

CHAPTER3

LOCAL GOVERNMENT CUSTOMER RELATIONSHIP MANAGEMENT MODEL

3.1 Local government connotation

In our local, most of them refer to the district level. The district level includes county-level cities, municipalities, and other state agencies.

There are more than 2,800 provincial administrative units and more than 2,000 cities and counties in China. The local government is the executor of higher-level policies, and the local government is the grass-roots organization responsible for the management of higher levels of work. The grass-roots assessment standards are directly determined by the government. The evaluation criteria are the most important indicators proposed by the high-level governments of the government's working senior government.

Non-base-level governments are not directly facing citizens and are in contact with distant residents and cannot play the role of regional economic development, public services, and political control. This is closely related. This is the biggest difference between local and other levels of government. The quality of local management depends on how quickly we can handle the reactions and attractiveness of the local. No matter how rich and stable the people's lives are, the will of the state will spread to the bottom of society. The local government has a direct bearing on whether it can be implemented.

3.2 The main problems existing in the primary government at this stage

Due to institutional reforms, historical issues, tax changes, and other reasons, the local government in the government still has many problems. The local governments cannot respond to the development needs of the government in a timely manner.

3.2.1 local government agencies are messy and messy

In the late 1980s, the rural family responsibility system was widespread, and the traditional local government management system could not meet the requirements of the social age. The local government is divided into specialized agencies such as offices and civil affairs and family planning agencies. Part of the responsibilities are not clear and it is a serious problem that runs through all employees. Some of the agencies that set up provisional institutions and vertical management units are set up for temporary tasks. After the completion of the next task of the grass-roots organization to the village, it was cancelled. It is mainly because it uses the work methods of the upper and lower departments and it is also responsible for more than one management. It also has departments that spend most of their time on the government's grass-roots work, offices, party committees, departments, organizations, and public relations departments. jobs.

Yu (2013) The duties and work of local governments are relatively onerous, but the number of grass-roots government workers is very limited. This has led to grass-roots workers' poor work enthusiasm and initiative.

3.2.2 Unclear definition of basic government functions

At that time, the government urgently needed relevant business experts and technical personnel to go to a large number of rural areas, local, agricultural technology, and animal husbandry and veterinary stations. However, at that time, the government mechanism was too scarce, which led many professionals to stay at the local level. Finally, some departments lost their job titles and were unable to perform their duties effectively. Second, all provinces, cities, and other local governments are not unified. The recognition usually includes land development approvals, which caused the local government to encounter problems at that time. Most grass-roots people think that the local government has all the powers of some governments. Apart from internal issues, the government does not need to intervene. Because the local government has bullied the upper-level government in order to achieve better results, the actual work is often more watery. The government only assigns tasks to the masses, but they cannot be ignored. At the time, the local government could not really serve the needs of the local. This has led to increasingly contradictory problems, which ultimately led to the failure of the communization.

3.2.3 The local government has insufficient investment in resource allocation

Liu (2013) The local government has used various methods for the allocation of resources. For example, it has increased the number of temporary staff in the organization, but the number of employees in the same organization has continuously increased, but the real demand cannot be solved. Meng (2016) Government personnel have many duties. For example, there are a lot of government staff members who work in various positions in several government-industry enterprises. Cause citizens to reflect before discovering problems, local personnel dare not to arbitrarily decide, and local staff go to the instructions often are due to the leadership of the work is too large and can not be quickly disposed of. Due to the limited availability of large-scale service-oriented services, the windows units are not free to work. They are often several offices in one office and office products are often stored in crowded office space. The hardware of office equipment is often under-configured. These are all important reasons for the low level of office and service of the government.

3.2.4 Levels of local government workers are uneven

(1) The cultural quality of citizens in our country is generally lower than that of

citizens in developed countries. In recent years, with the development of the social economy, the quality of grass-roots workers has continuously improved. However, the problem of age composition and education standards has continued to grow. In recent years, China has consistently advocated the selection of high school students, college students and college students as local workers. It is not as good as the wealth and comfort of big cities. Fan (2014) For this reason, most high-level personnel do not want to work at the local level. The result is that the staff is still at a low level of education. The structure of local government officials and experts is also unreasonable. Many governments require professional and technical personnel and local officials, but they are often overlooked.

(2) It is necessary to raise the awareness of local government workers. In the grass-roots management, the service concept is not enough, and the grass-roots staff do not pay attention to their own pursuits, resulting in relatively difficult management. The wrong concept ignores who is the true owner of society. In the performance evaluation with many government leaders, the local government did not directly participate in the assessment, which led to the neglect of many problems at the bottom of society.

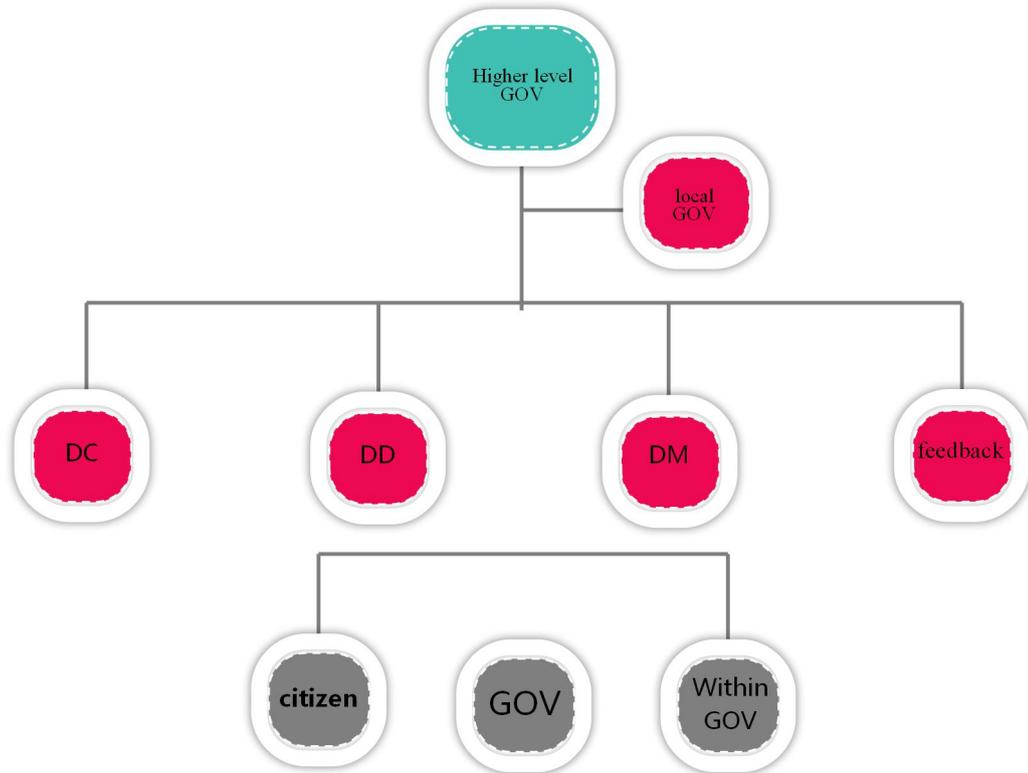
(3) Some local government workers have weak awareness and legal awareness. In the local government, there are still many ways to deal with government issues. For example, managers are not regulated and the law enforcement process violates the spirit of law. This simple and crude work method is a narrow concept that has a huge impact on the efficiency and credibility of the local government in the management process.

3.2.5 The assessment mechanism is not perfect

In the current system, the higher the score, the lower the working standard. The local government only works in accordance with the goals and tasks assigned by the higher authorities, and advances the work with reference to evaluation criteria. For example, the county government's evaluation rules for most county governments include economic indicators, local legal proceedings, and environmental sanitation supervision. The local government is doing everything by evaluating and following a standard that will not be tampered with, depending on forgery. In the local government, performance evaluation is conducted in the form of "big pots." Officials receive the same pay, rewards, and are not punished if they do not work. With this attitude, there will be delay and inevitable.

3.3 Primary government government customer relationship management model

Figure 3-1 The local government's CRM model(external customers)



Note: DC is classified as demand. DD is the degree of disposal. DM is a decision mechanism

Figure 3-2 The local government's CRM model(internal structure)

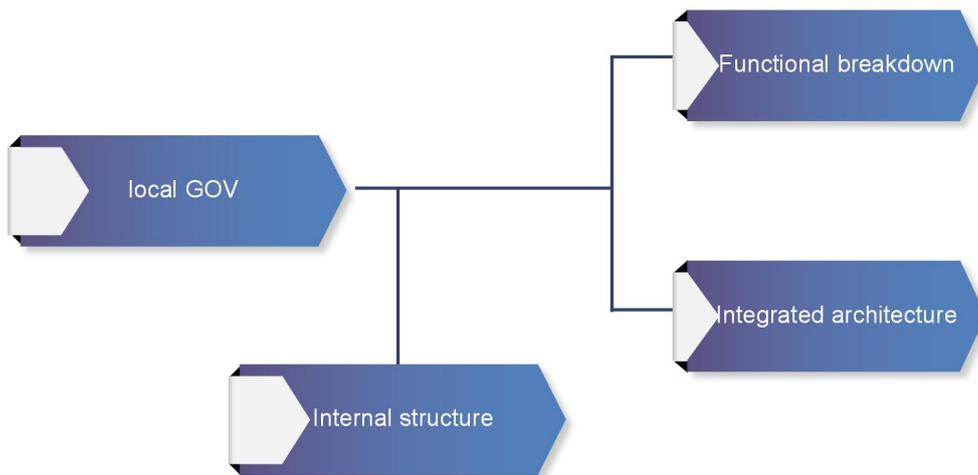
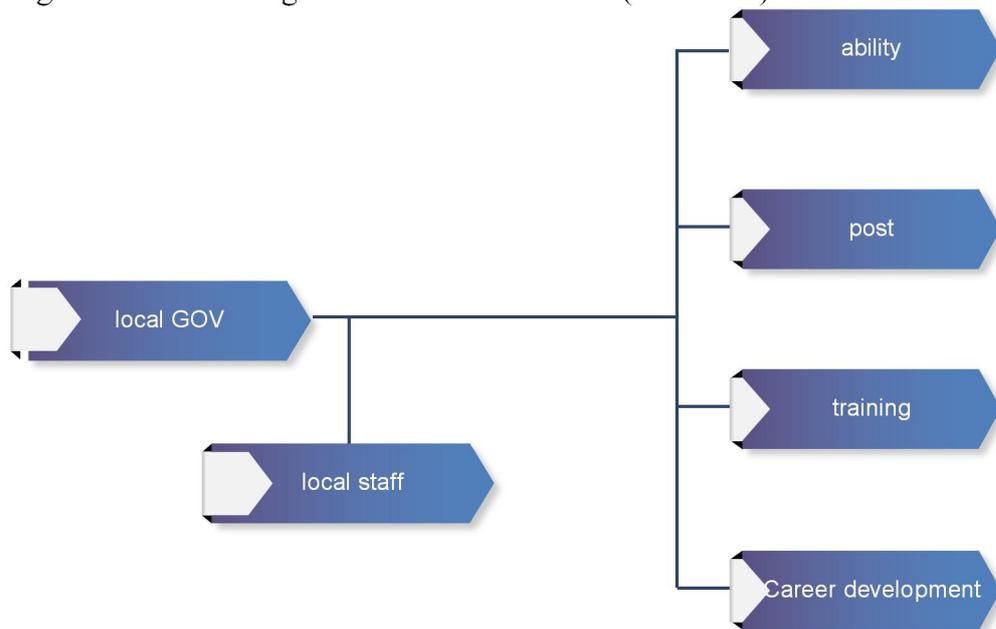


Figure 3-3 The local government's CRM model(local staff)



In this chapter, we will establish a model for managing government customer relationships based on the basic theory of the local government to adjust the current government mechanism.

According to the theory of customer relationship management in the public sector, customer segmentation is the main function of government customer relationship management. Based on the social roles and work division of government customers, local customers can be divided into internal and external customers. Internal customers include work units and grass-root government government workers, and external customers include citizens, governments, governments, and other agencies. According to the classification theory, the needs of external customers and internal customers are further subdivided.

3.4 External customers

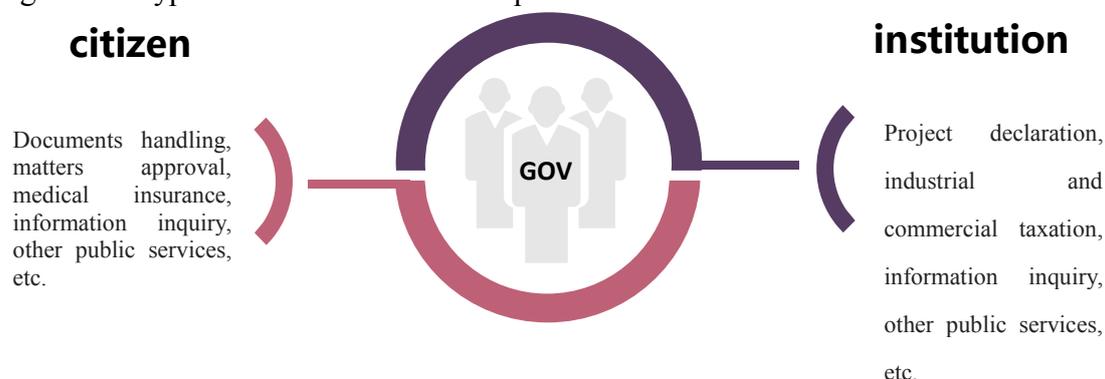
External customers include citizens, companies, governments or other entities. According to the subdivision theory, the needs of these three types of customers are the same. Types of customer service requirements, urgency of customer service requirements, customer decision-making mechanisms, customer service and evaluation, and customer feedback.

3.4.1 Types of customer service requirements

Due to differences in national policies, regional culture and economy, external customer needs in different regions are different and dynamic, and it therefore depends on legal and illegal dimensions and services. Regional characteristics I will define the needs

of the local local government to provide services.

Figure 3-4 Types of customer service requirements



3.4.2 The urgency of service demand

Due to the limited government resources and the inability to meet all customer service needs, the local government needs to set the appropriate conditions for each region. It is a five-level, the first of which is the urgent need of the top level: it must be urgent and must be solved in the quickest way.

The second is the next level: it is more urgent and needs to be handled after the first level. The third level is: Urgent and needs to be processed after the second layer.

The fourth floor is: It is not urgent. The fifth floor is: Not urgent. The local office personnel need to be reasonably assigned to master metrics.

Figure 3-5 Service demand urgency

Especially urgent	Can cause changes in serious incidents
More urgent	Can cause changes in major events
General urgent	Can cause a change of events
Less urgent	Cause minor event changes
Not urgent	Can' t make any changes

3.4.3 Service customer decision mechanism

Through the auditing and decision-making of service scope, customer demand, service level, and distribution of infrastructure and resources, regional services will be determined by the specific conditions of each basic government.

3.4.4 Customer evaluation and feedback

Local governments will continue to improve local service capabilities, and local governments will become improved and creative services. You can specify the appropriate time and direction based on the feedback.

3.5 Internal customers

3.5.1 local government agencies

To realize this concept, we must “customer-centric”. We must fully reflect the influence of the department at the grass-roots level. At this time, we must overcome the original division of labor at the local government, tailor-made work functions and comprehensive integration plans to meet external customer needs. The local is divided into four main departments, mainly government centers and government management centers, government decision-making departments, government agencies and other institutions. The government policy department is responsible for the overall government policies, such as the use of priority policies, the formulation of local regulations and measures, the provision of service measures to meet the needs of external customers, the adjustment of internal customer needs, and the setting up of government departments to work among multiple departments. The departments of the same department are responsible for the specific business functions in daily work and are instructed by the government policy department. Together with other government agencies, it is responsible for supporting government work, assessing the work situation and returning results.

3.5.2 Local government government staff

Civil servants are very important to internal customers. Government employees directly face external customers. Their words and deeds directly affect the evaluation of external basic customer service levels. Therefore, it is very important that the local government can not ignore the good work of the internal government staff.

(1) Consistency of personal skills and work. Government officials at local government agencies employed by government officials or public agencies cannot post full-time job offers. Workplaces and many government staff are professionally trained. The current situation is based on professional skills and personal skills, and must match the correct location.

(2) Being well-trained is one of the necessary conditions for improving the skills of government workers. It is directly proportional to the job satisfaction, wages, work experience, and self-improvement of government workers. From the perspective of wages

and salaries, the wages and salaries of local governments are rarely linked to real performance. Education is a way to increase salaries and salaries. From the perspective of work experience and self-awareness, government workers with academic and technical skills can improve their work ability, and government workers can more easily manage their daily work and gain a better work experience. Easily solve problems in the eyes of others and achieve self-fulfillment by government workers.

(3) Interpersonal relationships are tightly integrated with local government agencies. It is almost impossible for government workers to hire another department. However, it is necessary to cooperate smoothly with colleagues of various agencies and agencies. Interpersonal relationships are an important element in connecting organizations and individuals. Personal relationships may affect work. If the government staff has a good relationship, you can get cooperation from others at work, increase productivity, and reduce work difficulties. Make the government staff more positive attitude to improve the satisfaction of government workers. On the other hand, if the relationship is tight, it will not only affect the mutual cooperation at work. It also affects work experience and enthusiasm.

(4) Expectations for career development Government workers will continue to work for the government. They think that the current work is conducive to their professional development and they will work harder. Government workers think that current career expectations are limited. Will reduce work efforts in the work.