

Study on the Operation and Countermeasures of Party Members' Sinking Community Governance Mechanism—Taking the Community B in Wuhan City as an Example

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ABSTRACT

With the continuous deepening of the CPC's leadership, the integration of grassroots collaborative governance theory of practice and the development of digital information technology, the original governance model of communities can no longer meet the needs of grassroots society. Under the background of the normalization of the COVID-19, the development of the sinking mechanism for party members should strengthen the overall leadership of the party, expand the synergy of governance, and realize digital governance, so as to promote the consolidation and improvement on the long-term mechanism for sinking party members, accelerate the modernization of grassroots governance capabilities and governance systems under the leadership of party organizations, and provide a strong guarantee of the efficient operation of national governance.

INTRODUCTION

As a major public health event, the covid19 has brought a huge and profound impact on urban grassroots governance. In 2020, under the strong leadership and unified command of the CPC's Central Committee, the majority of Party members sank into the community to play an important role, mobilizing the forces of all parties to effectively control the spread of the epidemic and give full play to their superiority in a highly complex situation in a collaborative manner. Now in the post-epidemic era context, with the complexity of the community organization system, the diversification of community governance subjects, the extension of community governance content, changes in both the external working environment and the inner psychology of party members, further breakthroughs are needed in the development of the party members' sinking mechanism and the modernization of community governance capacity.

How to promote the efficient operation and normalization of the party members' sinking mechanism, build the synergistic effect on multiple subjects under the leadership

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of party organizations, and make full use of digital governance tools to upgrade governance effectiveness are the key points of community governance of the new era. This paper investigates and researches Community B in Wuhan City, examining the current situation of the operation of the party members' sinking mechanism in the context of the post-epidemic era, and conducting relevant analysis and countermeasure research.

THE CURRENT SITUATION OF PARTY MEMBERS SINKING MECHANISM

Management Mechanism: Implementation of Grid Party Building and Coordination of Party Members Sinking

GRID PARTY BUILDING, IMPLEMENTING "DOUBLE REPORTING DOUBLE SERVICE AND DOUBLE REPORTING" WORK

According to the CPC's Central Committee's document and the spirit of the relevant documents of Hubei Provincial Committee, Community B actively carried out the work of "double reporting to double service and double reporting". The community party organization is responsible for the docking of units, collecting a list of research needs in advance, and mapping out the situation of the community district and area. Street party committee is responsible for guiding and supervising the community party organizations to do a good job of reporting to the docking work. The community adopts the idea of grid-based management, taking the community party branch as the starting point, and establishes 9 garden party branches, 84 district grid party branches and 620 building party groups, forming a five-level responsibility system of party committee secretary, party branch secretary, party branch secretary, party group leader and party members [1], so that the party organization can serve every position in the community.

ORGANIC EMBEDMENT, OVERALL PLANNING SINKING PARTY MEMBERS FIXED POSTS AND RESPONSIBILITIES

Backed by a well-organized party organization, Community B has finely divided the community space and implemented grid management, combining the set of posts and responsibilities with the playing of dynamics. Each building is equipped with a party group - consisting of the "two leaders and four members": the building party group leader, the building leader and health, public security, cultural and sports members, and the property house manager. They are responsible for any matters related to the life of the residents. There are more than 5,000 of them in total, and they go to all the buildings in the district to listen to the voices to the residents. In this way, the duties and rights of the sinking party members are standardized, enabling them to provide strong support to the community's residents in the daily life. The community also encourages sinking party members to give full play to their initiative, and through a variety of ways, sinking party members are organically embedded in various social voluntary service organizations and

various street departments to play a variety of roles such as leading party building and enriching governance forces.

Operational Mechanisms: Hands-On Service by Party Members, Innovative Digital Tools

APPLY DIGITAL TECHNOLOGY, INNOVATIVE"CLICK AND SUPPLY" MODEL

In order to overcome the long-standing dilemma of miscellaneous functions and slow feedback and response in community grassroots governance, in the operation of the party member sinking mechanism, Community B has adopted a new model of community governance by giving full play to the advanced nature of party members. The model is "you order, I supply" which means residents order, the community sends orders, party members take orders". Community staff use digital means such as WeChat groups and special community governance apps to collect problems and feedback from the public, make research and classification of problems, and reasonably match the "demand list" of residents with the "supply list" of the sinking party members to draw up a preliminary "service list" for the sinking party members to adopt. The number and merits of party members' participation in sinking services are included as part of the unit's assessment, and usually the service recruitment messages sent in the WeChat group are always claimed within a few minutes.

ENRICHING THE RANGE OF SERVICES AND ENHANCING THE EFFECTIVENESS OF GOVERNANCE

In order to improve the effectiveness of community governance and adhere to the work purpose of "serving the people", the B community has expanded the scope of services provided by the sinking party members, changing from full-time sinking to community protection during the "fight against epidemics" period to multi-faceted and multi-level governance services. To give full play to the pioneering and exemplary role of the sinking party members, the community created the "four musts and four micros" working method, that is, members must be present when community have needs, grids must be adjusted when they have problems, residents must be helped when they have difficulties, and unstable factors must be reported. Participate in the micro-governance of the community, solve the micro-appeals of residents, collect the micro-wishes of residents, and realize the micro-dreams of residents. In accordance with the "four musts and four micros" working method, the sinking party volunteers made contributions to community development in various aspects, such as community cultural construction, history propaganda, security patrol, convenience service, poverty alleviation, care for the young and old, etc.

In response to the Hubei Provincial Party Committee's practical activities of "going to the grassroots, investigating people's feelings, solving people's problems and warming people's hearts", the Party General Branch of Community B launched the "Red Partner" micro-wish recognition activity, in which sinking party members paired up to form

"Red Partners" to spontaneously recognize micro-wishes for residents in need. The "Red Patrol" solved the practical difficulties of the residents by all means and warmed the hearts of the people with love and effort. Through in-depth visits, the sinking party members understand the residents' ideas and provide regular door-to-door care and assistance to the empty nesters and disabled families in the community. In practice, they have solved the practical problems that plague the residents' lives, such as the old and dilapidated monitoring equipment in the community, the unreasonable setting of charging piles, the shortage of parking spaces and the broken and ageing public benches in the community.

Motivation Mechanism: Party Members Lead Multiple Powers, Positive Incentives Promote Vitality

PARTY MEMBERS TAKE THE LEAD, GROUP DECISION MAKING AND GOVERNANCE

Community governance calls for everyone's participation. Community B strengthens the leading role of party organizations, takes advantage of sinking party members, and promotes community development through multi-linkage. The sinking party members take the lead in mobilizing the strengths of all parties, promoting group organizations, market entities, social organizations and autonomous organizations to collaborate in the highly complex community affairs and co-rule the community, so as to solve the problems of the public better and faster.

The sinking party members go deep into the community to build a new pattern of grass-roots governance. Party members lead the collaborative governance to create a new mode of peaceful community building. In Community B, as long as it involves community construction, party building, people's livelihood and other major issues, it will be led by the party branch, property companies, neighborhood committees, owners' committee and other tripartite management, joint consultation of owners' representatives, sinking units, sinking party members, etc., to fully guarantee the realization of small and urgent matters quickly and difficult matters in collaboration. At present, more than 290 volunteer teams are permanently active in the community, collaborating with multiple parties and linking resources to provide services for residents.

"TIME BANK", ENCOURAGE MOBILIZATION

To further stimulate the vitality and motivation of the sinking party members, Community B also adopts the "time bank" incentive system. A "time bank" section is set up in the community governance app to record volunteers' service hours one by one. The sinking party volunteers can exchange their service hours for corresponding items, such as rice and noodles, books and cultural creations, etc. The "time bank" model not only enhances the social identity of volunteer services, but also makes volunteers feel a sense of gain and happiness in their services and motivates more subjects to join the common governance.

ANALYSIS OF THE PROBLEMS OF THE SINKING MECHANISM OF PARTY MEMBERS

The Guidance of Community Party Organizations Needs to be Standardized

PARTY MEMBERS' EXPERTISE AND GOVERNANCE ACTIVITIES HAVE NOT BE FULLY MATCHED, AND RESOURCES ARE WASTED

Due to the large number of sinking party members, the heavy tasks of community staffs, the lack of a special technical platform for collecting information, and other adverse factors, Community B found it difficult to fully understand the professional background, technical ability and specialty of party members after the "double registration". When assigning sinking party members, they did not make arrangements according to their own abilities and characteristics. As a result, the work of some sinking party members in the community stays at the lower level of being community "servants". The sinking activities are suspected of formalism, which weakens the enthusiasm of party members to participate in work, and makes it difficult for sinking Party members to effectively and continuously conduct community governance, which is not conducive to the leading role of party organizations.

THE BURDEN OF SINKING PARTY MEMBERS IS TOO HEAVY AND THEY MAY TURN TO FORMALISM

After the central government issued relevant documents, the requirements of the mechanism construction of sinking party members were arranged and deployed layer by layer, cumulatively layout of the grass-roots level, sinking party members' work pressure is also constantly accumulated. Most of the sinking party members are incumbent, and the arrangement of related tasks in the sinking community conflicts with the work, so they can only participate in community service during off hours or weekends. The rigid work indicators and assessment requirements sometimes become the burden on the shoulders of the party members. The combination of daily work pressure and community governance pressure leads to the possibility of sinking party members slipping into the trap of "floating sinking" of formalism in community governance work, and the sinking force cannot be deeply integrated with community service.

The Synergy of Party Members in Guiding All Powers Needs to be Strengthened

THE RESPONSIBILITIES OF EACH POWER ARE VAGUE AND THE BOUNDARY OF POWER AND RESPONSIBILITY IS NOT CLEAR ENOUGH

In community governance, there is a problem that the service content of Party members and the responsibility scope of other community governance subjects cross. In Community B, many sinking party members have taken up the work of cleaning and sanitation, public security patrol, etc the grassroots governance, which should be a

pluralistic one, has become "dominated" by party members, and the responsibilities of various functional departments and other governance bodies have been weakened to some extent. The embarrassing situation of "party members do, the public see" happens from time to time, and the sinking party members are more practical and less leading, and the exemplary leading role of party organizations and party members to the general public has not been fully played out.

INSUFFICIENT LINKAGE OF COMMUNITY PARTIES AND LACK OF INTEGRATION OF FUNCTIONS

In community governance, sometimes the neighborhood committee, property company, owners' committee and other governance subjects lack effective interaction, linkage is not sufficient, resulting in a series of contradictions and problems. For example, some common problems plaguing communities, such as " parking fees", "property service level" and "commercial housing management", are ostensibly the responsibility of property enterprises, but in fact, the solution of these problems requires the concerted efforts of other governance subjects [2]. However, the lack of smooth communication and interaction between different subjects makes it difficult to solve community problems fundamentally and completely, and " small problems" gradually ferment into "big incidents", and the public's trust in all parties is also greatly reduced. The limited human and material resources become more difficult to make full use of community governance.

Digital Governance of Sinking Party Members Needs to be Standardized

PRIVACY DISCLOSURE, IGNORING INFORMATION SECURITY PRIVACY

The continuous updating and application of network technology has greatly expanded the ways for urban community residents to participate in governance. Residents can use online service platforms and application software to quickly and conveniently reflect their opinions and requirements. But the use of Internet technology in all aspects of people's lives also increases the risk of information leakage. While analyzing and mining community governance information, the multivariate data of community residents are integrated and disseminated. The personal data of a very small number of residents in Community B was illegally uploaded to the Internet, resulting in the violation of personal privacy and negative social impact. Due to concerns about information security, some residents are wary of information screening and are not willing to fully cooperate with the work of sinking party members.

DIGITAL BARRIERS, IGNORING INFORMATION SHARING

In the digital era, functional departments at all levels are competing to innovate and develop their own apps and information platforms. There are a large number of APPs and information reporting platforms from various functionaries converging on grassroots

governance practices. When carrying out community work, sinking party members of community B need to download and use multiple complicated APP platforms, which objectively increases their workload. In terms of information collection, the systems have not yet realized interconnection and information sharing.

RELiance ON TRADITION, LACK OF INFORMATION SCENE INNOVATION

At present, with the improvement of community governance, although groups and community governance apps have been popularized, the participation of digital governance technologies supported by new technologies such as big data and government cloud is still seriously insufficient in the application scenarios of community governance [3].

OPTIMIZATION OF SINKING MECHANISM FOR PARTY MEMBERS

Standard the leading of community party organizations

INTEGRATE COORDINATION, PROMOTE LONG-TERM AND NORMAL MECHANISM

In community governance, the key to the leading role of community party organizations should be to guide the masses to participate widely. Therefore, the party organization should emphasize coordination and enhance its ability to take the overall picture, make long-term planning and strategic deployment, and deepen research and optimization according to the actual work needs, so as to provide comprehensive guarantee for community governance. Make long-term efforts in guiding social opinion, gathering public consensus, integrating multiple resources, building a governance platform and fostering governance organizations, so as to promote the normalization and long-term development of the sinking mechanism of party members.

EMPHASIS ON NORMATIVE CONSTRUCTION, STANDARDIZE SUPERVISION AND ASSESSMENT

First of all, establish an authoritative examination and supervision mechanism. The civil affairs department shall take the lead to establish a unified assessment system for grassroots party members, unify the evaluation system, and conduct real-time practical evaluation according to the service duration, service effectiveness and other factors, so as to reasonably determine the proportion of excellent grades. The community shall establish working files, truthfully fill in the working hours, places, contents, satisfaction and other aspects of the sinking party members, and after verification by the community Party organizations and service objects, they shall be listed in the performance evaluation table. At the same time, the work effect of grassroots Party members sinking into the

community is taken as one of the important bases for the year-end evaluation of grassroots party organizations [4].

Second, improve the form of diversified evaluation and supervision. Under the "you order, I supply" model, a public feedback column should be added to actively guide and organize the public to participate, with public opinion as the main reference. The service of sinking party members should be tracked online, and residents can evaluate the service, such as scoring and sharing the service of sinking party members online, and filling in the service satisfaction survey form offline [5] to give feedback. Through residents' diverse evaluations of sinking party members, it is conducive to guiding and supervising sinking party members to provide more detailed and thoughtful services. While the community assesses the sinking party members, the sinking party members can also comment back and make suggestions on the various activities carried out by the community in order to promote the improvement of community management.

REINFORCING MOTIVATION AND STRENGTHENING ORGANIZATION

The core of the sinking mechanism of Party members lies in giving full play to the initiative of sinking party members and realizing the benign governance interaction between Party members and communities. In order to let Party members actively participate in the practice of community governance, it is necessary to stimulate their internal motivation, so that they have a greater sense of belonging to their home, to use human and material resources as a guarantee to solve their worries.

The financial budget should fully take the sinking party members in the community into account, increase the subsidies for grassroots party members [6], raise funds through multiple channels, and realize the combination of financial support and funding in the social security system. And provide them with professional protection and position support and enhance the confidence of the sinking party members in their work. The community should also give full play to the role of "points system", assess and evaluate sinking party members through service time and service effect, set up "honor list" on the community bulletin board, commend the party members with high achievements, and carry out extensive publicity. Through these ways, fully mobilize the enthusiasm of party members, form a good atmosphere, and enhance the sense of gain of Party members and cadres sinking community.

Make Coordinated Governance More Efficient Under the Guidance of Party Members

VERTICAL COORDINATION, COOPERATE WITH COMMUNITY PARTY ORGANIZATIONS AND UPPER AND LOWER DEPARTMENTS

The organizational units should strengthen the coordination to ensure a more balanced distribution of sinking party members in each community, match the residents' needs proposed with the supply of party members' services, and establish a linkage channel combining bottom-up and top-down [7]. The community should reflect the

residents' needs in a timely manner, and the higher-level department should assign party members to the corresponding communities according to the work priorities and the actual situation, so as to clarify the governance service goals for the sinking party members and better play their pioneering role.

Party organizations of each unit should actively support the sinking party members, actively play the role of "back-up group", and strengthen the management of sinking party members, so that work and sinking volunteer service can reach a balance. It is necessary to coordinate and reasonably arrange party members, and to balance the time between serving the community and working in the unit when the workload of the community is heavy [4]. It provides timely spiritual care and life protection to stimulate the enthusiasm of party members sinking into the community.

Streets and communities should improve the accuracy of the connection, build party members' work files, and improve the related management system. The community should make a "demand list" according to the needs of the residents; understand the situation of the sinking party members and prepare a "resource list" according to their job characteristics and personal abilities, so as to prepare a more matching list of services. At the same time, the street community should also organize regular training for sinking party members to improve the quality of service.

Party members should take the initiative to make good contact and communication with the community and integrate into the community. Take the initiative to report their own situation, make full use of their own strengths, develop their own voluntary work plan, solve problems for the community and improve the quality and efficiency of grassroots management.

HORIZONTAL COORDINATION, TAKE PARTY BUILDING AS THE GUIDE TO PROMOTE STANDARDIZED MULTI-SUBJECT PARTICIPATION

First, innovate the linkage model of five social organizations and promote red property. To make community governance more efficient, we must first adopt a more scientific system. We should vigorously promote the development of red owners' committee and red property, from the recruitment, organization, management and other links to promote the integration of the construction of the society ruled by law. With the party organization as the leader, obtain social recognition and participation of residents is crucial, and then promote the innovation of social governance model, the reconstruction of the way and the upgrading of capacity.

Second, strengthen the cultivation of social organizations' participation in governance. Community party organizations should include the item of fostering community social organizations in their annual work plans and social governance plans, and provide policy support for them, coordinate, guide and supervise their activities to ensure that their operations are standardized and normalized. Community party organizations should further refine and improve the work classification standards of social organizations and give corresponding policy support in the evaluation of merits and titles, so as to continuously enhance the attraction of community social work and create a favorable environment for social organizations. A series of public services

required by the community should be included in the list of government procurement and prioritized in accordance with public demand. Community party organizations should also actively coordinate with streets and community party activity centers to provide places for community organizations to enter the community for various tasks and people-friendly service work.

Third, cultivate the consciousness of extensive participation of residents. Community Party committees and neighborhood committees should take an active part in community construction and widely promote the autonomy of the masses. It is necessary to seize the opportunity of residents' participation, give play to the role of self-governing organizations such as old neighborhood council, and self-governance and co-construction council [8], solve people's demands, resolve community conflicts, improve residents' awareness of autonomy, improve their ability to solve problems and their sense of responsibility to participate in problem management, and promote community harmony and progress. Community party organizations should unite the six main powers of residents, sinking units, sinking party members, community staff, merchants, and associations [2] to promote the continuous development and growth of volunteer power.

Standardization of digital governance for sinking party members

INTEGRATE AND UPGRADE PLATFORM, BREAK THE DIGITAL BARRIER

First, it is necessary to make the governance platform run more smoothly. In response to the problems in dynamic management, creative collection, activity release and information exchange that exist in the current community governance app, intelligent governance methods should be fully applied to make the work of sinking party members smoother.

It is necessary not only to establish the data system of the information platform, but also to develop the corresponding application software according to the actual situation and needs, so as to achieve data collection, information inquiry, collaborative supervision, public participation, intelligent guidance and other services. In addition, in order to improve the efficiency of sinking party members and enhance the quality of services, the digital governance platform should make full use of the massive demand information, identify, extract keywords and generate community hot demands. Then analyze them using special algorithms to make predictions, remind and formulate countermeasures in advance.

Secondly, it is necessary to make governance data sharing more open. It is important to break the data barriers among various jurisdictions and departments in the city, build a unified and coordinated a big data integration platform for community governance with easy operation, realize the integrated collection of basic governance information, achieve the collection of only one form, entry only once, and wide application in multiple places [9], reduce the time and manpower consumption in the data entry process, and expand the application surface of data. At the same time, the visible breadth of data information should be expanded under the premise of ensuring information security, so that

community grassroots staff and sinking party members can grasp more necessary data information for accurate and effective governance services.

ENSURE NETWORK SECURITY, HIGHLIGHT THE PEOPLE-ORIENTED WARMTH

First, prevent cyber security dangers. With the development of new technology, it is necessary to strengthen risk control and responsibility constraints in order to better protect privacy. In the community, the sinking party members should classify the residents' information data while collecting and using it. According to the sensitivity, the data should be protected and used at different levels, and the data should be shared and disclosed within different procedures, so as to build a defense network of personal information security. At the same time, the supervision and protection of information on online public platforms such as groups should be strengthened to timely stop the spread and diffusion of network rumors and network violence information and strive to build a clean and positive community network environment.

Second, ensure that "digital governance" serves the people. The use of big data technology should reflect the people oriented. It is important to strengthen the ability of grassroots and vulnerable groups to master and apply digital technologies. The sinking party members should educate the vulnerable groups in society, mainly the elderly, on the use of electronic products. At the same time, the sinking party members themselves should learn to master the community digital governance technology by participating in relevant training and be able to master and process the community information skillfully and quickly, so that the digital governance platform can really play its due role, rather than become unnecessary decorations and waste precious resources.

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