

# **Research on Service Design of Public Service Institution under Chinese Background—Beijing Talent Archives Management Center as An Example**

LIN ZHU and KUN WANG

## **ABSTRACT**

The service of Chinese talent archives management will be greatly challenged with the development of society and economy as well as changes of talent policy and the market of mobile talents. In the paper, ‘user orientation’ service idea will be regarded as the core of service innovation. International advanced ‘service design’ innovative thinking and method will be used for constructing and perfecting service-oriented interaction system on the basis of digital and Internet technology. The originally scattered design resources are integrated into a whole and innovated, thereby creating talent file public management cases characterized by advanced concepts, high efficiency and good experience. The service design of Chinese public service institution is studied in theory and practice.

## **KEYWORDS**

Service design, Public service, Archives management.

## **INTRODUCTION**

### **Understanding of service design**

Service design plays an increasingly important role as a design collaboration platform with changes of design environment. Service design focuses on user value and experience. User demand is met with a systematic service plan. The relationship between consumers and objects is changed from occupation into enjoyment, which complies with current global environment change and transformation of consumption concept. The traditional manufacturing industry has gradually lost the technological advantages due to the transformation from technical economy to knowledge economy. New technology, new functions and new appearance cannot bring additional value to products. Product providers begin to differentiate products according to soft added value in order to compete for consumers in a homogenous market.

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Service design was introduced into China with promotion and application of service design tools as an emerging concept. Currently, many service design frameworks have been developed. However, most frameworks remain in the stage of analyzing and improving existing services, and developing new service items. A number of service design methods were firstly proposed by British design companies in the field of service design. Concrete contents are slightly different among these different service design methods. Service design is mostly applied to public service fields such as health care, pension, environmental protection, crime prevention, etc. as far as China is concerned. Cross-disciplinary exchanges and cooperation and joint participation are focused.

### **Concept of archives management**

Archives management is an activity of collecting, collating, storing, identifying, counting and utilizing personnel archives. Personnel archives are formed in the personnel management activity. They are original records of personal experience, education, social relations, ideology and moral character, business ability, working conditions, reward and punishment, etc., which reflect personal experiences and political integrity. The archives are combined with individual as the unit to prepare file material for inspection. Contents of personnel archives are also greatly changed correspondingly due to changes of social governance and corporate management contents and requirements, the contents of the personnel file accordingly, great changes have taken place, which should be upgraded and updated in the new plate.

### **Status quo of archives management in China**

The public pays less attention to government services, especially talent archives center, which usually focuses during business transaction only. Currently, Beijing citizens generally have weak archives awareness, insufficient attention to government information and insufficient understanding on the talent archives business. Domestic citizens do not pay much attention to archives as a whole. The society is generally lack of archives awareness. The society has insufficient propaganda efforts on public archives, etc., which affect individual archives focus of users. The archives transaction efficiency is affected to a certain extent, and they even miss the best business handling time. The archives center needs cognitive transformation ‘from management to service’.

Mobile interconnection becomes a new platform in first-tier and second-tier cities such as Beijing, etc. with continuous development of computer network technology. Social networking degree is increasing gradually. Digitization becomes one of development goals of urban public service construction. Comprehensive construction of digital city is also one of the mainstream trends of development in Beijing. The trend affects our service innovation comprehensively. The innovation of archives center has the goal of networking and synergism. It becomes an important link in constructing harmonious society mechanism.

## **CASE ANALYSIS – SERVICE DESIGN OF BEIJING TALENT ARCHIVES MANAGEMENT SERVICE CENTER**

### **Research purpose and significance**

The study has the following purposes: ‘user-oriented’ service concept which is regarded as the core of service innovation. It has far-reaching significance to improvement of talent archives management service business level and service experience in Beijing, even resource integration, model transformation, and establishment of service image. How to raise public awareness of archives management is one of main concerns of the project. In the network environment, public attention to government information and public service information is listed in ‘others’. Talent archives management and service establishment are based on combination of business transaction process optimization and digital platform. It finally becomes an important link of urban e-government and public service.

### **Research methods**

Comprehensive service design refers to innovative design aiming at the whole process and system. It is a design process of ‘iterative’ development. The service innovation process of the project follows the design process. The design process starts with understanding user requirements, identifying and defining problems, and proposing solutions. The final output results include products and services. The specific process of ‘4D Double Diamonds’ is divided into discovery stage, definition stage, development stage and communication stage. In discovery and definition stage, comprehensive research is conducted on user and organization, thereby understanding user demand as well as internal structure and business process of archives center, and looking for the pain point of both parties in the service process. On the basis, design opportunity points and partial solutions are proposed.

### **Discovery stage**

The discovery stage is based on users. ‘People-orientation’ is the starting point of design. Shadow survey method is used for tracking and observing users transacting business in the archives center, and they are recorded through video and photos. All contacts and difficulties of users in the service process are mainly observed. Meanwhile, the interaction between the front desk staff and the user is observed and recorded. After the whole service process of users is observed, users are interviewed for comprehending their feeling, preparation and transaction process. The innovation team regards the archives center as the basis of investigation and observation. Beijing Haidian District Employment Center and Dongcheng District Talent Center are interviewed and observed in the field. Talent centers with more prominent services at present are understood and studied. Better archives centers are compared for service development and design. The business difference and mutual conflicts among different talent centers are discovered.

## Definition stage

Service innovation of the project is always based on the concept of ‘service ecology’. Service ecology refers to the system of serving adaptive mechanism and capability. The operation of a good service system is a complete service ecology. It always treats service innovation from the overall point of view. The design point of each link should accord with the construction of the whole service ecosystem. Finally, a self-adaptive, sustainable and public service ecosystem is formed.

The establishment of service innovation public service ecology of the archives center should follow the following several design principles and elements: 1) people-orientation is the basic principle of the service innovation. It should be stressed that people here refer to user and workers. Meanwhile, improvement of process experience in both parties is the basic principle of strengthening services. It aims at keeping aging population healthy and out of poverty. All people can be guaranteed finally. 2) Service innovation is based on system integrity and standardization, and the service flow of law following is established. 3) Digitized and informationized process is pursued during establishment of service ecosystem under the precondition of digital city construction. 4) The symmetry between users and staff is improved, including information symmetry and psychological symmetry. The empathy of staff and users is emphasized during the whole ecosystem operation process, thereby better improving the user service experience. The digital office and network platform is constructed based on archival big data and O2O service platform. Beijing Talent Archives Public Management Service Center is based on social and personal credit system, social security system, medical insurance information management system, etc. to form ‘great service’ radiation belts. Big data undergo further service development and application.

## Development stage

### A: Both husband and wife to Beijing household register, the man to remarry

To handle the process is not complicated, the main pain points on material review process. The man is due to remarry, want to go to civil affairs bureau to handle a divorce agreement copy and cover, after go to talent for a material review and stamp.

Beijing citizen couple



**Basic information:**  
 Name: Yang Jingcheng  
 Age: 40  
 Education: graduate student  
 Work: the company general manager  
 Registration: Beijing household  
 Stress: the HuaQingJiaYuan haidian district of Beijing  
 Family status:  
 Baby: remarried, childless  
 Hobbies: playing golf, swimming  
 Work status: busy, high salary, good welfare treatment  
 Background: only child, parents alive  
 Expectations:  
 Quick, convenient, one-time finish



**Basic information:**  
 Name: Chengliyuan  
 Age: 25  
 Education: undergraduate  
 Work: The librarian  
 Registration: Beijing household  
 Stress: the HuaQingJiaYuan haidian district of Beijing  
 Family status:  
 Baby: Marriage, no children  
 Hobbies: shopping, keep a pet  
 Work status: easy, low wages, welfare  
 Background: only child,  
 Expectations:  
 Quick, convenient one-time finish

### b Husband not Beijing household register, wife Beijing household register

In the case of the mother settled in conduction process, the man will go to the household registrationTo issue relevant certificates that eventually family team to registration confirmation and seal to the woman in the street.

The man outgoing, the woman a couple from Beijing



**Basic information:**  
 Name: Wang Ji  
 Age: 24  
 Education: undergraduate  
 Work: a programmer  
 Registration: Tangshan , HeBei  
 Stress: The escape into dong yuan, haidian district of Beijing  
 Family status:  
 Baby: remarried, childless  
 Hobbies: Play billiards, movies  
 Work status: busy, median wages, welfare  
 Background: have a younger sister,  
 Expectations:  
 Quick, convenient, one-time finish



**Basic information:**  
 Name: Zhao Fumei  
 Age: 25  
 Education: undergraduate  
 Work: The front desk  
 Registration: Beijing  
 Stress: The escape into dong yuan, haidian district of Beijing  
 Family status:  
 Baby: remarried, childless  
 Hobbies: the Internet, shopping  
 Work status: easy, low wages, welfare  
 Background: only child, parents alive  
 Expectations:  
 Quick, convenient, one-time finish

Fig.1. Typical user establishment.

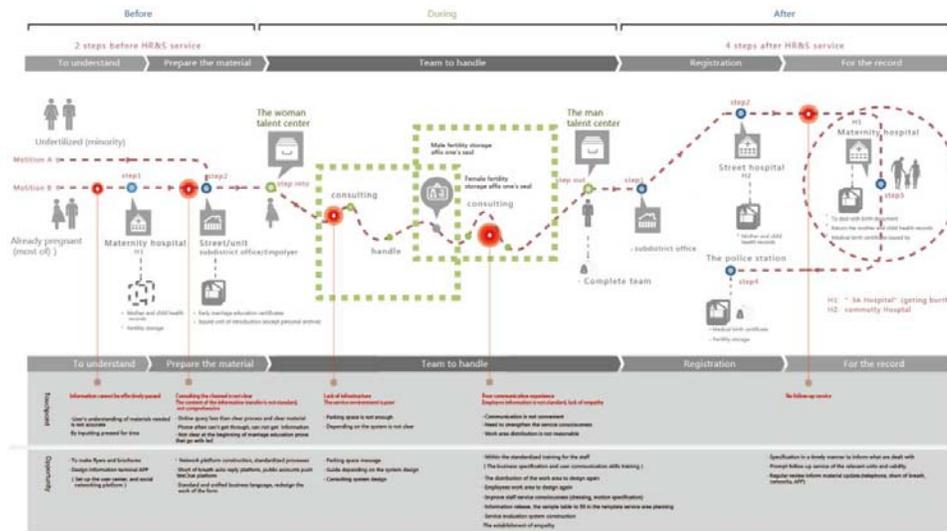


Fig. 2. Customer journey diagram.

Correlation research is one of important methods in service design, which aims to innovate the links in the service through users' related behaviors before and after the service. The relation between stakeholders and the archives center is the innovation opportunity point. Currently, we sort and optimize transaction of reproductive service certificate business. Therefore, the innovation team has conducted in-depth field investigation and business process analysis on the relevant institution of the reproductive business.

The process pain points and opportunity points are analyzed on the basis of creation of typical users. Typical users are analyzed in behavior, psychology and other aspects, thereby finding pain points thereof. A total of two groups of typical users are created as shown in figure 1. Husband and wife are registered in Beijing, the remarriage process of the husband is not complicated, and the main pain point is concentrated on the process of reviewing materials. Since the husband is remarried, he should transact divorce agreement copy and cover stamps in the civil affairs bureau, and then he should go to talent archives management center for material review and stamp covering. b. The husband has permanent residence out of Beijing, the wife is registered in Beijing, which belongs to settlement with mother. In the transaction process, the husband should issue related certificate in the registered permanent residence, and the final fertility service certificate should be registered, confirmed and sealed in the wife's street office.

Before service:

Pre-service pain points and opportunities for the reproductive business process are analyzed. The main pain points before service include the follows: information cannot be effectively delivered. Because users are generally not concerned about the related business of archives, and do not understood the reproductive business service process. Users mostly comprehend related information of reproductive service certificate in the hospital. In the stage, users do not accurately understand the required materials, and it is urgent to establish archives in the hospital.

During services:

The pain points and opportunity points of the user to transact reproductive service certificates in the archives center are analyzed. The infrastructure of the archives center is deficient, and the service environment is poor from the perspective of space environment, including insufficient parking space, unclear space navigation system, unreasonable service window design, etc., therefore user experience is reduced. In addition, communication information between staff and users is not standard from the perspective of business handling. Services are lack of empathy, and it is necessary to enhance service awareness. The distribution of different working areas is unreasonable, thereby reducing the work efficiency.

After service:

The archives center has no follow-up service guidance and follow-up tracking currently. Users are timely and regularly informed of the purposes of certificates and vouchers after transaction. Users are indicated about related unit and valid period of follow-up services. The updating of notification materials is regularly fed back through call, short message, Internet, APP, etc.

### **Communication stage**

Design opportunities are discovered through investigated problems and demands. Department culture is constructed on the basis. Business is sorted and adjustment aiming at the current situation of current user business transaction and complex process. The process is optimized on the basis. The process should be optimized according to the proposed design principle, thereby forming the overall service ecology as the starting point of the design. Process optimization and standardization is the first step of concrete design. Other design points are discovered and observed on the basis of service ecology formed by the process. The standardized design opportunities mainly include the following aspects:

### **DESIGN OF INFORMATION ACQUISITION MODE**

The whole service process starts with acquisition of transaction mode information by users. It is also common pain content concentration of users. Currently, users and archives center suffer from serious information asymmetry. The approach design of obtaining information by users in the initial stage of service should be consistent with the background of digital city construction. Necessary information should be discovered through Internet, business process should be improved, required certificates, and proof and other data should be checked and consulted through network. We can strengthen information acquisition effort in the initial stage of business through the following methods: improve the network information query environment, website construction and interface optimization; increase online consulting service; design mobile APP, and check the information through APP; set up WeChat public account for WeChat query; redesign guide to business handling visually, and expand business handling guide before and after services.

## SERVICE SPACE DESIGN

The environment of the whole service hall is redesigned to provide better service environment for users according to the existing space problems aiming at all contacts in user transaction process. Service space design refers to the design of user experience and user process, which includes design of environment, functional zoning, facility products, large space and small space, thereby ensuring the comfort and good user experience of users and staff.

## IMAGE DESIGN

The image of archives center is designed from two aspects:

UI system design: a unified image is established for the archives center from the aspects of identifying, environment and unified construction of business transaction, including design and unification of logo, clothing, online and offline business, network interface, environment and other aspects. Trust relationship building: clean and efficient working environment is also an effective way to enhance trust. Vagueness of any one standard can damage the user's trust in the archives center due to some irregular operations, un-unified local requirements in different places, etc. It is discovered during the investigation that some users are suspicious and untrusted of the staff. The image is established again from environment, business norms and other aspects, thereby maintaining the trust relationship between users and staff.

Form and information input design: form filling is redesigned, including information electronic storage and reduction of the user form filling frequency. Meanwhile, the information errors can be reduced, and working staff are facilitated for information entry. Working staff pay attention to the friendliness of form design, therefore it can be filled more easily. And make it easier to fill out. Language information contextualization refers to information contextualization aiming at the following conditions: when working staff explains related transaction procedures and certificates to users, user can not understand easily, especially the transaction population is aged, the communication mode of working staff and users is improved, and the visual information is more convenient for memorizing during communication between working staff and users.

## CONCLUSION

The service concept of 'user orientation' is regarded as the core of service innovation through service design case study and practice of domestic public service institution. It has far-reaching significance on talent archives management service business level, service experience improvement, resources integration, mode transformation, establishment of service image, etc. in Beijing. The author clearly realizes that the service design tool and methods bring fresh vitality to innovation design through the application practice. It tries to apply the service design concept to design practice cases, the problems of the design tool in practice are summarized, thereby discovering that the service design has huge potential in future innovation practice of public service institution.

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