary of the CPC Qingdao Municipal Party Committee and mayor of Qingdao, pointed out that according to the overall arrangement of the state and Shandong Province, Qingdao took the reform of the administrative examination and approval mechanism as the focal point to continuously promote the reform of simplifying government, decentralizing power and improving service. They strive for effective decentralization, innovation in supervision and management, and improvement in serving the masses and enterprises. They have achieved good results by continually releasing reform dividends, stimulating the vitality and creativity of the market and society. He discussed the administration of Qingdao municipal government's administrative services in recent years from the following four aspects: firstly, promoting the simplification and decentralization of government and releasing the reform dividends; secondly, strengthening the supervision after the event to maintain the market order; thirdly, optimizing and improving government services to facilitate the masses;

fourthly, improving the system and mechanism to provide a strong support for the simplification and decentralization of government.

2.2 Significance of research

Theoretical significance

The theoretical content of "FangGuanFu" includes the following aspects: "Fang" means that the central department delegated authority to the local department. In this way, the administrative power that lacks legal basis and legal authorization can be reduced, that is, "the law is prohibited without authorization", and the administrative power of multiple management of several functional departments can be sorted out. "Management" means that government functional departments should strengthen and reform supervision and management responsibilities, apply new methods and new systems, and intensify supervision and management mechanism innovation. "Fu" refers to changing government responsibilities and reducing intervention in the market. Market affairs are handled by the market, all non-essential administrative examinations and approvals are abolished. The administrative expenses of market participants participating in market competition should be reduced, thus constantly inspiring their vitality and creativity. It is the reform of the administration of decentralization and optimization of the administration, the key content of promoting the reform of the Chinese government's administrative system and optimizing the socialist market economic system. It is the transformation of the government itself and is of great benefit to the improvement of the modern governance of the government. The study on the countermeasures for optimizing Suzhou municipal services under the perspective of "FangGuanFu" is an in-depth discussion of the transformation of the functions of the Suzhou municipal government. It is one of the paths to realize the reform of "FangGuanFu" in Suzhou City, and it is a powerful measure to optimize Suzhou municipal service.

Practical significance

This measure will help the management and upgrading of the Suzhou Municipal Service Agency. Since 2000, according to the overall deployment requirements of the State Council, the Chinese government has established a foothold in the reform of the administrative examination and approval system, and further promoted the decentralization of administration, the integration of management, and the optimization of services. The aim is to achieve the real implementation of decentralization, the true innovation of the regulatory approach and the true optimization of service quality. Government service centers have been established at different levels of government. Suzhou Municipal Service Agency promotes "one-stop" service and follows the "six-open" principle, including the approval of projects, approval basis, approval level, application materials, commitment time limits, and charging standards. However, the government service agencies still have problems in the process of system construction and business implementation. This paper will solve the problems existing in Suzhou municipal service agencies and ultimately improve the management and service level of Suzhou municipal services.

3. COUNTERMEASURES FOR SUZHOU MUNICIPAL GOVERNMENT SERVICE FROM THE PERSPECTIVE OF “FANGGUANFU”

3.1 Simple Administration, decentralization, deepening the reform of administrative examination and approval

Improve the administrative approval mechanism

The innovation of the administrative approval mechanism should start from the following aspects. The first is to transition from quantitative approval to quality administration, to ensure the high efficiency and high quality of government administration, and at the same time to win the support and trust of the broad masses of the people. In this way, the number of matters requiring approval will be reduced, and the efficiency of work will be greatly improved. The second is “fast”. It is necessary to implement the responsibilities of the various examination and approval departments, to achieve time-limited approval, and to reduce the waiting time for approval. The third is specification. The administrative examination and approval reform must have a complete set of working systems, and it should be strictly implemented in accordance with the system, so that the examination and approval can be credible and orderly. For opportunistic units, strict sanctions and increased supervision are required to achieve formalization. Finally, it is necessary to strengthen personnel management. It is necessary to select excellent personnel who have been specially trained, to be responsible for related matters at all levels, and to better play a supervisory role. The administrative examination and approval reform team was established to promote the streamlining, efficiency and standardization of examination and approval matters. An integrated approval system should be created. At the same time, we should actively approve the mechanism to carry out reform and innovation and reduce related links. For the approval items such as registration, the joint approval should be the focus, and the quick transfer methods such as “integration of licenses and photos” and “one window” should be carried out to effectively save time and costs, so as to stimulate the vitality of social investment. For the examination and approval of enterprise investment projects, the investment policy should be determined by the “negative list” model, and the focus should be on “simple approval”, which can effectively improve the system of approval, prohibition and filing. For investment projects that do not affect government funds, no upper-level government approval is required. For projects that do not exist in the approved catalogue, the filing mechanism can be used to effectively assess environmental safety and provide reasonable after-the-fact supervision. Suzhou City should incorporate all administrative examinations into government affairs as soon as possible, and at the same time, strictly monitor the approval process and results to effectively prevent formal problems. In this way, the government affairs center can be promoted to become the authoritative department for administrative examination and approval. It is necessary to pay attention to the relevant resident units, give the window responsible person the approval right, cooperate with the relevant business, and become an “approval type” window in the true sense.

Simplify the administrative approval process

The administrative examination and approval of Suzhou municipal government service center should further improve the approval process. In the field of investment, attention should be paid to the improvement of construction projects, the contents and responsibilities of examination and approval should be put in place. A new way of examination and approval should be utilized to effectively

compress the time and link of examination and approval, thus compress information resources and establish a perfect examination and approval process. The advantages of centralized examination and approval rights need to be brought into full play, and the mode of administrative examination and approval needs to be systematically reformed. At present, the multi-department and multi-agency coordination approval model should be transformed into a single department approval model, so that the reengineering of the approval process can be effectively carried out. Through the formulation of rules and regulations, the approval process has been promoted to be more standardized and open, the transparent development of operation mechanism and the development of approval services have been promoted to standardization. At the same time, the cumbersome procedures need to be reduced, the unified electronic component library needs to be set up, and be included in the administrative approval catalogue of different levels in Suzhou. For the reception window, the documents handed over by the clerk should be electronically changed. Documents should be set up with unique encoding and electronic permanent archiving to achieve the purpose of sharing among different departments and effectively solve the problem of duplicate submission. Submission materials should be "multi-purpose" to reduce waste of resources. At the same time, relevant intermediary service mechanism and related intermediary service market should be established. Through dynamic management, excellent intermediary service market should be effectively introduced. By constantly cultivating the good and eliminating the bad, we can promote the standardized development of intermediary services and effectively improve the quality and efficiency of services. Through intermediary relations, a one-stop service mechanism is formed from approval to final processing.

3.2 Actively promote comprehensive supervision

Strengthening the comprehensive supervision function of the administrative center

The functions of the centre need to be clarified. Responsibilities for supervision and coordination should be taken up for the matters handled in the center. For people working in the center, daily assessment and reasonable supervision need to be carried out. At present, the administrative service center in Suzhou should centralize the whole city's administrative examination and approval. Its function is not only service, but also coordination and approval. Services should be upgraded to an important position, and reasonable centralized examination and approval should be carried out in order to satisfy the masses and integrate services and coordination. The government service center should put its management and coordination center on the integration of various window businesses. Although each window has its own specific business and does not seem to be closely related, most of the information it needs is not very different. We only need to examine and screen these basic data, and then share the resources with the government network. Further development of online examination and approval needs to be promoted. Processes need to be materialized. Several departments involved in the examination and approval should be given special attention. For example, in order to register and implement the integration of the three certificates, companies that are reformed at the request of the state need to be closely linked with the market supervision bureau of Suzhou and the local tax bureau. We should pay attention to the establishment of the certificate library and the administrative approval database, so as to achieve the sharing of information approval. Examination and approval of the application of network electronic seal and digital certificate should be promoted to effectively improve the speed of examination and approval. In order to better create

the government information system, link the examination and approval business with the satisfaction of the masses, optimize the existing system and build a new system, we must cover the following points: first, the online examination and approval work should be carried out in an all-round way, the existing examination and approval projects should continue to be implemented, and the projects that have not yet been covered should be added. Second, joint network approval should be implemented. For the business people want to deal with through the network, any approving department can see it. If several departments are required to jointly examine and approve, the corresponding departments should share the information, and then jointly conduct the examination and approval, which can greatly improve the speed of examination and approval.

Increase the supervision over the behavior of staff.

The administration center must make corresponding supervision. In addition to installing its own monitoring system, we must strictly enforce attendance. Service quality, attitude, approval efficiency and work order should be supervised. The form of supervision should be widened, and the platform of Internet supervision should be developed in a sound way. The website should be introduced to the masses so that they can use the website freely. The website should be set up simply and conveniently so that people can communicate with each other on the Internet. More windows should be set up on the website, such as complaint boxes, mass needs and evaluation, and these should be included in the assessment content of staff. Through the combination of on-the-spot and network supervision, the supervision work of the government service center will be carried out. At the same time, the government affairs center in Suzhou also needs to pay attention to the supervision and assessment of the internal staff, and the relevant staff must obtain the qualification of window work before they can take up their posts. Through training, staff members are familiar with some laws and work systems. Subsequently, the government affairs center invites professionals to make questions, which are monitored by the person in charge of the government affairs center. Only those who have passed the examination can take up their posts. Workers who conduct administrative examination and approval need to obtain administrative permission and pass the relevant examinations of the administrative examination and approval procedures before they can engage in the examination and approval work. The assessment system needs to be constantly improved. Assessment panels should be set up, and windows with excellent performance should be awarded the title of "Quality Service Window". At the same time, according to the assessment system, we should establish a sound incentive mechanism to provide the relevant personnel with good service quality with appropriate material incentives and evaluation authority.

3.3 Promoting "Internet + government services"

Speeding up the standardization of resources of "Internet + government services"

In the process of promoting "Internet + government services", some local governments have the tendency of "emphasizing technology and ignoring services". They are too concerned about the service form, blindly pursue the construction of Internet government service platform and government new media, but ignore the actual effect of public or enterprise online government service. It can be said that "Internet + government services" is not simply to move the traditional government affairs to the Internet. It should be guided by "citizen's needs" and actively study and formulate relevant standards for administrative service resources. This is the premise of the development of

"Internet + government services". In the standardization of work guide, to ensure that there is no standard barrier between government service data. government service agencies at all levels should take their own power list and responsibility list as the basis to comprehensively sort out the matters involved in the "Internet + government service" platform, unify the coding of items, handle the basis of standardized matters, handle conditions, apply materials, work processes, and charge standards. Subsequently, the collaborative management of cross-regional, cross-level and cross-departmental matters was promoted through basic databases, unified electronic certificate database and unified identity authentication system.

Integrate government hall and "Internet + government services" platform resources

The construction of "Internet + government services" is a gradual and continuous development process. At present, China's regional development level is not balanced, and there is still a real dilemma that the online government hall and the real government hall are separated from each other. It is urgent to promote the integration of the real government hall and the Internet service platform. Only in the process of mutual integration and common evolution can online and offline services give full play to their respective advantages, form an integrated government service mode with complementary functions, and maximize the overall service efficiency.

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