

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public management and administration department

QUALIFICATION WORK
education degree - Master

**on: «Administrative management of the enterprise: the state and proposals for
improvement »**

Completed: student of
073 “Management” speciality
EP “Administrative Management”

Wang Xuefeng

Supervisor

Prof. Dr. Larysa Kalachevska

Reviewer

Eduard Kalachevskyi
Director of Agroecoline LLC, Sumy

Sumy - 2024

SUMY NATIONAL AGRARIAN UNIVERSITY

**Faculty
Department**

Economics and Management
Public management and administration

**Education degree
Speciality**

«Master»
073 “Management” EP “Administrative Management”

Approved:

Head of
Department
«_____»

Ass. Professor
A..Brychko
2024 p.

TASK

on thesis for student

Wang Xuefeng

1. Theme of Thesis: **Administrative management of the enterprise: the state and proposals for improvement**

Supervisor Prof. Dr. Larysa Kalachevska

approved by the university from

23.02.24 №561/oc

2. Base of practical research:
State Grid Corporation of China

3. Deadline for student completed project (work)

August, 28 2024

4. Background to the project (work):

Taking State Grid as an example, this project discusses the overall construction of the Administrative management system of power grid enterprises as its main content. From the general process of Administrative management to the horizontal and vertical decomposition of the administrative target system, the process and method of the construction of the Administrative management system of power grid enterprises are discussed.

5. Contents of settlement and explanatory notes (the list of issues to develop):

1- Current situation and analysis of power grid enterprise Administrative management. 2- Construction of power grid enterprise Administrative management system. 3- Strategies for the continuous operation of power grid enterprise Administrative management system.

6. Date of assignment:

June, 01. 2023

CALENDAR PLAN

	Name of the diploma project's stages	Dates of project stages ⁵ administrative	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	September, 2023	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	September - October, 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	November 2023	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	December 2023	done
5	Making the theoretical part of the thesis, summarizing the analytical part	January 2024	done
6	Design options improve the research problem	January 2024	done
7	Completion of the project part of the thesis, design chapters	January 2024	done
8	Update of data for 2020, 2021, 2022 and completion of analytical and design sections of the qualification work	March 2024	done
9	Previous work and its defense review	August, 2024	done
10	Checking the authenticity of the thesis	September, 05 2024	done
11	Deadline for student completed the thesis	September, 12 2024	done
12	Defense of the thesis	September, 2024	done

Student

Wang Xuefeng

(signature)

Wang Xuefeng

Supervisor of science work

(signature)

**Prof. Larysa
Kalachevska**

Checking the authenticity conducted.

Thesis allowed to protect

(signature)

АНОТАЦІЯ

Ван Сюефен, Адміністративне управління підприємством: стан і пропозиції щодо вдосконалення (Державна мережева корпорація Китаю, Су Мей). Спеціальність 073 "Менеджмент" ОП "Адміністративний менеджмент" кваліфікаційна атестаційна робота. СНАУ, Суми-2024 - Рукопис.

У даній кваліфікаційній атестаційній роботі в даній роботі узагальнено необхідність створення наукової та застосовної адміністративної системи управління розвитком сучасного управління підприємством. Адміністративний менеджмент є стандартом сталого розвитку підприємств і механізмом підтягування працівників. За допомогою записів, заохочень і покарань вона повідомляє співробітникам, що потрібно підприємствам, яку поведінку слід заохочувати і яку поведінку слід заборонити, а також вказує на розрив між очікуваннями підприємств і фактичним становищем працівників за допомогою зворотного зв'язку, направляючи співробітників вчитися і вдосконалюватися, щоб відповідати вимогам. У процесі реформування і розвитку електроенергетичні підприємства висувають все більш високі вимоги до власного рівня управління, все більше уваги приділяють адміністративному управлінню.

У першому розділі «Значення висловлення проблеми та дослідження та стан розвитку теорії адміністративного управління» в основному розглядаються передумови виникнення адміністративного менеджменту, актуальність впровадження адміністративного менеджменту, процес управління та підсумкової оцінки, надання теоретичного забезпечення та практичного керівництва адміністративним менеджментом.

У другому розділі «Сучасний стан та аналіз адміністративного управління підприємствами електромереж», що включає 4 підрозділи, розглядається сучасний стан адміністративного управління підприємствами електромереж, основні проблеми, що існують при здійсненні адміністративного управління підприємствами електромереж, аналізуються та узагальнюються існуючі адміністративні режими управління підприємствами електромереж та тенденції

розвитку адміністративного управління підприємствами електромереж відповідно вивчаються. Шляхом аналізу статус-кво адміністративного управління державним підприємством встановлено, що існують такі основні проблеми, як невідповідність цілей управління стратегічним цілям підприємства, нестандартність процесу механізму управління, несвоєчасне зведення результатів механізму управління.

У третьому розділі «Побудова системи адміністративного управління підприємствами електричних мереж» виділяють сім підрозділів: мета побудови адміністративної системи управління підприємствами електричних мереж, основні роботи з побудови адміністративної системи управління підприємствами електричних мереж, побудова та оцінка системи адміністративної оцінки підприємств електричних мереж, реалізація посилення ідеї адміністративного управління, удосконалення організації адміністративного управління та вдосконалення допоміжних заходів адміністративного менеджменту. Запропоновано, що заходами з удосконалення адміністративного механізму управління державними електроенергетичними підприємствами є: по-перше, встановити цільовий показник управлінського будівництва, який підходить для розвитку електроенергетичних підприємств; По-друге, процес і метод створення адміністративної системи управління ринковою електромережею; Нарешті, це вдосконалення стратегії управління для сталого розвитку підприємств.

Тому, досліджуючи адміністративне управління електроенергетичними підприємствами: сучасний стан та пропозиції щодо вдосконалення, у даній роботі розглядається процес та метод створення адміністративної системи управління ринково-орієнтованими енергомережевими підприємствами, яка може збагатити внутрішню управлінську теорію адміністративного управління електроенергетичними підприємствами, а також спрямувати працівників на навчання та вдосконалення для виконання вимог. У процесі реформування та розвитку електроенергетичні підприємства висувають все вищі вимоги до власного рівня управління, все більше уваги приділяють адміністративному управлінню.

Ключові слова: електромережеві компанії, управління ефективністю, управління за цілями

ABSTRACT

Wang Xuefeng, Administrative management of the enterprise: the state and proposals for improvement (State Grid Corporation of China ,Su Mei). Qualification work on specialty 073 "Management" EP "Administrative Management". SNAU , Sumei-2024 - Manuscript.

In this qualification certification work, this paper summarizes the need for establishing a scientific and applicable administrative management system is the development of modern enterprise management. Administrative management is the standard for the sustainable development of enterprises and the pulling mechanism for employees. Through records, rewards and punishments, it tells employees what enterprises need, which behaviors should be encouraged and which behaviors should be prohibited, and points out the gap between the expectations of enterprises and the actual situation of employees through feedback, guiding employees to learn and improve to meet the requirements. In the process of reform and development, electric power enterprises put forward higher and higher requirements for their own management level, and pay more and more attention to administrative management.

In the first chapter, "The importance of problem expression and research and the development status of administrative management theory", it mainly includes the background of the emergence of administrative management, the urgency of implementing administrative management, the process of management and summary evaluation, providing theoretical support and practical guidance for administrative management.

In the second chapter, "Current Situation and Analysis of administrative management of Power grid enterprises", including 4 sub-chapters, the current situation of administrative management of power grid enterprises, the main problems existing in the implementation of administrative management of power grid enterprises, the analysis and summary of the existing administrative management mode of power grid enterprises and the development trend of administrative management of power grid enterprises are respectively studied. Through the analysis of the State grid enterprise administrative management status quo, it is found that the main problems exist such as the mismatch

between management objectives and enterprise strategic objectives, non-standard management mechanism process, and late summary of management mechanism results.

In the third chapter, "the construction of the administrative management system of power grid enterprises", there are seven sub-chapters: the goal of the construction of the administrative management system of power grid enterprises, the basic work of the construction of the administrative management system of power grid enterprises, the construction and evaluation of the administrative assessment system of power grid enterprises, the implementation of strengthening the idea of administrative management, improving the organization of administrative management and improving the supporting measures of administrative management. It is suggested that the measures to improve the administrative management mechanism of State grid enterprises are as follows: First, to establish the management construction target which is suitable for the development of electric power enterprises; Secondly, the process and method of establishing the administrative management system of marketized power grid company; Finally, it is to improve the management strategy for the sustainable development of enterprises.

Therefore, by studying the administrative management of electric power enterprises: current situation and improvement suggestions, this paper discusses the process and method of establishing the administrative management system of market-oriented power grid companies, which can enrich the internal management theory of administrative management of electric power enterprises, and guide employees to learn and improve to meet the requirements. In the process of reform and development, electric power enterprises have put forward higher and higher requirements for their own management level, and pay more and more attention to administrative management.

Key words: power grid companies, administrative management, management by objectives

CONTENT

INTRODUCTION	9
CHAPTER 1 FORMULATION OF THE PROBLEM AND THE SIGNIFICANCE OF THE STUDY AND THE CURRENT STATUS OF THE DEVELOPMENT OF ADMINISTRATIVE MANAGEMENT THEORY	13
CHAPTER 2 CURRENT SITUATION AND ANALYSIS OF POWER GRID ENTERPRISE ADMINISTRATIVE MANAGEMENT	22
2.1 Current situation of power grid enterprise administrative management	22
2.2 The main problems in the implementation of administrative management in power grid enterprises	23
2.3 Analysis and summary of the existing administrative management mode of power grid enterprises	28
2.4 Development trend of power grid enterprise administrative management	29
CHAPTER 3 CONSTRUCTION OF POWER GRID ENTERPRISE ADMINISTRATIVE MANAGEMENT SYSTEM	32
3.1 The goal of power grid enterprise administrative management system construction	32
3.2 The basic work of power grid enterprise administrative management system construction	34
3.3 Construction of power grid enterprise administrative appraisal system	37
3.4 Assessment work	49
3.5 Strengthen the concept of administrative management	58
3.6 Improve the Administrative management organization	61
3.7 Improve the implementation of administrative management supporting measures	64
CONCLUSION	69
REFERENCES	71

INTRODUCTION

The establishment of scientific and applicable administrative management system is the need of the development of modern enterprise management. Administrative management is the standard for enterprises to measure the work of employees, and it is also a traction mechanism. Through records, rewards and punishments, it tells employees what the enterprise needs, which behaviors should be encouraged and which behaviors should be prohibited, and points out the gap between the expectations of the enterprise and the actual administrative of employees through feedback, guiding employees to learn and improve to meet the requirements. In the process of reform and development, electric power enterprises put forward higher and higher requirements for their own management and pay more and more attention to administrative management.

However, as a key and difficult point of human resource management, administrative management has always been a problem that enterprises repeatedly discuss and constantly study. According to an online survey conducted by China Human Resource Development and Management Network, 39.29 percent of people believe that administrative management is the biggest challenge in the construction of enterprise human resource management. In the process of system reform, electric power enterprises have conducted a lot of exploration of administrative management, and many enterprises have established a administrative appraisal system, which has made a lot of achievements, but there are still some places to be further improved. For example, some assessment methods are not reasonable enough, assessment standards are not clear enough, the selection of indicators is not scientific enough, the "assessment" is emphasized much, the attention to counseling is not enough, and the coverage is not enough, such as the team or the operator is more complete, the administrative management of managers is less, and the method is less mature.

As a technology-intensive and asset-intensive enterprise, the scientific management and sustainable development of State Grid has been a hot topic in recent ten years. Strengthening human resource management, improving organizational behavior and improving administrative have become urgent tasks for electric power enterprises.

According to the characteristics of state-owned electric power enterprises, the construction of administrative management system must be based on the development strategy of the enterprise, market-oriented, shorten the reaction time, innovative technology and service, attach importance to team cooperation, and long-term management, etc. Only in this way can we meet the requirements of electric power market reform and make enterprises in an invincible position in the increasingly fierce market competition.

The purpose of this paper is to analyze in detail the status of the administrative management of electric power enterprises, and formulate them according to the best practices for implementing efficient administrative management methods for electric power enterprises.

The main objectives of the study, which ensure the achievement of this goal, are as follows:

Firstly, to enrich the practice of internal management through the formulation of administrative management issues and the importance of research and the development status of administrative management theories.

Secondly, to in-depth study of the current situation and analysis of the administrative management of power grid enterprises.

Thirdly, to deepen the research on the construction of the current administrative management system of power grid enterprises.

Finally, to provide strong theoretical and methodological support for the sustainable development of power enterprises.

The object of research in this paper is the current situation of enterprise administration and suggestions for improvement.

The subject of the study is modern administrative management methods and theories and methods for the sustainable development of electric power enterprises.

The research base is a state-owned power enterprise in China, State Grid.

The main results of the work are as follows:

Through the study of the current situation and improvement suggestions of the administrative management of electric power enterprises, the process and method of establishing the administrative management system of market-oriented power grid companies are discussed, which can enrich the internal management theory of the administrative management of electric power enterprises, and guide employees to learn and improve to meet the requirements. In the process of reform and development, electric power enterprises have put forward higher and higher requirements for their own management level and paid more and more attention to administrative management.

The following **main methods** were used to solve the research problems:

The literature research method is mainly to sort out the relevant research on the current situation of enterprise administration, so as to lay a foundation for avoiding the repetition and blindness of subsequent research.

Questionnaire survey method, this study will mainly select the staff of State Grid as the random questionnaire survey object, and use more advanced questionnaire statistical methods to obtain more objective research data.

The work is done by the student independently and consists of an introduction, three sections, conclusions, a list of references from 37 sources and appendices. The total length of the work is 76 pages, including the length of the main text is 58 pages. Number of tables is 9, figures 3.

The information database of this study includes analytical research and scientific development results from scientists in China and around the world, from the State Grid Corporation of China. The annual administrative evaluation method of the company's leaders [9]. The practical significance of the research results lies in the fact that this study focuses on the process and method of establishing a market-oriented power grid company administrative management system, and the establishment of a scientific and applicable administrative management system is the need for the development of modern enterprise management. In the process of reform and development, electric power enterprises have

put forward higher and higher requirements for their own management level and paid more and more attention to administrative management.

CHAPTER 1

FORMULATION OF THE PROBLEM AND THE SIGNIFICANCE OF THE STUDY AND THE CURRENT STATUS OF THE DEVELOPMENT OF ADMINISTRATIVE MANAGEMENT THEORY

The establishment of a scientific and applicable administrative management system is the need for the development of modern enterprise management. Administrative management is the standard for enterprises to measure the work of employees, and it is also a traction mechanism, which tells employees what the company needs, which behaviors are worth encouraging, and which behaviors should be prohibited through records, rewards and punishments, and points out the gap between enterprise expectations and the actual situation of employees through feedback, and guides employees to learn and improve to meet the requirements. In the process of reform and development, electric power enterprises have set higher and higher demands on their own management levels and have paid more and more attention to administrative management.

However, administrative management, as a key and difficult point of human resource management, has always been a problem that enterprises have repeatedly discussed and studied. According to an online survey conducted by the Chinese Human Resources Development and Management Network, 39.29% of people believe that the administrative management challenges encountered in the construction of enterprise human resource management are the greatest. In the process of structural reform, electric power enterprises have made a great deal of exploration in administrative management, and many enterprises have established a administrative appraisal system and made many achievements, but there are still some areas that need to be further improved. For example, some assessment methods are not reasonable enough, the assessment standards are not clear enough, the selection of indicators is not scientific enough, the "assessment" is emphasized too much, the attention to guidance and improvement is not enough, and the coverage is not enough, such as the team or operator is relatively complete, the

administrative management of management personnel is less, and the methods are less mature.

As a technology-intensive and asset-intensive enterprise, the scientific and sustainable development of the State Grid has been a hot spot in the past decade. Strengthening human resource management, improving organizational behavior, and improving administrative have become the top priorities of electric power enterprises. In view of the characteristics of state-owned power enterprises, the construction of the administrative management system must be based on the development strategy of the enterprise, market-oriented, shorten the response time, innovate technology and services, attach importance to teamwork, and face long-term management, etc., only in this way can we comply with the requirements of the market-oriented reform of electric power, so that the enterprise is in an invincible position in the increasingly fierce market competition.

Internationally, the administration of enterprises has experienced three stages: people-oriented, work-centered and goal-centered [1].

Administration was first proposed and applied in the United States. American enterprises used to pay according to the position, hire what people the company lacks, and set a good pay standard. The downside of this approach is that no matter how good or bad a person is, his or her income is not linked to the profits or losses of the business. Even if the enterprise loses money, it must be paid according to the original contract. By the mid-1980s, the management style of Japanese companies was challenging American companies. Americans began to carry out corporate restructuring, from the organizational structure, personnel system and other aspects of reform, especially in the way of compensation, personal administrative and corporate objectives linked to the ups and downs with the enterprise. Administration has since become popular in corporate America. Research on hundreds of companies in the United States has shown that companies using administrative management programs have higher financial administrative and productivity than companies without administrative management programs. At present, the continuous attempts of domestic enterprises and State grid on

administrative management are also the objective needs of enterprise management development to a certain stage. [2]

Administrative management is a set of systematic management tools, is a complete management thought system. The implementation of the administrative management system, in the final analysis, is the change of enterprise management, which not only needs a complete system specification, but also needs the real thinking of change, through the guidance of the thinking of change, to comprehensively promote the implementation of the system. Therefore, the root of the success of enterprise administrative management lies in the unity of ideas of all employees, how to let employees realize that administrative management is a win-win development of employees and enterprises, so that employees feel hopeful, promising, have a sense of accomplishment and career development space, is the necessary condition for the implementation of administrative management. But at present, a considerable part of the State grid in the implementation of administrative management, more attention to the administrative management system itself, but ignore the construction of administrative management ideas. Due to the lack of due ideological support, the administrative management system can not be deeply rooted in the hearts of the people, managers, employees passive acceptance, speculative use, resulting in the administrative management system is a mere formality.

In recent years, the national power shortage situation has been alleviated, but the power supply situation is still severe, the State grid how to use the existing resources, improve work efficiency, and better provide quality services for the healthy and stable development of the national economy, has become the top priority of the State grid, and administrative management is an important means to solve this problem. However, the current performance management of State Grid is more to follow the pattern before the system reform, which is the product of planned economy. As can be seen from the problems summarized in the above section, this model can not meet the needs of enterprise development, and even hinder the development of enterprises to a certain extent. Therefore, the State Grid urgently needs to introduce a new administrative management concept, build a new set of administrative management system, integrate resources, improve efficiency, and promote the management level of the State grid.

The main reasons for the lower asset profit efficiency of electric power industry are as follows: the market system of electric power industry is not perfect; Prices of basic energy and resources continued to rise. Electricity price control; Enterprise performance and employee performance are ignored in several aspects. However, there are some difficulties in the administration of the State Grid, such as the ideological imprisonment of state-owned enterprises and the outdated concept of big pot rice; Without the establishment of scientific, in line with the characteristics of enterprise strategic development of administrative management system, performance management is difficult to continue. In order to solve these problems, one should pay attention to the propaganda of administrative management ideas and concepts, and the other is to establish an effective administrative management system, especially the responsibility system and the index evaluation system. After all, the administrative management system implementation of auxiliary management tools, need a set of effective system management tools to solidify it.

Today, administrative management theory is also developing very rapidly, and there are three main types that are widely used in practice around the world:

The first is the management by objectives theory, the earliest born, now in addition to the simple goal step-by-step decomposition system, but also to join the PDCA cycle system (planning, execution, inspection, processing). The concept of "management by objectives" was first proposed by management master Peter Drucker in 1954 in the Practice of Management, and later he put forward the proposition of "management by objectives and self-control". Drucker believed that it is not the work that has a goal, but on the contrary, it is the goal that determines everyone's work. Therefore, "the mission and task of the enterprise must be transformed into a goal", if there is no goal in a field, the work in this field is bound to be ignored. Therefore, managers should manage subordinates through goals. After the top managers of the organization determine the organizational goals, they must be effectively decomposed and transformed into sub-goals of various departments and individuals. Managers will assess, evaluate, reward and punish subordinates according to the completion of sub-goals.

The specific methods of management by objectives are divided into three stages: the first stage is the setting of objectives; The second stage is to achieve the goal of the process management; The third stage is to measure and evaluate the results achieved.

Target setting

This is the most important stage of management by objectives, and the first stage can be broken down into four steps:

Senior management predetermined goals, this is a temporary, can change the goal plan. That is, it can be proposed by superiors and discussed with subordinates;

It may also be proposed by a lower level and approved by a higher level. Either way, we must discuss and decide together;

Second, leaders must evaluate the opportunities and challenges brought by the objective environment according to the mission and long-term strategy of the enterprise, and have a clear understanding of the advantages and disadvantages of the enterprise. Have a clear idea of what the organization should and can accomplish.

Review the organizational structure and division of responsibilities. Management by objectives requires that each sub-objective has certain responsibility subjects.

Therefore, after setting the target, it is necessary to re-examine the existing organizational structure, adjust it according to the new target decomposition requirements, and clarify the target responsibility and coordination relationship.

Set goals for subordinates. First, the subordinates define the organization's plan and goals, and then agree on the sub-goals of the subordinates. In discussion, superiors should respect subordinates, treat others equally, listen to subordinates patiently, and help subordinates develop consistency and supportive goals.

Sub-objectives should be specific and quantified to facilitate assessment; Prioritize, so as not to neglect the other; It needs to be challenging, but it needs to be realistic. The sub-objectives of each employee and department are aligned with other sub-objectives to support the achievement of the objectives of the unit and the organization.

Superiors and subordinates agree on the conditions necessary to achieve each goal and on the rewards and punishments for achieving the goal. After the subheading is formulated, the subordinate should be granted the corresponding power of resource

allocation to achieve the unity of rights, responsibilities and interests. Written agreement by subordinates,

Compile a goal record card and draw a goal map after the entire organization aggregates all the data.

Management of the process of achieving the goal

Management by objectives emphasizes results, autonomy, autonomy and self-awareness.

It does not mean that the leader can let go, on the contrary, because of the formation of the target system, a mistake will affect the overall situation. Therefore, the management of leaders in the process of target implementation is indispensable. First of all, regular inspections should be carried out naturally, taking advantage of frequent contact opportunities and information feedback channels between the two sides; Secondly, we should inform the subordinates of the progress, so as to facilitate mutual coordination; Thirdly, we should help the subordinates to solve the difficult problems in the work. When unexpected and unpredictable events seriously affect the realization of organizational goals, we can also modify the original goals through certain procedures.

Summary and evaluation

After reaching the predetermined time limit, the subordinates first carry out self-assessment and submit a written report;

Then the upper and lower levels together assess the completion of the target, decide the reward and punishment; At the same time discuss the next stage of the goal, start a new cycle. If the goal is not achieved, we should analyze the reasons and sum up lessons, avoid mutual accusations, and maintain an atmosphere of mutual trust.

Key management indicators

The specific quantitative indicators used to measure the performance of staff in a certain position are the most direct way to measure the effectiveness of work. Key management indicators come from the decomposition of the overall strategic objectives of the enterprise and reflect the key driving factors that can most effectively affect the value creation of the enterprise. The value of setting up key management indicators is to enable managers to concentrate on the business actions that have the greatest driving force

for administrative management, timely diagnose the problems in production and business activities and take corrective measures to improve the level of enterprise development.

Key indicators can not be directly used or suitable for all positions of personnel assessment, but because the key indicators can reflect the organization's business focus and stage direction to a considerable extent, so become the basis of administrative assessment. The specific extraction and decomposition methods of key indicators are explained in detail in chapter 3 of this paper.

Work objectives and process setting

That is, the superior leader and the employee jointly determine the main work that the employee should complete during the assessment period and its effect, and at the end of the assessment period, the superior leader scores the employee according to whether the goal set at the beginning of the period has been achieved.

It is a kind of assessment method for the completion of some relatively long-term, procedural, auxiliary and difficult to quantify main work tasks within the scope of work responsibilities.

The relationship between administrative indicators and work objectives

Administrative indicators and work objectives complement each other in the administrative management system.

The common denominator is:

All of them are set according to the job responsibilities and nature of the target position, reflecting the key value drivers derived from the decomposition of the company's strategic goals, and only reflecting the most important business activities of the target position, rather than all the work.

The difference is:

Administrative indicators can be used to calculate the quantitative results of employees' business activities, focusing on the work that employees have direct control over the business results, it examines the current and final business results; The work objective is a qualitative evaluation of the main work that is difficult to be quantified by the superior in the form of scoring, focusing on the work that the employee does not have direct control over the business results, and it examines the long-term work and work

process. Using work objectives to complete the effect evaluation can make up for the shortage of only using fully quantified key indicators to assess, so as to reflect the work performance of employees more comprehensively. The evaluation of the achievement effect of the work goal mainly includes the setting of the work goal and purpose, the formulation of the evaluation standard, the determination of the weight, and the evaluation of the evaluation level.

Balanced scorecard method

The Balanced Scorecard went through two main stages of development.

In the first stage, the balanced scorecard presents a new set of administrative management system in front of people, which focuses on the perfection and balance of performance indicators. In the second stage, the executive management system evolves into a strategic management tool, which can be used to formulate, communicate, execute and adjust strategies.

The idea of scoring, or measuring performance, as a management tool has been around for a long time and is an important feature of the management of almost all leading companies.

Managers who believe in administrative metrics believe that without metrics you cannot manage. In order to evaluate, it is necessary to develop some indicators to measure the health of the enterprise (such as customer satisfaction) and set goals to achieve, and then compare the actual results with the predetermined goals, identify the gaps and reasons, and come up with solutions. This is what we often call management by numbers and facts.

However, in the past, administrative evaluation was often limited to financial indicators. However, financial metrics are lagging indicators that only tell you what your past actions have achieved, and you still don't know whether some of the key factors driving your business have changed or how far you are moving toward your strategic goals.

The appearance of balanced scorecard has completely changed the situation that financial index dominates the world and administrative evaluation index is extremely unbalanced. Instead of ditching financial metrics, it has added metrics for customers,

internal processes and learning and growth, which measure what drives good business performance. These four indicators, together, constitute the internal and external, results and drivers, long-term and short-term, qualitative and quantitative balance, so as to provide a three-dimensional and forward-looking evaluation basis for the performance evaluation management of enterprises.

CHAPTER 2

CURRENT SITUATION AND ANALYSIS OF POWER GRID ENTERPRISE ADMINISTRATIVE MANAGEMENT

2.1 Current situation of power grid enterprise administrative management

The continuous deepening of the market-oriented reform of the power industry and the increasingly fierce competition have prompted power grid enterprises to further strengthen management innovation, and make new progress and breakthroughs in corporate governance structure, corporate management mode and various basic management work in accordance with the requirements of modern enterprise system. Under the background of the basic easing of the tension between supply and demand of electricity and the increasing capacity of national energy conservation and emission reduction, China's power grid enterprises have begun to accelerate the market process of the entire industry by improving and improving administrative management.

As the core link of enterprise management, administrative management has been concerned by the majority of power grid enterprises. The effectiveness of administrative management directly affects the implementation of enterprise development strategy, the standardization of enterprise production and operation, the development of staff enthusiasm and creativity, and the formation of enterprise culture. In recent years, administrative management has become one of the forefront topics in the development of enterprise management theory, many new concepts and tools have emerged, and many power grid enterprises have formed a good model and experience in practice.

Through the investigation and data collection and analysis of several power grid enterprises, the author summarizes the current administrative management methods and status quo of power grid enterprises:

First of all, for the subordinate companies, the superior unit will issue some important indicators and objectives to evaluate the overall administrative of the enterprise, such as the current common annual administrative assessment of the head of

the enterprise [3] (asset management target responsibility system assessment, production safety responsibility system assessment, party conduct, clean government and spiritual civilization construction assessment, etc.); And set up targeted assessment indicators: such as communication guarantee rate, network accidents and so on.

Secondly, the internal development of the department, middle management and staff assessment system. However, the assessment content of the department is more developed by each department from its own perspective, rather than from the company level. Some work may be inconsistent with the company's goals, so there will be a phenomenon that the department's work is completed well [4], but the overall administrative of the company is not good. The assessment of middle managers is generally conducted from the aspects of morality, ability, diligence administrative, integrity, etc. This kind of assessment content is more from the perspective of assessing administrative cadres, and is not suitable for the examination of managers in enterprises.

Third, at present, many power grid enterprises copy and apply the advanced administrative management mode directly, and the result is that the administrative formula often fails because it is not consistent with the status quo of enterprise management. The current assessment of most power grid enterprises is not a real sense of administrative management, just for the purpose of distribution, the assessment system is almost equivalent to the bonus distribution system, and these systems often violate what regulations and deduct how much money, to a large extent, hit the enthusiasm of enterprises and employees. [5]

2.2 The main problems in the implementation of administrative management in power grid enterprises

Administrative management is an important management tool for enterprise strategy execution and improvement of enterprise strategy execution. It is fundamentally different from traditional administrative appraisal. It pays more attention to the process of management execution while paying more attention to the result of management execution. And pay more attention to the continuous improvement and promotion of

corporate administrative. Although power grid enterprises have a certain understanding of the importance of Administrative management, there are still considerable conceptual deviations from the current implementation of Administrative management [6], which are mainly reflected in: (1) Lack of in-depth understanding of the connotation, lack of in-depth understanding and understanding of the important significance of Administrative management for enterprise strategy and development, lack of understanding of the concept of Administrative management, equating Administrative management with administrative appraisal, or copying or improving on the basis of the original economic responsibility system and administrative appraisal, focusing only on scoring. Little attention is paid to how to implement strategy and strengthen management through this tool; (2) Internal managers and employees generally believe that Administrative management is the work of the human resources Department or relevant functional departments, and enterprise leaders, managers and employees rarely take the initiative to participate in Administrative management and do not assume their respective responsibilities [7], so that Administrative management cannot play the role of management; (3) Regarding administrative-based administrative, the process of Administrative management lacks the necessary communication mechanism, and employees are passively involved or even viewed in opposition, which makes it difficult to truly improve employees administrative and promote their career development through Administrative management.

Administrative management is a set of systematic management tools and a complete management thought system. The implementation of the administrative management system, in the final analysis, is the reform of enterprise management [10], which requires not only a complete system specification, but also a solid thinking of change. Through the guidance of the thinking of change, the implementation of the system is comprehensively promoted. Therefore, the fundamental point of the success of enterprise administrative management lies in the unity of ideas of all employees, how to let employees realize that administrative management is a win-win development of employees and enterprises, so that employees feel hopeful, promising, have a sense of accomplishment and career development space, is the necessary condition for the

implementation of administrative management. But at present, quite a number of power grid enterprises pay more attention to the administrative management system itself when implementing administrative management, but ignore the administrative management thought construction. Due to the lack of ideological support, the administrative management system can not be deeply rooted in the hearts of the people, managers and employees passively accept, speculative use, resulting in the administrative management system is a mere formality. [11]

(1) The responsibility of the management team, managers and employees in administrative management is unclear.

Administrative management system as a systematic tool, its operation and continuous promotion need all departments and managers at all levels to clarify their responsibilities, perform their respective duties, and promote together. In the process of the construction and operation of the administrative management system, who is the center of administrative management, who is responsible for the administrative of the enterprise and its departments, and what role does the human resources department, management team, managers and general employees play in administrative management? If there is no satisfactory answer to these questions or the answer is not clear enough, it will directly lead to the dislocation of roles and responsibilities. Finally, the process of administrative management is confused and the implementation of administrative management system fails. At present, power grid enterprises have the phenomenon of unclear responsibility in the implementation of Administrative management, which is mainly reflected in: (1) The enterprise management team, especially the leader, does not pay continuous attention to the construction and implementation of the Administrative management system, the overall administrative planning of the enterprise is not clear, the enterprise management team does not understand the concept of Administrative management deeply [12], can not well publicize and promote Administrative management, and the problems arising in the process of Administrative management can not be timely decision and solution. Therefore, the implementation of Administrative management deviates from the direction, and can not receive the corresponding effect; (2) The human resources department has taken on too many Administrative management

responsibilities that are not borne by the department itself, which is thankless; (3) Managers at all levels passively accept Administrative management, thinking that Administrative management is the business of the human resources Department, which has little to do with themselves, and has little effect on the management of the department. They even think that Administrative management increases the workload, passively cope with it, and even complain a lot; (4) Due to the culture formed by the power grid enterprises in the long-term monopoly industry, some employees have conflicts with Administrative management, respond negatively, ignore their role positioning and function in the Administrative management system, and think that Administrative management is a management control tool for individuals, which limits freedom and has a low degree of participation. Administrative management can not be effectively extended to the grass-roots staff, resulting in the implementation of the whole system is not in place.

(2) Administrative management is disconnected from corporate culture, strategic goals and organizational framework

Administrative management is a system management tool, which cannot function independently from other management systems, especially if it is closely related to important strategic execution tools such as corporate culture, strategic management and organizational management. If these systems are not perfect enough, or the connection with the administrative management system is not complete enough, It will directly affect the operation and operation effect of the administrative management system [13]. In the process of implementing administrative management in power grid enterprises, there are also obvious defects in this aspect, mainly as follows:

Corporate culture can not support the operation of administrative management system well. Corporate culture advocates the idea of enterprise and ICBC as the standard, is the spiritual pillar and soul of enterprise management, but also the guiding ideology of administrative management operation and the content of administrative measurement. However, a considerable part of the existing concepts may conflict with the administrative-oriented concept of administrative management. In addition, there is an obvious disconnect between the administrative management system and corporate culture. Corporate culture cannot effectively support administrative management, nor can

administrative management comprehensively deepen the elaboration of corporate culture, administrative management and corporate culture. It affects the personality and sustainable development of administrative management. [14]

Some enterprise strategy and strategic goal system is not systematic or unclear, so that administrative management lacks detailed goals and specific measurement standards. Administrative management is centered on the strategy and business objectives of the enterprise, and the realization of the business objectives and strategic objectives of the enterprise is the embodiment of the final results of administrative management. If the enterprise strategy is not clear, the strategy and business objectives are not clear and systematic, the construction and operation of the enterprise administrative management system will be affected. [15] When implementing administrative management, power grid enterprises should establish a scientific and systematic administrative indicator system according to the working requirements of State Grid Corporation, provincial electric power company and their own units, so as to lay the operational foundation of administrative management.

As an important strategy execution tool of an enterprise, the organization system established through the analysis of enterprise business process and the organization design can well support the realization of enterprise strategy and administrative objectives. If the organization design of the enterprise is unreasonable and the core business process of the enterprise is chaotic, it is bound to cause the chaos of the value chain of the enterprise. The establishment of administrative management on the unscientific organization management system will certainly lead to the operation of the administrative management system. Many power grid enterprises also improve the organizational management system according to the needs of the administrative management system. However, due to the lack of scientific method guidance, necessary strategic analysis and process analysis have not been carried out before the organizational design of enterprises. Organizational functions cannot effectively support the needs of corporate strategy and core business processes. It has seriously affected the operation of administrative management system.

Other related management systems are not compatible. Such as salary management, employee career management, employee promotion management, training management and other systems are not perfect, or not closely combined with the administrative management system, so that the administrative management system has lost its due driving force, and ultimately affect the stable operation of the administrative management system [16].

Therefore, in order to ensure the systematic administrative management system, when designing the administrative management system, it is necessary to timely improve and update the relevant supporting systems, such as the organizational management system, strategic management system (key administrative indicator system), salary management system, employee career management system and promotion management system, etc., should also be improved accordingly. To reflect the integrity of the administrative management system.

2.3 Analysis and summary of the existing administrative management mode of power grid enterprises

In recent years, the national power shortage has been alleviated, but the power supply situation is still grim. How to use the existing resources of the State grid, improve work efficiency, and better provide quality services for the healthy and stable development of the national economy has become the top priority of power grid enterprises, and administrative management is an important means to solve this problem. However, the current administrative management of State Grid is more to follow the pattern before the system reform, which is the product of planned economy. As can be seen from the problems summarized in the above section, this model can not meet the needs of enterprise development, and even hinder the development of enterprises to a certain extent. Because of this, power grid enterprises need to introduce a new administrative management concept, build a new set of administrative management system, integrate resources, improve efficiency, and promote the management level of power grid enterprises.

The main reasons for the lower asset profit efficiency of electric power industry are as follows: the market system of electric power industry is not perfect; Prices of basic energy and resources continued to rise. Electricity price control; Enterprise administrative and employee administrative are ignored in several aspects. However, the administrative management of State Grid does have some difficulties, such as the ideological imprisonment of state-owned enterprises and the outdated concept of big pot rice; Without establishing a scientific administrative management system that conforms to the characteristics of enterprise strategic development, administrative management is difficult to continue. In order to solve these problems, we should pay attention to publicizing the ideas and concepts of administrative management, and establish an effective administrative management system, especially the responsibility system and the index evaluation system. After all, the auxiliary management tool of administrative management system implementation requires a set of effective system management tools to solidify it.

2.4 Development trend of power grid enterprise administrative management

The characteristics of power grid operation and management determine the management mode of power grid enterprises, and power administrative management has also experienced five modes of change from "focusing on production safety" to "dual management that takes into account financial benefits and industry leadership" to "corporate capital evaluation" and "Performance of State-owned enterprises under the guidance of SASAC" and finally to "market-oriented administrative management". Although these five models have played a certain role in different periods, the current overall power administrative management in China is still not very ideal, the quality of power assets is not high, the profit level is not high, and the profit rate of assets is lower than the average level of various industries in the country. At the same time, in the current large operating environment, the price of thermal coal, the promotion of energy conservation and emission reduction and other factors force the State Grid to quickly improve the level of administrative management.

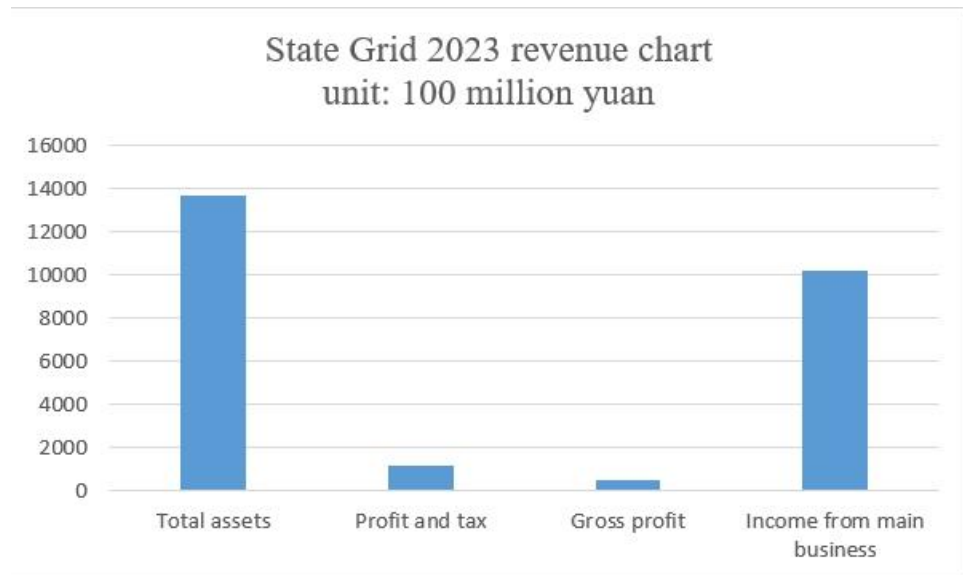


Figure 2.1- State Grid's revenue data in 2023

The performance of the State Grid needs to be improved urgently. In recent years, China's power industry has developed rapidly. According to the data, by 2023, the total assets of the State Grid Corporation of China will be 1,365.9 billion yuan, the profits and taxes will exceed 100 billion yuan, reaching 114.2 billion yuan, the total profit will be 47.09 billion yuan, the main business income will be 1,015.7 billion yuan, and the labor productivity of all employees will be 278,000 yuan/person•year, an increase of 13.9%. All of them have increased significantly compared with previous years. Although the total amount has increased rapidly, the performance of the State Grid is not ideal, and the administrative management level needs to be further improved. However, the low performance level of the State Grid directly leads to the urgent need to improve the quality and profitability of power assets. China's power grid construction is relatively lagging behind, the construction of power grid power supply is uncoordinated, and the proportion of power grid investment is low. According to the data, the growth of the main business in 2023 will be 18.9%, but the return on assets will only be 6.66%, which is lower than the average of 12% for central enterprises. Since a perfect market mechanism has not yet been established, compared with the 18% asset return level of the international large-scale power and the State Grid, the profitability of China's power industry is still not high. This is not only related to the characteristics of the industry, low electricity prices, and the

continuous rise in coal prices, but also requires the State Grid to further strengthen administrative management and improve the performance of enterprises. Enterprise reform is a gradual process, especially for the National power grid with a profound history. Only on the premise of the current management status of the national power grid and combining advanced administrative management concepts with current management resources as far as possible can a suitable administrative management scheme be designed, so as to improve enterprise administrative and strengthen staff capacity building. With the basic easing of the tension between power supply and demand and the increasing efforts of the national energy conservation and emission reduction, the development and reform of the power industry has entered a new stage. The continuous deepening of market reform and the increasingly fierce competition will encourage enterprises to further strengthen management innovation, in accordance with the requirements of the modern enterprise system, in the corporate governance structure, enterprise management model and various basic management work to make new progress and breakthroughs, in order to better achieve sustainable development, for the development of the national economy to provide reliable support.

CHAPTER 3

CONSTRUCTION OF POWER GRID ENTERPRISE ADMINISTRATIVE MANAGEMENT SYSTEM

3.1 The goal of power grid enterprise administrative management system construction

First of all, we should establish the concept of administrative management, and build a win-win administrative management system with the goal of improving employee administrative and the overall administrative of the enterprise.

All activities of managers are carried out around administrative management, including enterprise administrative, department administrative and employee administrative, and employee is the carrier of all administrative [17]. Administrative management is not for "people divided into three sixty-nine, survival of the fittest", but should be through the correct guidance, strengthen the existing correct behavior of subordinates, overcome the inefficient behavior found in the assessment, and "correct errors, correct errors, improve administrative" as the basis to improve the work initiative and effectiveness of employees. Make the staff more competent, the team more excellent, and the organization more efficient, improve the company's management level, improve the staff management ability. Achieve a win-win situation for the organization and employees.

Secondly, through administrative management, the company's goals are appropriately delivered to achieve the hierarchical decomposition of the company's goals.

Administrative management is one of the important means to achieve the company's goals, that is, through effective target decomposition and step by step realization, to help the company achieve the predetermined goals. Administrative management divides the company's goals into departmental goals, and then the departmental goals are implemented to employees, so that each employee has a clear

direction of effort, so as to achieve the traction of goals on employees, and ensure the consistency of personal goals and organizational goals.

Administrative management is also an effective management control means to ensure the realization of the company's objectives. The administrative appraisal measures the current situation of the company's management, compares the current situation with the future goal, finds the gap, and adjusts and optimizes the company's resources and management mechanism on this basis to continuously narrow the gap and finally achieve the company's goal.

Third, through administrative management, enterprises can form an effective communication atmosphere [18].

Many managers understand administrative management simply as administrative appraisal, and think that they only need to fill out a few forms at the end of the appraisal period. In fact, administrative appraisal is only a part of the administrative management cycle, which is a circular process including administrative planning administrative guidance administrative appraisal and administrative feedback interview, that is, "there are goals in advance, control in the matter, and assessment after". Establish the correct administrative management concept, strengthen the sense of responsibility, and promote the continuous improvement of administrative.

Administrative management is also a process of dynamic and continuous communication between managers and employees, emphasizing the full participation of employees in the administrative management cycle. Through a high degree of employee participation, to build employees' sense of responsibility and mission, give full play to employees' ability and value, and maximize the motivation of employees.

At the same time, administrative management can effectively improve the management level of middle managers [19].

Through the implementation of administrative management, we can find the shortcomings of the company's management and make continuous improvement, standardize the management activities of the enterprise, straighten out the management process of the enterprise, optimize the management means, improve the management

level of managers and the administrative level of employees, so as to improve the overall quality and internal potential of the enterprise and enhance the core competitiveness.

As the core strength of the company, the middle managers play the role of connecting the previous and the next. They are responsible for the administrative management system of the company at the top and the administrative improvement of the subordinate employees at the bottom. Therefore, Administrative management needs the full commitment of the middle managers of the enterprise, and must fully mobilize the enthusiasm of the middle managers and clarify the responsibilities they must bear. Middle managers play five roles in administrative management: partner, counselor, recorder, notary and diagnostician. The various roles are designed to help employees improve their administrative, truly play their role in administrative management, and create a harmonious environment for common progress and development.

3.2 The basic work of power grid enterprise administrative management system construction

Management by objectives is to decompose the overall objectives of the organization step by step and convert them into sub-objectives of each department and each employee through special procedures. In the process of goal decomposition, power and responsibility have been clearly defined, and these goals have the same direction, are interlinked and cooperate with each other to form a coordinated goal. This system effectively combines individual needs with organizational goals and enhances incentive.

The successful implementation of administrative management is inseparable from a good administrative management environment and shaping a good administrative management culture. The core of the implementation of administrative management culture is teamwork and execution, and teamwork and execution come from the effective communication, deep understanding and sincere recognition of the common goal of all employees, from the willingness of all employees to take the initiative and take the action without hesitation, and from the conscious coordination between each other. Therefore, enterprises should carry out extensive publicity and launch.

On the basis of determining strategic objectives, enterprises must implement and deliver them effectively in organization and management. As a means to achieve the strategic objectives of enterprises, administrative management must rely on reasonable organizational design to carry out smoothly. Organizational design includes the selection of organizational model, department setting and process sorting [20]. The enterprise must first choose the right type of organization according to its strategy, business scale, product, complexity and difficulty of management. Then, on the one hand, we should set up departments according to the main functional activities of the value chain of the enterprise, and divide the responsibilities and authority of each department. On the other hand, the internal management process and business process should be straightened out to improve the operating efficiency of the organization.

Many enterprises have annual assessments, but found that the evaluation of the initiative did not help employees improve administrative, and some even had some negative effects. There are many reasons for this, but one of the most important is that the responsibilities of the position are not clearly defined.

As the name implies, "performance appraisal" is to assess "performance" and "efficiency", that is to say, to assess the administrative of employees' responsibilities. The job description formed by job analysis is the basis and basis for administrative management of employees. The administrative evaluation of the incumbent is mainly based on his job responsibilities, comparing the results of his actual work with the requirements of the target, and then obtaining his administrative level.

The job description specifies the responsibilities of the incumbent's position. The administrative objectives of the enterprise are first decomposed to the departments, and then the departments decompose the administrative objectives to each post according to the responsibilities of each post, and the administrative objectives of each post are formed. Employees may deviate from the administrative objectives of their own posts in the process of completing administrative objectives according to their post responsibilities. At this time, administrative management will play a role. It can correct the behavior of deviating from administrative objectives and enable employees to complete the established administrative objectives according to their post responsibilities, that is, it

plays a role of "correcting deviation". Therefore, job analysis is the basic work, and it is necessary to do a good job of job analysis before administrative management to lay a good foundation for the smooth implementation of administrative management system.

In order to achieve the desired effect of the administrative management system, in addition to the system design itself to be scientific, reasonable and operable, supporting administrative management training is also essential.

Before the formal implementation of the new administrative management system, managers and employees must be carefully trained on the purpose and role of administrative appraisal, which in a sense is even more important than the program design itself.

First of all, through the training of all staff, the concept of administrative management is fully penetrated to improve their understanding of administrative management, eliminate misunderstanding and resistance, and minimize the influence of subjective factors in the implementation of assessment, in order to pave the way for follow-up work. Secondly, through systematic training, we can make clear what is the difference between "Administrative management" and "performance appraisal", why enterprises should implement administrative management system, how enterprises should conduct administrative management, what kind of goals can be achieved by administrative management for enterprises, departments and individuals, and what kind of improvement plans can be proposed. Only when these issues are clearly identified by all members will they be widely supported. Secondly, systematic training should be conducted for department heads. Through training, so that they know how to grade, how to communicate administrative, how to conduct administrative interviews, etc.? Let them really master the operation methods and communication skills of administrative management, let them play a traction role in enterprise administrative management, so as to ensure the smooth progress of administrative management. Third, the training can change the concept of administrative management of State Grid, so that all employees have a comprehensive and correct understanding of administrative management, realize that the implementation of administrative management is not only beneficial to

enterprises but also beneficial to individuals, and then actively support and cooperate with the implementation of Administrative management.

3.3 Construction of power grid enterprise administrative appraisal system

At present, there are many different views on administrative management: some think that administrative management is organizational administrative; Some think it is employee administrative; Some believe that it is the integrated management of organizational and employee administrative.

Performance is understood as organizational administrative, emphasizing the implementation of organizational strategic objectives through the adjustment of organizational structure, production process, business process, etc. Here, employees are affected by changes in technology, structure, business processes, etc., but they are not an important consideration; The administrative is understood as a simple employee administrative, emphasizing the employee-centered Administrative management; At the same time, it emphasizes organizational administrative and employee administrative, and believes that the goal of Administrative management is to tap the potential of employees, improve their administrative, and improve the administrative of the organization through the realization of personal goals and corporate strategy.

This paper holds that the administrative management system should include three levels of organizational administrative, departmental administrative and employee administrative, that is, to conduct comprehensive management of the administrative of organizations, departments and employees. Administrative management is achieved by establishing assessment objectives and standards among employees, managers, departments and managers. A management process that enables organizations, departments, and individuals to achieve better results on the basis of mutual understanding.

Organizational administrative comes from the integration of department administrative, and department administrative comes from the creative force of each individual employee. Tracing back to the source, all levels of administrative come from

the administrative of employees. As can be seen from the figure above, without the success of the employees, there would be no achievements of the department and no brilliant organization. On the other hand, without the success and profit of the organization, there would be no achievements of the department, and there would be no harvest and return of the employees. Administrative management creates an atmosphere of the same goals and shared benefits within the organization.

The framework of administrative appraisal index system includes three parts administrative appraisal index, index weight and index evaluation standard administrative appraisal index refers to the key elements of the assessment, that is, the content of the assessment of the posts. Index weight refers to the relative importance of each indicator, and each indicator corresponds to one weight. Each administrative index corresponds to an evaluation standard, and the evaluation standard is divided into several grades, corresponding to different administrative completion conditions. The better the administrative completion, the higher the evaluation level.

At present, the theory of administrative appraisal index design mainly includes key administrative index, target management index and balanced scorecard [21]

The application of key administrative indicators is to refine and summarize the key success factors in the operation process of the company and the organization. It has the following characteristics: First, the work of employees is connected with the company's vision, strategy and department, layer by layer, layer by layer support, so that each employee's individual administrative and department administrative are directly linked to the overall benefit of the company; The second is to ensure that employees administrative is connected with the value of internal and external customers, and jointly serve the value of customers; Third, the design of employee administrative appraisal indicators is based on the company's development strategy and process, rather than the function of the post. [22]

The application of management by objectives is to jointly develop a set of work objectives that are easy to measure with employees, and take them as administrative evaluation indicators and formulate corresponding standards. Include the following aspects: It is necessary to jointly develop a set of measurable work goals with each

employee, regularly discuss the completion of the goals with employees, and evaluate the goals. The goals are the expected results, the direction of individual, department or enterprise efforts, and the development and vision of the organization or individual. A specific and practical goal can refer to the actual work of employees. And give full play to their initiative in their work. [23]

The application of balanced Scorecard focuses on enterprise administrative from four perspectives: customer perspective, internal process perspective, learning and development perspective and financial perspective. It changes the traditional single financial evaluation system and extends the administrative evaluation to four dimensions. The balanced scorecard puts the enterprise strategy in the central position. According to the overall strategic goal of the enterprise, it divides the enterprise strategy into different goals according to four dimensions, and sets up specific administrative evaluation indicators for them.

According to the above theory on the design of administrative indicators, the design of scientific and perfect administrative evaluation indicators should be combined with three evaluation methods: First, according to the perspective of balanced scorecard analysis of more comprehensive evaluation indicators related to the evaluated personnel. The second is to select several key indicators that have a greater impact on employee administrative according to the method of KPI key indicators combined with the situation of the unit [24]. Third, according to the strategic objectives of the enterprise to decompose and then get the department and post objectives. According to the requirements of post objectives, the assessment requirements of selected key indicators are set up and evaluation criteria are formulated, and the weights of each indicator are determined to form a complete indicator assessment system, as shown in Figure 3.1.

According to the establishment model in Figure 3.1 administrative appraisal indicators are set on the basis of key administrative indicators and combined with post objectives. Since key indicators are extracted on the basis of balanced scorecard, the assessment indicators should also be set around four dimensions, and each assessment indicator, corresponding assessment standard and weight should be set based on post objective requirements [25].

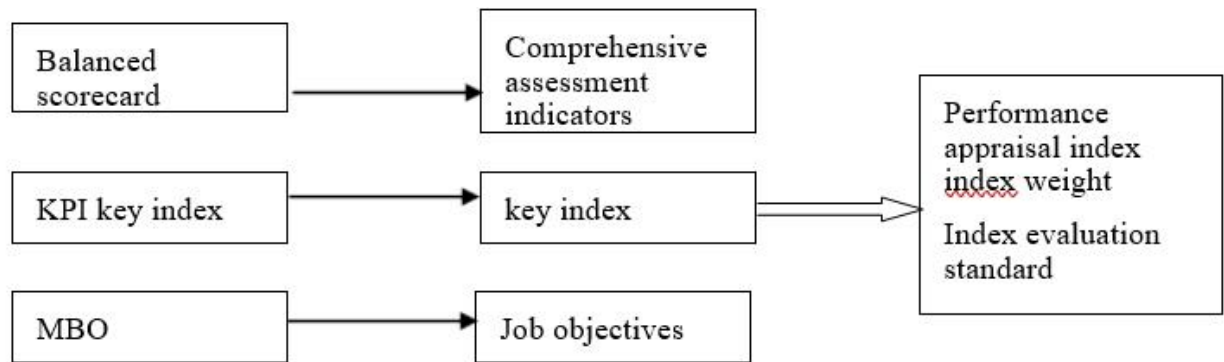


Figure 3.1- Flow chart of administrative appraisal indicators

(1) Determination of assessment indicators

The assessment index is designed according to the balanced scorecard. The four levels of the balanced Scorecard enable companies to achieve a balance between short-term and long-term goals, outcomes and drivers, hard objective indicators and soft subjective indicators (see Figure 3-2). Objectives at the financial level describe the results of the successful strategy (revenue and profit growth and productivity) : Objectives at the customer level describe the strategy - target customers and value proposition; Internal and learning and growth level goals will describe how the strategy will be achieved; Internal processes implement two key elements of corporate strategy to produce and deliver a value proposition to customers; Improve processes and reduce costs for financial productivity factors.

First of all, enterprises have different financial goals at different stages. For example, enterprise A is in the maintenance period, and its financial goal is of course to seek for development on the basis of maintaining the status quo. At the customer level of the BSC, companies identify the customer groups and market segments they want to compete with. These market segments represent revenue sources for the company's financial objectives. The customer level enables enterprises to adjust the outcome indicators of their core customers: satisfaction, loyalty, retention, availability and profit, according to their target customers and market segments. In addition to satisfying and pleasing customers, business unit managers must transform their mission and strategy statements into specific goals at the customer level of the BSrecord.

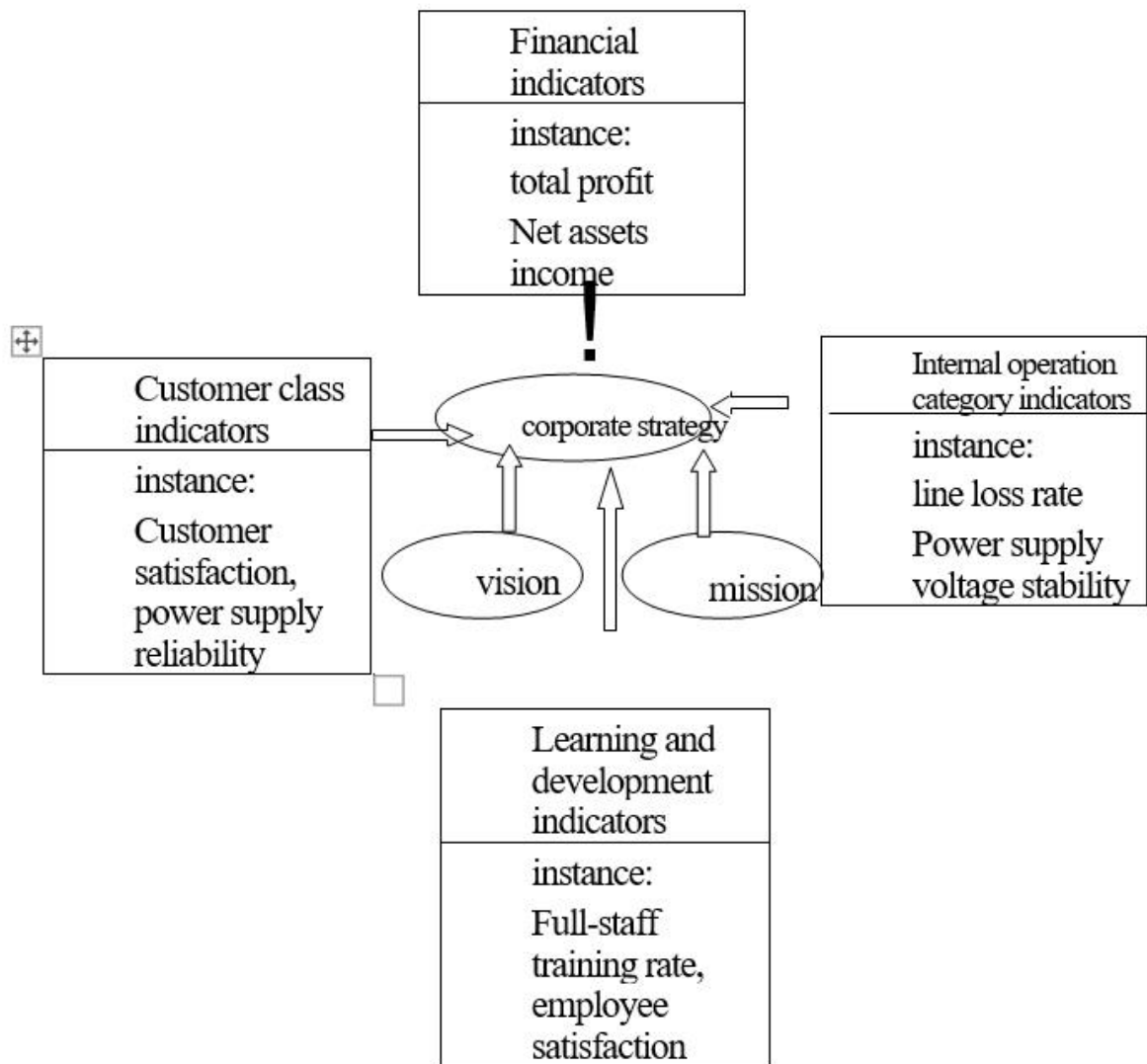


Figure Figure 3.2 - The BSC

Once the enterprise has determined and selected the market, it can set targets and indicators for these target markets. They mainly include the following indicators: market share, customer retention, customer acquisition, customer satisfaction, customer acquisition rate); internal business processes, managers to identify links critical to achieving both customer and shareholder objectives. It includes three main business processes: innovation process, operation process and after-sales service process. In the innovation process, the business unit surveys the customer's immediate needs and potential needs, and then develops products and services that can meet these needs. In the business process, manufacturing and providing products and services to customers, in the process of after-sales necessary services. [26]

The last level of the balanced scorecard is the goals and indicators designed to drive enterprise learning and growth. The three goals at the first level determine where companies must perform well in order to achieve breakthrough administrative. The learning and growth goals provide the basic framework for the realization of the other three grand goals and are the driving factor for the results in the first three scorecard levels.

Learning and growth can be divided into three main categories: employee competence, information system capability, motivation, empowerment, and collaboration. The three core employee measures are: employee satisfaction, employee retention, and employee productivity.

According to the above principles, the design idea of state Grid Corporation level balanced scorecard is shown in Figure 3.3.

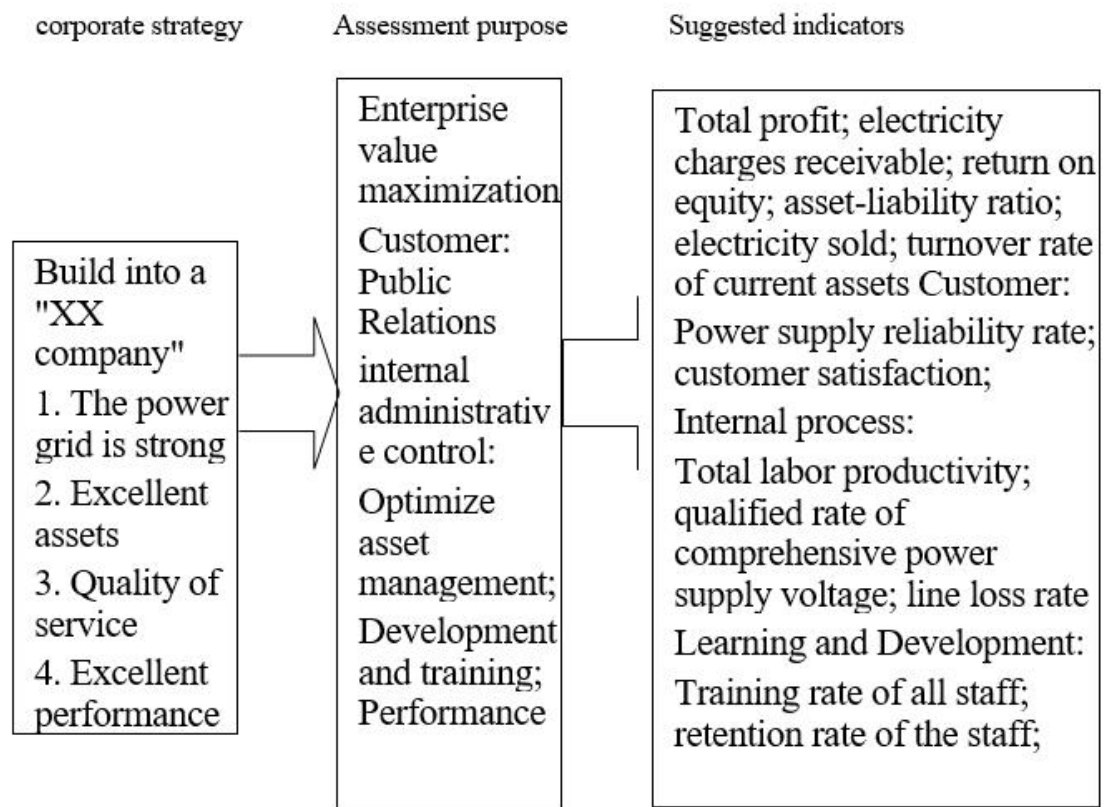


Figure 3.3- Flow chart of balanced scorecard design ideas

Separate administrative reviews can be conducted for headquarters (total production costs), core operating functions (such as marketing and maintenance

maintenance activities), and individual departments (if their importance is required). After completing the company-level balanced scorecard, the scorecard should be used to decompose the company goals into business units, and identify the assessment indicators that can contribute to the administrative of the scorecard at the process level. For prefecture-level power supply companies, due to the same enterprise strategy, the index of their balanced scorecard is roughly the same, but only the target needs to be further decomposed. The scorecards of each business unit can be compared with each other to determine the relative competitiveness of each business and its contribution to the administrative of the company. Cost, quality, and time indicators at the process level are also easy to be compared with each other to determine the relative efficiency and productivity of the main processes and individual sectors.

(2) Identification of key administrative indicators [27]

The most critical step in the administrative appraisal workflow is the determination of the administrative appraisal indicators. After clarifying the strategic objectives of the company and dividing the company's strategy through the balanced scorecard, it is necessary to study and formulate the key administrative indicators of key positions, and then make necessary modifications by listening to the feedback, and finally form a set of key administrative indicators system. [28]

When developing administrative indicators, we must focus on some issues, such as: based on the company's strategic goals, guidance, and the value function positioning of the department, we must be on the company's " financial, market / customer, process / business management competition. Similarly, departmental administrative indicators and employee administrative indicators are gradually decomposed based on the four aspects of the company's strategic objectives.

The core of target decomposition is to establish the target system within the enterprise, so that all employees perform their own duties and do their best to promote the achievement of organizational goals. In the target system of an enterprise, the goals of the general manager, the goals of the department manager and the goals of the department director are different, but their goals are closely related to the overall goals of the enterprise; the overall goal depends on the smooth realization of the goals of each

department; from the perspective of managing employees, employees should manage themselves to change "I want me to do" to "I want to do". There are two main significance of the decomposition goal: one is to improve administrative, the other is to improve ability. The core of administrative improvement management is to establish the target chain from top down, decompose the overall goal to people and responsibility to improve administrative, and the core of administrative improvement management is to set personal goals spontaneously and realize the gradual ability through self-inspiration to improve the quality of work. But the two are unified:

The fundamental purpose is the same: for the completion of a certain period of business tasks administrative directly for this service, and ability indirectly achieve this purpose;

Both emphasize self-management and self-control;

The key to their success lies in the communication and coordination between up and down;

In the ability goal, there is the content of administrative, and the administrative target can not meet the requirements of ability improvement. The two complement each other. In most cases, the two aspects of the same problem, which is difficult to separate, and can only be focused on according to different situations. [29]

Therefore, the process of goal decomposition requires the joint participation of the examiners and the assessed, so that both sides can have a deep understanding of the goal. The goal should be clear. In the actual process of decomposition, the horizontal depth decomposition should be achieved, so that the goal can be as detailed as possible, the vertical process should be standardized, and more details should be grasped as far as possible.

1) Longitudinal procedure for administrative target decomposition

The vertical program of hierarchical decomposition of enterprise administrative objectives can be based on the classical theory of management by objectives of Drucker, as shown in Figure 3.4.

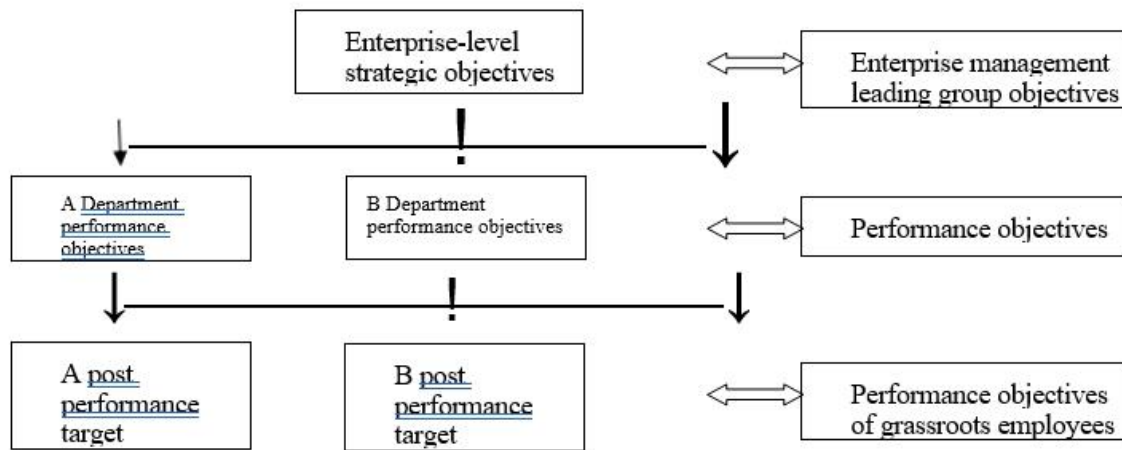


Figure 3.4 - Longitudinal decomposition procedure for administrative objective decomposition

First of all, it is necessary to determine the long-term development strategy, short-term business objectives and the assessment scope of the overall administrative of the enterprise, and to clarify the overall strategic objectives and tasks of the next working cycle. Secondly, each department and the organizational leaders shall jointly negotiate the work administrative goals of the department according to the overall administrative goals of the enterprise, and determine the administrative goals of the department and the administrative goals of the department head. Finally, according to the administrative objectives of the department, the department director and the subordinate employees discuss to determine the administrative objectives of each position and the personal work objectives of each employee, that is, what contribution they must make to achieve the goals and tasks of the department. In the vertical procedure of administrative target decomposition, enterprises can implement standardized process operations and management to help employees grasp the work details more clearly, decompose tasks into unified standardized details, which can improve individual work efficiency and greatly improve the execution and combat ability of the team.

Horizontal program of administrative target decomposition The horizontal procedure of administrative objective decomposition refers to the sequence formed by each link of administrative objective from transmission to determination in the vertical

procedure of setting administrative objective. The first is the decomposition and communication of administrative objectives, that is, according to certain rules or basis, the decomposition of enterprise objectives is communicated to various departments or departmental objectives are transmitted to each post, so that each employee can understand the administrative expectations of the enterprise or department. The second is feasibility analysis and discussion [30]. After the administrative goal is broken down and transmitted to each employee, the employee will inevitably make a comparative analysis on the expectation of this goal and the resources they have before, find out the gap, and repeatedly communicate and give feedback to the supervisor. Finally, determine the administrative target value. After adequate communication and feedback between employees and supervisors, a consensus is reached and a goal is set that is both timely and challenging. The horizontal procedure of administrative objective decomposition is shown in Figure 3.5.

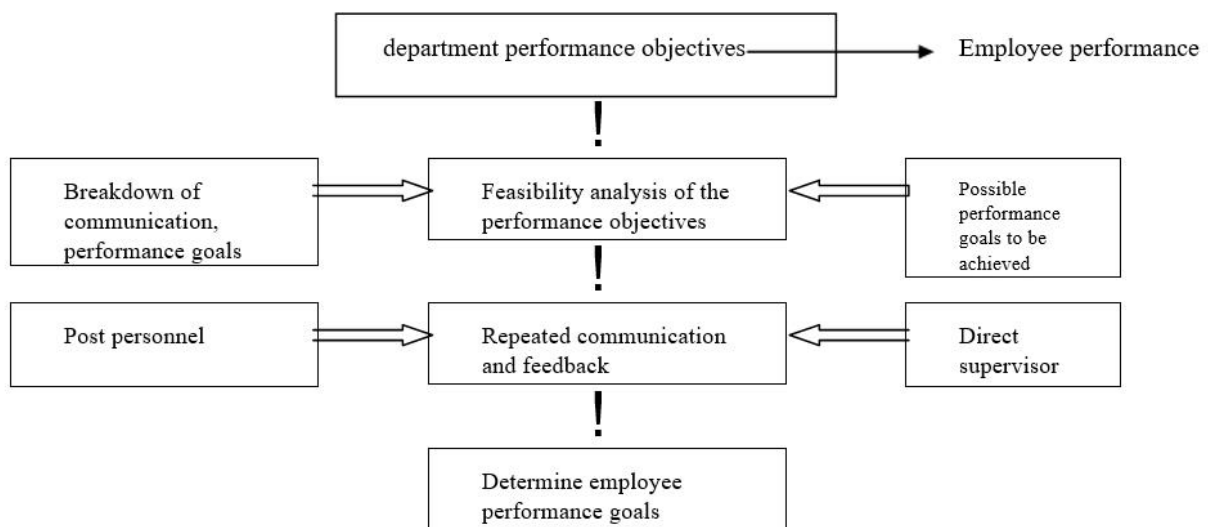


Figure 3.5 - Horizontal procedures for administrative objective decomposition

Performance target decomposition of horizontal program, the higher the degree of detail, do the more fine, the better the execution effect, in turn, the more execution, help employees to deeper understand the strategy itself, can understand the more thoroughly, can guarantee the enterprise of strategic and tactical strategy understanding consistency and clarity, thus forming resultant force, improve administrative. Therefore, the task

should not be simply assigned according to the department responsibilities or job responsibilities, but should be defined as far as possible on the basis of the subdivision or the nature of the task.

In the process of each subdivision target, which is employees thinking how to complete the process, when the target decomposition, the business personnel for the next step of work details are basically confident, can according to the importance of each detail and tight, acute arrange their work plan, and the characters, as to track execution progress feedback, more can ensure the operation efficiency and effect.

Through the deep decomposition of goals, the result management is transformed into process management, so that each employee can know their responsibilities and tasks, eliminate blindness, and is conducive to the extraction of key business, facilitate the supervision and control of both management parties, and ensure the execution effect.

According to the operating characteristics of the State Grid, the administrative evaluation index can be considered from the following aspects:

① financial index

Financial index is the comprehensive evaluation of enterprise management effect, namely from the financial point of view, the enterprise administrative evaluation usually from profitability, solvency, development ability and operation ability to four aspects, according to the characteristics of state grid, choose the key financial indicators: total profit, return on net assets, cost of purchase and sale of several main indicators.

② Indicators of the customer's perspective

For the indicators from the perspective of customers, it can be set from the marketing objectives and corporate image objectives: the marketing objectives can be reflected in: one household, one table share, market share

The corporate image goal can be reflected in: customer satisfaction rate, power supply reliability rate

③ internal operations

For state Grid, the safety index is the index with the biggest impact on customer satisfaction. Once the safety problem occurs, it will have a significant impact on the whole society and increase the indirect cost. The safety index should be the most concerned internal operation index of the State Grid:

Annual 100-day safety cycle rate = annual 100-day safety cycle / 3.6

The internal operation indicators that have the greatest impact on customer satisfaction can also be measured by the following indicators: reduce power supply loss and improve labor efficiency:

Comprehensive line loss rate = (power supply-electricity sold) / power supply full
labor productivity = output value / average annual number of employees

Enterprise development speed:

Growth rate of power supply = (power supply of current year-power supply of previous year) / power supply of previous year

④ Index of learning and growth

Learning and innovation metrics aim to accelerate improvements in finance, customer satisfaction, and internal operations. The human resource goal is to improve the quality of enterprise employees. The following indicators can be used to measure: three high personnel proportion, the training rate of all staff.

Three high personnel ratio = the number of three high personnel / the total number of employees;

Training rate of all staff = number of people trained / number of all employees;
rationalization proposal per capita = staff proposal / average number of staff

Science and technology input-output ratio = total cost of technology innovation activities / electricity sales equipment novelty coefficient = present value of production equipment / original value of production equipment.

Indicator weight is a relative concept, which is for a certain indicator. The weight of an indicator refers to the relative importance of the indicator in the overall evaluation. In the evaluation process, the index weight represents the quantitative allocation of the importance degree of different sides of the evaluated object, and the role of each

evaluation factor in the overall evaluation is treated differently. In fact, the evaluation without the focus is not an objective evaluation, and the nature and level of each employee are different, so the focus of their work is definitely not the same. The job evaluation of the relative position must estimate the importance of the contribution of different contents to the goal, that is, determine the weight.

3.4 Assessment work

In Administrative management, the assessment cycle refers to how long an evaluation is conducted. The purpose of setting the assessment cycle is to evaluate the administrative of employees more objectively and effectively. One principle of setting the assessment cycle is to set it according to the different actual conditions of the enterprise, and it should not be too long or too short. If the evaluation period is too long, on the one hand, the evaluation result will bring serious "near-cause effect", which will bring error to the evaluation. On the other hand, it will make employees lose their attention to administrative appraisal, and ultimately affect the effect of examination and verification, which is not conducive to the purpose of improving employee administrative. If the assessment cycle is too short, on the one hand, it will lead to increased assessment costs, and the most direct impact is that the workload of various departments will increase. On the other hand, because the work content may span the assessment cycle, many work administrative cannot be evaluated.

According to the actual situation of State Grid, the assessment of departments can be quarterly and supplemented by annual assessment, because the assessment of departments is actually a process of comprehensive assessment of the operation and management of the entire enterprise. The effect of such strategy implementation and improvement plan can not be achieved in a short period of time. For ordinary employees, the work is relatively fixed, and in order to find and solve problems at the grass-roots level in a timely manner, the assessment cycle can be monthly assessment cycle, supplemented by annual assessment.

In the administrative appraisal, the appraisal subject determines the reliability and validity of the assessment, and also affects the fairness and authority of the assessment. The assessment subject usually has the following types: direct supervisor evaluation, colleagues evaluation, self-evaluation, subordinate evaluation, evaluation group evaluation, 360 degree evaluation, etc. Different assessment subjects have different characteristics, such as the assessment from the perspectives of accuracy, reliability, sensitivity, economy, acceptance, feasibility and so on, which can be summarized as shown in Table 5.1.

Table 5.1 - Analysis and comparison of the pros and cons of different assessment subjects

type	accuracy	reliability	sensibility	economy	acceptance	feasibility
superior	higher	higher	sort	higher	sort	higher
subordinates	higher	sort	higher	higher	sort	sort
workmate	higher	lower	lower	sort	higher	higher
self	sort	lower	lower	higher	higher	sort
External experts	sort	higher	lower	lower	sort	lower
Evaluation group	higher	higher	sort	higher	higher	higher

When we establish the administrative management system, in line with the principle of "who knows the situation, who evaluates", we determine the appraisal subject of the department administrative appraisal and the employee administrative appraisal. The subject of the department administrative appraisal is the company appraisal committee. The company gives great authority to the appraisal committee. Each assessment team is composed of a number of people, among which the minister of human resources department serves as the leader, responsible for the organization of evaluation, process supervision, etc. The appraisers are randomly selected from the company's appraisal staff database. All the appraisal personnel are the backbone of the company, and have been trained in systematic assessment and obtained the company's internal appraisal certificate. Individual assessment of employees is similar to the 360-degree assessment.

The assessment subject is composed of the direct superior (subordinate), colleagues and themselves. Considering the accuracy, reliability and feasibility of each assessment subject participating in the assessment, different weights are divided for each assessment subject (see Table 5.2).

Table 5.2 - Weight of each assessment subject

The main body	Employee self	Direct superior	Direct subordinates	colleague
Weights	10%	40%	20%	30%

The administrative guidance stage is in the middle link in the whole administrative management process. It is also the longest time-consuming and most critical link in the administrative management cycle. It is the key link for managers and employees to complete the administrative goals together, and the quality of this process It directly affects the success or failure of administrative management.

Administrative assessment includes all activities from the formation of the plan to the realization of the goal. It mainly includes two aspects: one is continuous administrative communication, and the other is data collection and recording. continuous administrative communication is the process [31] in which managers and employees share all kinds of administrative. This information includes progress of work, potential barriers and problems about employees, possible solutions and how managers can help employees.

Collective communication. Collective communication mainly refers to meeting communication [32], which includes communication between departments and communication within departments. Both enterprises and departments should establish a regular meeting system, hold regular work operation analysis meetings, and provide a formal communication environment for managers and managers at the meetings. Direct communication through the meeting can meet the needs of team communication to a large extent, and grasp the work progress of other members of the team. Because in the

operation process of modern enterprises, the work between departments and employees is closely related, and in most cases, the work between departments or employees affects each other. Departments or employees can understand each other's work progress and work problems, solve problems together or exchange experience and lessons, which will be of great help for employees to complete personal tasks and complete the administrative of the enterprise together. At the same time, through meeting communication, employees can learn the work priorities and changes of the enterprise or department from formal channels, and this information is of great significance for employees to achieve administrative goals with high quality. [33]

When taking the form of meeting communication, we should make full preparations, clarify the focus and purpose of the meeting, and try to avoid holding those unnecessary meetings and reduce the cost of the meeting. Participants should be guided to focus on the most important issues, create a good atmosphere for communication, communicate about problem discovery and solution, and avoid the phenomenon of mutual blame and buck-passing. At the end of the meeting, a written meeting summary or minutes should be formed on the relevant matters and solutions as soon as possible.

Separate communication between superiors and subordinates. Meeting communication is often more time and energy, and some problems are not easy to discuss in the meeting. Therefore, the superiors and subordinates can be done through written reports, face-to-face communication or some informal communication.

Written report is an effective form of communication. subordinates regularly report the progress of the plan, problems encountered, needed support, changes of the plan, problem analysis, etc. to the superiors through text or forms. Since written reports do not require superiors to face or gather people, it does not cause great difficulties for employees to schedule their work. However, because the written report is generally only a single flow of information from the subordinate to the superior, there is a lack of two-way communication between the management parties, and it is easy to make the communication become a mere formality. A lot of word-processing work can also take up a lot of time for managers. In addition, the form of written report cannot meet the information sharing required by the team work, and more information is only flowing in

the two sides of the report. Therefore, it is necessary to unify a concise report form or report (as shown in Table 5.3).

As a supplement to the reporting system, other informal communication, such as direct superior and subordinate interviews or telephone communication, is also very necessary, especially when complex or difficult problems arise. This way can discuss the problems and the means to solve the problems, which is very effective for the early detection of problems and finding the solution to the problem.

Table 5.3 - Monthly Work Completion Report of the Department

serial number	Focus	Assist the department	Planned completion time	The present state	Problems or obstacles
Support is needed					
remark					

Table 5.3 Analysis: When the assessment period of the department is long, in order to grasp the progress of the work of each department at any time, the superiors and subordinates can use this table to communicate. On the one hand, the superiors can understand the work completion of the department under their jurisdiction, and on the other hand, the subordinates can report the difficulties in the work to the superiors and get the help from the superiors. In this way, the problems in the work are solved in the process, and the management process control is realized.

The collection and recording of administrative data is an organized and systematic method to collect employees' work activities and organizational administrative, which provides a basis for the fair evaluation and feedback of employee administrative level in

the next stage, so that the whole Administrative management cycle can continue to continue and have a good impact on the organization [34].

(1) Purpose and content of data collection and recording

The purpose of data collection and recording is to provide the factual basis for administrative evaluation; provide the factual basis for improving administrative; find the administrative problems and the causes of excellent administrative; and provide the factual basis for enterprises in labor disputes. Main contents of records: goals and standards met (not met); praise and criticism of employees for work or other behaviors; specific evidence needed to prove outstanding or low administrative; record conversations with employees on administrative issues, etc.

(2) Methods of collecting administrative information

Administrative management is a long-term and complex work, which requires high requirements for data collection as the basis of evaluation. Generally, there are two ways of direct superior collection and related personnel. In order to ensure the correctness of the evaluation, the superior must pay attention to data collection, in the enterprise is the most common key event recording, especially employees or abnormal error, record, key event record is beneficial to supervisor of subordinate outstanding administrative of timely incentives, to subordinate problems to timely feedback and correction. In addition to tracking the work progress of the staff, the superior should also pay attention to the relevant personnel to provide relevant data. Because work is often not done by individuals alone, collaboration is inevitable, so relevant personnel are needed to provide data, which helps to evaluate employees more accurately. It should be noted that the focus of the data collection and record by the superior must be based on administrative. Therefore, the supervisor should point out the mistakes to the employees, and help them to correct them in time. [35]

Table 5.4 - Employee Key Event Record Form

Name:	Department:	Post:	Time:
Achievement of milestones			
Outstanding performance in the appraisal cycle			
Mistakes in the appraisal cycle			
Methods and measures for improvement			
Communication between superiors and subordinates			

Table 5.4 Analysis: For key events in the assessment cycle, timely, detailed and solid records, and mistakes or mistakes should be pointed out at the same time. Because recording the administrative of employees' work is not for "late accounting", which is not the purpose of enterprise administrative management, only to timely find problems, timely communicate and solve problems, and solve problems and defects in the process of Administrative management. This process, on the one hand, provides opportunities for effective communication between superiors and subordinates; on the other hand, can reduce the loss of the enterprise.

Administrative assessment through certain process evaluation department and employees personal work target completion, department and staff responsibilities, the overall operation efficiency of the enterprise, etc., and assess the results feedback to employees and organization, put forward the corresponding improvement measures of.

The reasons for the assessment appeal are that the assessed person is dissatisfied with the assessment results, or that the examiner is unfair in the grasp of the evaluation criteria; and the employee think that the use of the assessment criteria is improper and unfair. Therefore, certain procedures should be set up to promote the rationalization of the administrative appraisal work from the system. Handling assessment complaints, based on the characteristics of power supply enterprises, can be handled by the relevant departments of the party and the masses.

First of all, respect individual employees when handling the assessment complaints. The complaint handling organization should carefully analyze the problems raised by employees and find out the causes of the problems. If it is a problem of employees, it should be based on facts and guided by the assessment standard, and it must be corrected.

Secondly, the process of handling assessment and appeal should be regarded as a process of interaction and mutual progress. When employees make assessment and appeal, the organization should regard it as an opportunity to improve the administrative management system and promote employees to improve their administrative, rather than simply thinking that employee appeal is problematic for employees.

Third, to deal with the assessment appeal, we should tell the staff that the complainant is convinced of the processing result. If the problem belongs to the assessment system, the assessment system shall be improved; if the problem of the examiner, the relevant problem shall be fed back to the examiner to correct it; if the problem of the employee, the convincing evidence shall be presented and handled reasonably, as shown in Table 5.5 administrative management Appeal Form.

Table 5.5 - Administrative management Appeal Form

Complainant:	Department:	Post:
Grounds for appeal:		
Observations of the Office of Appeals:		
Grievance Handling Opinions:		

Table 5.5 Analysis: The appeal procedure provides a green channel for employees. If employees have any opinions on the administrative management process, they can fill

in this form to appeal. This table can be anonymous or signed. The complaint office should take every opinion or suggestion seriously, actively investigate and verify, and give results in time. In this way, the administrative management system can be supported by employees and be better implemented.

After the administrative assessment, the enterprise to good salary, promotion, for poor administrative, in the form of interview timely criticism and feedback, but the administrative management is not over, the results of the administrative appraisal before us: some employees, high administrative, some employee administrative is low, every manager hope their employees can have high administrative, but the fact is always not satisfactory. How to change the low administrative status of the employees, so that the employee administrative is improved, without the incentive mechanism to support, without the reasonable application of the assessment results, the administrative management activities will also become inefficient. Therefore, the administrative appraisal results should be fully used in the.

(1) For the distribution and adjustment of remuneration

According to the salary structure of the State Grid, the salary of employees is composed of base pay and pay for administrative. According to the actual situation of State Grid, in the administrative assessment, in addition to assessing the personal administrative of employees, the completion of the company's business objectives and the work administrative of the department should be linked to each employee. For people engaged in a different nature of the work, the weight of personal administrative and the completion of the company's business objectives is different. In addition, the adjustment of salary is also determined by the administrative, which links the level of salary promotion with the results of the administrative appraisal.

(2) For the deployment of personnel and positions

An important task of state Grid human resource management is to put the right people in the right position. The result of employee administrative appraisal is an important basis for personnel position change. Employees are outstanding in some aspect, so they can be in this respect take on more responsibility. If the employee's administrative in some aspect is not good enough, it may be that the current position is not suitable. He

can be made to do more suitable jobs by adjusting the position to achieve the matching of people and posts.

(3) For staff training and development

By analyzing the records of the accumulated assessment results, I can find out the gap between the employee group or individual and the organization, so as to organize relevant training and development activities in time. Companies will find the shortcomings in their employees and provide targeted training. At the same time, it can also meet the specific needs of employees in the development aspect, so as to maximize the development of their advantages, minimize the disadvantages, enhance the training effect, reduce the training cost, and maximize the value of talents.

(4) For the selection of annual excellent employees

In order to motivate the employees with excellent administrative, the headquarters of Lu Pharmaceutical Group will evaluate and select the employees with excellent administrative every year and give them commendations to the system. The main basis for selecting excellent employees is the comprehensive administrative of employees this year.

(5) Provide the basis for the decision-making of the senior leaders of the organization

Human resource management is an important part of the company management. So, the senior leaders of the company should take into account the internal and external environment of the company when making decisions. Then, "people" is an important factor that must be considered. The results of the administrative appraisal reflect the administrative of the employees and the overall situation of the employees, so as to provide a basis for the leaders to make decisions.

(6) It is used to activate the precipitate

Employees with poor assessment results will gradually become the precipitation layer. If they cannot be activated, they will be eliminated eventually. Therefore, for these employees, the company will increase the competitive pressure, alert them, and provide relevant ability training and competition opportunities. The employees who still cannot adapt to the work can only terminate the relationship between the two parties. The very

few employees at the bottom of the list in the company's assessment results, only rely on the improvement of their ability and constantly improve their work level, can they turn defeat into victory in the competition.

3.5 Strengthen the concept of administrative management

Administrative management is a set of systematic management tools, not so much a system tool as a complete set of management ideas. The implementation of administrative management is not so much the construction and implementation of the Administrative management system, but also the reform of enterprise management. The management reform not only needs the complete system specification, it needs the real change thinking, through the change thinking guidance, and the continuous operation of the department needs the support of management concept. Without scientific and systematic concept guidance, the operation of administrative management can only be an empty talk. Therefore, the fundamental point of the success of enterprise administrative management lies in the thinking of all employees; how to make the employees realize that administrative management is a win-win development of between the employees and the enterprise, let the employees feel hopeful, promising, ambitious, have the sense of achievement of self-value and career development space, is the necessary conditions for the implementation of administrative management.

Due to the long-term influence of the nature of the industry and the state-owned mechanism, although they have a certain understanding of the importance of Administrative management, and they also promote the concept of Administrative management from top to bottom, and in the process of implementing Administrative management by companies at all levels. A number of reformers have emerged to implement the Administrative management system, but the employees generally have relatively little contact with the modern enterprise management concept, and there is still a large deviation in their understanding of the Administrative management concept.

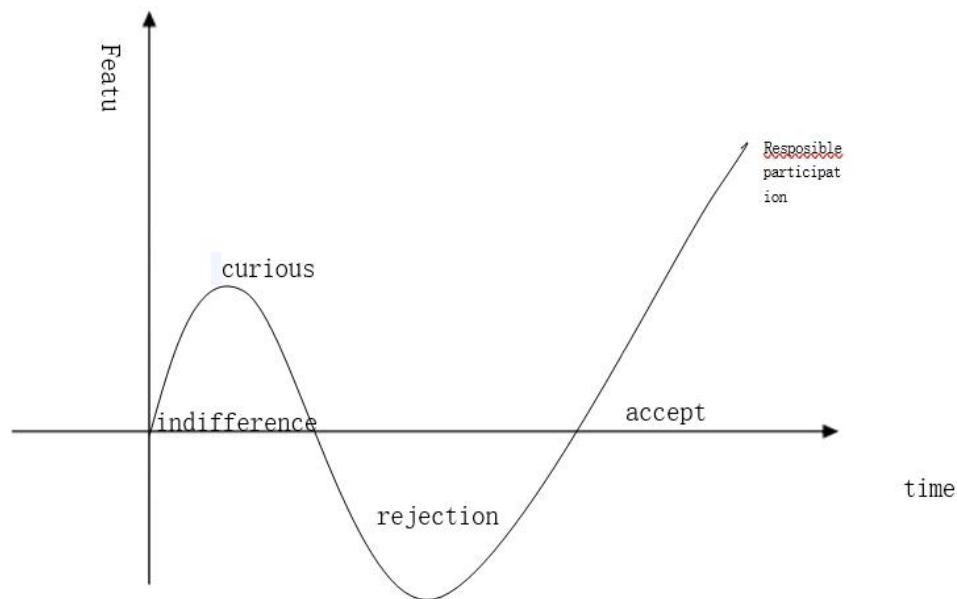


Figure 6.1 - Schematic diagram of different stages of enterprise management reform

Specificc administrative is into have a little knowledge of the Administrative management concept, Lack of deep understanding of the connotation of Administrative management, Can not deeply understand and understand the significance of Administrative management for the company's strategy and development; Equivalent of Administrative management with administrative appraisal, Focusing only on the results, Pay very little attention to the process; In terms of administrative, based on administrative, The Administrative management process lacks the due communication mechanism; Managers and employees generally believe that Administrative management is the work of human resources department or related functional departments, Business leaders, managers and employees rarely participate in Administrative management, Seriously administrative management from the specific tasks and values of enterprises and departments, Administrative management does not achieve the purpose of improving administrative; Some employees think that Administrative management is to copy or improve on the basis of the original economic responsibility system and administrative appraisal.

In view of the above problems, the company should organize relevant concept training and publicity according to the different stages of administrative management,

and at the same time strengthen the construction of ideological environment, namely "soft environment". The specific contents include:

(1) Strengthen the concept of enterprise strategic development

Administrative management is an important management tool for enterprise strategy execution and its execution ability. Its operation is built on the basis of scientific and clear enterprise strategy. Therefore, the strategic management system should be established and improved, so that the department and employees can clearly understand the enterprise strategy, and take the initiative to undertake the pressure of the enterprise strategy implementation in this position, so as to form a strategic partnership for the common development and progress of the enterprise and employees.

(2) Strengthen the concept of enterprise management by objectives

Since there is an essential difference between administrative management and the original administrative appraisal, it should pay more attention to the value creation process of management and execution. It requires the company to pay more attention to the balanced development of the enterprise while completing the established goals, and pay more attention to the continuous improvement and promotion of the enterprise administrative. Through the concept of goal management stable cross, let employees system understand the value of enterprise management system and target system, and the goal of the enterprise strategy, business objectives, influence, guide employees to actively participate in the construction of enterprise management system value chain, and the department, post target into the administrative management system, promote the realization of enterprise business objectives.

(3) Strengthen the modern human resource management concept

From the perspective of strategic system of modern enterprise strategic human resource management concept and system, highlight administrative management in the core position of modern enterprise human resource management system, guide employees to actively participate in the enterprise human resource management system strategic upgrade and system operation, actively support company strategic management, human resource management and administrative management change. [36]

(4) Strengthen the concept of administrative management

From the perspective of enterprise development strategy, the role of administrative management on the execution of enterprise strategy is systematically interpreted, the whole process of administrative management is explained, and the relationship between the whole process of administrative management and employee development is analyzed.

3.6 Improve the administrative management organization

Administrative management is one of the implementation tools of enterprise strategy, and its operation involves the specific interests of various departments and all employees. If there is no sound administrative management organization and no strict division of organizational functions, the continuous operation of the system cannot be guaranteed. In order to promote the efficient operation of the system, the administrative management organization should be established and improved from top to bottom, and the division of administrative management responsibilities and operation functions should be defined according to the requirements of the Administrative management system. At the same time, the responsibilities of the management level, all departments and employees in the operation of the administrative management system should be implemented through strong organizational management. Focus on the following aspects:

(1) The functions of senior managers

The establishment and continuous promotion of the administrative management system is a systematic project, and also the "top" project of enterprise management. Its construction and operation require the senior management personnel of the enterprise to take the corresponding responsibilities and maintain continuous attention to the operation of the system. The specific contents include:

① Senior management personnel should play the role of change promoter, actively learn the concept and system of Administrative management, participate in the construction of Administrative management system and concept publicity, pay high attention to and pay great attention to the continuous promotion of Administrative

management system, and take the promotion of Administrative management as a key work to grasp;

② As the administrative planner of the enterprise, the senior leaders of the company should complete or guide the administrative planning of the enterprise and the business system in charge according to the requirements of Administrative management, including the enterprise strategic planning, the construction of the business target system in charge and the specific business promotion plan;

③ The senior management personnel of the company must master the operation skills of Administrative management, complete the monitoring and evaluation of the promotion process of Administrative management of the business system in charge, and timely put forward the problems and solutions in the operation process.

(2) Participation of relevant functional departments

The whole process of administrative management is closely related to the business management department and strategic functional departments of the enterprise. For example administrative planning is closely related to the development strategy of the enterprise, which requires the corresponding data and data; the indicators (such as quality control indicators, financial indicators) require the participation of professional control departments; in the administrative evaluation stage, the managers should make objective and fair administrative evaluation, it also requires the relevant functional departments to provide accurate and objective data: etc. How to clearly identify their responsibilities in the system in the construction of the administrative management system, and let them actively participate in the operation, and jointly promote the virtuous cycle of administrative management, is what the company must always pay attention to. The system without the participation of relevant functional departments is an incomplete system. Without the participation of relevant functional departments, the administrative management cannot be run smoothly. Its specific work includes:

② Discussion of Administrative management system;

② Construction of Administrative management index system and the formulation of administrative evaluation standards;

③ Provide reference data and materials for administrative evaluation; opinions and suggestions for the continuous operation and improvement of the administrative management system, etc.

(3) The implementation of the grass-roots management personnel

In the grassroots management personnel is the core of administrative management, the key is the implementation of the administrative management in grassroots managers involved in and in strict accordance with the requirements of the administrative management system of continuous implementation and use, through the use of Administrative management tools to complete management role, and promote the operation of Administrative management and continuous improvement. Its specific responsibilities include:

① Publicize the Administrative management concept of the departments or business units;

② Improve the basic work of Administrative management of the department or business unit, such as the division of job responsibilities, indicators and target points

③ The operation practice of the Administrative management system of the department or the business unit in charge, including the administrative planning administrative guidance administrative analysis and evaluation administrative feedback and incentive of the position and subordinate employees;

④ Suggestions and opinions on the operation and continuous improvement of the administrative management system.

(4) The active participation of general employees

General employee administrative is the basis of the overall administrative, only the company staff are involved in the administrative management system, in strict accordance with the administrative management system, the operation of the administrative management system is complete, administrative management of comprehensive function and utility is likely to fully reflected, the enterprise goal of the implementation is really guaranteed. Its specific responsibilities include:

① Fully understand the concept of administrative management;

② Under the guidance and requirements of the direct supervisor, complete the cycle of administrative management according to the administrative management system, including administrative planning, process self-inspection, self-evaluation and incentive;

③ Suggestions and opinions on the operation and improvement of the administrative system.

3.7 Improve the implementation of administrative management supporting measures

Administrative management is a complete management system, the establishment of administrative management system requires the support and guarantee of some internal and external conditions (take the establishment process of administrative plan as an example, we can see the necessary support conditions for the establishment of administrative management system); its effective operation needs the promotion of other relevant systems. Some of these are essential, such as the process and organizational structure, and the establishment of smooth and effective communication channels. At the same time, the modern human resource management has become a inseparable whole, Administrative management as the core of human resource management module, and other modules have very close connection between, especially organization, post management system and compensation system, the lack of any module, are likely to lead to the failure of administrative management. Therefore, in the establishment and implementation of the administrative management system, the company must improve other relevant systems or supporting measures. [37]

(1) Design a challenging target system

In the design of administrative index system and the determination of administrative goals, the concept of common development of the enterprise and employees is used to establish a challenging target system, to promote the initiative to accept and undertake challenging goals, promote the high administrative of the enterprise and the improvement of employee quality, and finally achieve the common success of the enterprise and employees.

(2) Optimize the organization structure

The implementation of administrative management emphasizes the important role of the process, and the highly changing market environment, the increasingly intensified market competition and the changing customer groups make the enterprise organization change to the team. The process and team management requirements all challenge the traditional linear functional organization structure of power enterprises.

Linear functional organization refers to a comprehensive organization based on the linear organization and supplemented by the management functional department set up according to the professional division of labor. It is a form that adapts to the increasing complexity of enterprises, retains the advantages of linear centralized and unified command, and absorbs the advantages of functional professional division of labor, so it is a better organizational form that helps to improve the management efficiency. However, the horizontal connection between its functional departments is poor, which is easy to produce conflicts. The goals between functional departments and linear command departments are inconsistent, and often need coordination, functional departments have no command, and everything should ask for instructions and report, so that the linear command personnel have no time to pay attention to the major problems of the organization. Establishing a process-centered organization is an important way to improve enterprise management efficiency and improve enterprise administrative.

① According to the business process of the enterprise, the scattered work into the whole, remove the transmission process, the work in the due order, can be several work at the same time, reduce inspection and monitoring;

② Break the boundaries of departments, integrate the interrelated work of each independent department, and do where the work is appropriate;

③ Where the previous process required to seek solutions to the senior management is now up to the process staff. As a result, the management level is simplified, and the organizational structure changes from a hierarchical pyramid structure to a flat structure;

④ The structure unit of work changes from functional department to process team. The content of the work should also be changed, from a decentralized single task to a multi-dimensional work, where everyone is responsible for a complete job and the whole process;

⑤ The functions and roles of the department heads have changed. Within the process team, the monitoring function of the department head will be greatly weakened, and then turn to solve problems with the team and provide various assistance to the team members. Someone proposed the concept of "coach" based on this shift.

It is worth noting that the process-centered organizational structure mode does not completely break through the existing linear functional organization types of power enterprises, but the division around the center is not the professional division of labor, but the process within the enterprise, and the departments and posts are set according to the business process.

(3) Establish a sound post management system

The original post system of electric power enterprises is directly linked to the salary system without administrative management, leading to the chaos of enterprise post management. After the establishment of the administrative management system, the job responsibilities will become one of the important bases for the administrative management. Through job analysis, define job responsibilities and tasks, establish standardized and reasonable work procedures and structures to provide a good foundation for administrative management and management; meanwhile, since the key technologies and key essentials are defined, employees can use their skills and experience reasonably, complete tasks and avoid long detours, so as to improve work administrative.

With clear job responsibilities and work standards, enterprises can judge whether employees are competent through administrative management, and then make training and development demand plans, so that new employees can quickly adapt to new jobs, so that old employees can be more competent for work through training. Through job analysis, staff training and development are more targeted, and the efficiency of the enterprise can also be improved.

"Whether managers can go up or down" is also one of the main problems existing in electric power enterprises, which sometimes makes the administrative management results become a mere formality, which seriously affects the administrative management to play its role. Therefore, ensuring the liquidity of positions also has a great role in promoting the smooth implementation of enterprise administrative management.

(4) Establish a scientific salary management system

Administrative management concept is the most important thing to reflect the rationality of the evaluation results, and salary is the most direct incentive factors for employees, the results of administrative appraisal large part in the form of salary, therefore, the result of administrative management to ensure the adequacy and timeliness of incentives, it must have compensation system as its backing.

To ensure that the assessment results can be fully reflected, we must get rid of the original status of the post (rather than the job administrative), from the total salary

(5) Establish the employee career management system

Design the employee career management system, establish the career development channels of all kinds of employees, and closely combine the administrative evaluation results with the career development of employees, comprehensively use the administrative evaluation and quality evaluation results, comprehensively drive the operation of the administrative management system, and promote the employees to carry out career planning.

(6) Improve the training system

Around the Administrative management cycle process, improve the enterprise training management system, and combining staff training and administrative promotion, on the one hand, the administrative tracking and guidance, analysis and evaluation become an important channel to identify staff training needs, at the same time through training implement comprehensive support employee administrative promotion, promote enterprise high administrative.

CONCLUSION

In the increasingly competitive market economy, how to improve the competitiveness of the state grid has become an eternal topic, and human resource management has become an important tool for enterprises to obtain competitive advantages, which plays a vital role in improving the competitiveness of enterprises. Human resource management can enhance the value of enterprises because labor, a special resource, is no longer simply regarded as a machine for making money as in the past. It has become a resource that can increase output by increasing input. The implementation of enterprise strategy should be specifically implemented as each link of human resource management. As a part of human resource management, administrative management undertakes specific implementation tasks.

Any reform can not be achieved overnight, especially for the state-owned state grid. Therefore, in the construction and implementation process of administrative management, we should follow the principle of "seek improvement in stability", gradually improve and standardize the management of all aspects, and lay a solid foundation for the construction of administrative management system.

As the research topic of this paper, the theory and method of power grid administrative management system is targeted and focused research. At present, many national power grids have established administrative appraisal mechanisms, but they have little understanding of administrative management. Therefore, it is necessary to make clear the relevant concepts of administrative management, understand the importance of Administrative management to the State Grid, and understand the connection and difference between department Administrative management and employee Administrative management and organizational administrative. In the design and implementation of the department administrative management scheme, State Grid must deepen the understanding of the department administrative management process, clarify the concept and method of administrative management, so as to design a scientific, practical and repeatedly communication department administrative management scheme. Due to the limitations of the author's knowledge, there are continuous improvement and

modification in this paper. I sincerely request all experts and scholars for advice. At the same time, the topic of this paper will be continuously supplemented, modified and improved in the future theoretical study and practical work.

28.08.2024

Wang Xuefeng

REFERENCES

1. Raymond A Noy et al. Human Resource Management: Winning the Competitive Advantage (3rd edition), Beijing: China Renmin University Press, 2001
2. Garydesler. Human Resource Management (sixth edition), Liu Xin, Wu Wenfang (translation). Beijing: China Renmin University Press, 1999.141~168
3. Zhang Xiaotong. Administrative management practice. Beijing: Peking University Press, 2002.47~69
4. Wang Pu. Human resource management consulting practice. Beijing: Machinery Press, 2003.89~128
5. Yi chi. Human Resources Development and Management, Beijing, Peking University Press, 1999
6. Kaicheng Yu. Human Resource Management (2nd edition), Dalian: Dalian University of Technology Press, 2001
7. More on Wednesday. Principles and methods of management science. Shanghai: Fudan University Press, 1999.223~279
8. Fandray.Dayton. The new thingking in administrative appraisal. Workforce.2001
9. The State Grid Corporation of China. Annual administrative assessment method of the company leader. 2005
10. Polerica. How to evaluate and assess employee administrative. Beijing: China Economic Press, 2002.51~102
11. Pamenter, Fred. Moving from appraisal to employee enhancement. Anadian Manager.2001
12. Xu tree cypress. Principle of the hierarchical analysis method. Tianjin: Tianjin University Press, 1988.37~74
13. Zhu Yu. Enterprise administrative integration. Guangzhou: Guangdong Economic Publishing House, 2002
14. Zhang Tiqin. Administrative management of the knowledge team. Beijing: Science Press, 2002

15. Joel Lefkowitz. The role of interpersonal affective regard in supervisory administrative ratings: A literature review and proposed causal model, *Journal of Occupational and Organizational Psychology*, 73 : 67~85
16. Ammos David. *Municipal Benchmarks: Assessing Local administrative and Establishing Community Standards*, 1996
17. Wang succeeded. *administrative appraisal operation practice*. Guangzhou: Guangdong Economic Publishing House, 2003
18. Ran Bin. *How to conduct three levels of Administrative management*. Shenzhen: Haitian Publishing House, 2004. 23~44
19. Ran Bin. *Objective and Administrative management*. Shenzhen: Haitian Publishing House, 2002. 62~77
20. Bernardin, H.J., Hangan, C.M., Kane, J.S. & Villanova, P., *In Performance Appraisal: State of the Art in Practice*, Simither, J.W. editor, San Francisco: Jossey-Bass Publishers, 1998.
21. Bernardin, H.J. & Beatty, R.W., *Performance appraisal: Assessing human behavior at work*, Boston: Kent Publishers, 1984.
22. Zhong Lifeng, time survey. Several basic problems of Administrative management. *Nankai Management Review*, 2002, 5 (3): 46~ 50
23. Jiang Zhiqing. *Enterprise business process design and management*. Beijing: Electronics Press, 2002. 47~82
24. Maureen Weicher, William W. Chu. Wan Ching Lin. Van Le. Dominic Yu. *Business Process Reengineering: Analysis and Recommendations*. 2003
25. Wang Xingyu. *Cybernetic basis*. Shanghai: Shanghai East China University of Chemical Technology Press, 1998. 43~87
26. Ye Chang-dong-man. *Research on key administrative index system establishment*. *Modern Management Science*, 2005, 12 (7): 100~ 101
27. Marley. *Design and implementation of SHY Administrative management assessment system: [Master's thesis]*. Tianjin: School of Management, Tianjin University, 2004

28. Zhang Jianguo, Xu Wei. administrative system design —— Strategy-oriented design. Beijing: China Development Press, 1999. 54~90
29. Royl.Crum, Itzhak Goldberg. Restructuring and managing the Enterprise in transition .The World Bank .1998gn method. Beijing: Beijing University of Technology Press, 2003.54~90
30. Zhou Xiaohua. Status quo analysis and suggestions of administrative evaluation of electric power enterprises. Electric Power technology and economy. 2001.6
31. Ma Wei. Research on business process reengineering of power supply enterprises: [Master's thesis]. Nanjing: Nanjing University of Science and Technology, 2003
32. Zhong Lifeng. Establish a scientific and effective Administrative management system. China human Resources development. 2003,(11):112~120
33. Borman,W.C'Job behavior,performance,and effectiveness',In M.D.Dunnette & L.M.Hough, (Eds) Handbook of Industrial and Organizational Psychology, VO12. San Francisco: Jossey-Bass Publishers,1991.
34. Jack M. Feldman. Beyond Attribution Theory: Cognitive Processes in administrative Appraisal, Journal of Applied Psychology, No2 : 127~148
35. Michael O'Donnell, John Shields. administrative Management and the Psychological Contract in the Australian Federal Public Sector. Journal of Industrial Relations, 2002, Vol. 44: 435~457
36. Fu Yahe, Xu Yulin. Administrative management. Shanghai: Fudan University Press, 2003.48~63
37. Tian Zhicheng. Operators supervision and incentive —— the theory and practice of corporate governance. Beijing: China Development Press, 1999

APPENDIXES