

Research on social work service project management practice

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Abstract: At present our country government purchase of social work services to take the way of more projects, most social work service organizations also to the government purchase the form of projects to maintain operation. Taking a representative social work service project as the object of analysis, from the four stages of project start-up, plan, implementation and summary, the specific discussion and analysis of scope management, human resources management, service progress management, evaluation management and other links. It is found that standardized design, process management technology and matrix organizational structure are worthy of promotion in the management of social work service projects.

Key words: Social work service; Project management; Management experience

I. Introduction

With the rapid development of social welfare undertakings, social work service agencies, as an important carrier of social services, have also achieved great development. At present, most of social work services in our country are funded by the government, social work as a service provider, service object as a service recipient, funded by relevant government departments, social work service organizations undertake government purchase projects in the form of bidding to maintain the operation of institutions. However, in the implementation of the project, service providers for the professional project management technology is less, and the level of project management is low, resulting in social work service management is not standardized, single source of income, talent mobility, lack of hematopoietic ability, regional development imbalance and other problems.

Project management, as a branch born from management science, aims to improve efficiency. Social work can use this theory for reference to have a positive impact on service effectiveness. Therefore, how to better apply the professional method and technology of project management to the project management of social work service has become a problem worthy of discussion. Based on the theory of project management, this study takes the community service project undertaken by Y Social Work Service Center in 2022 (hereinafter referred to as Project S) as an example, focuses on the planning and implementation of project management, deeply analyzes the whole process of project management, and tries to summarize the promotion experience that can be used for social work service project management.

II. The practice process of social work service project management

On the one hand, the management of social work service projects has the common characteristics of project management. On the other hand, social work agencies, as social organizations, provide social services with public welfare, and are very different from the project management of companies and enterprises in terms of the source of funds and specific operation of the projects. The process of social work service project management according to the "life cycle" of the project can usually be divided into: start-up stage, planning and organization stage, implementation stage and summary stage. The main work of the start-up stage includes the feasibility analysis of the project, the determination of the project objectives and the definition of the project scope; In the planning and organization stage, the main work is to formulate a detailed project implementation plan, divide and decompose the sub-projects, plan the project progress, etc. The implementation stage mainly includes the project and other organizational structure management, the project and other human resources management content; The summary stage is mainly the evaluation and summary of the implementation of the project and the implementation effect.

1. Management of the project start-up stage

On the one hand, carry out the feasibility study of the project. The feasibility study is an important work content in the project start-up stage. The feasibility study of a project directly determines whether the project is feasible and what project management and operation strategy will be adopted. Through the feasibility study to draw a clear conclusion, to make a project feasible or not feasible conclusion, or from all the feasible scheme to choose the best scheme. The managers of Project S mainly adopted SWOT analysis framework to carry out feasibility study of the project and based on the analysis and evaluation of supporting conditions from the government, the existing environment in the area, the talents of social workers and the advantages of the project execution agency, they believed that it was very feasible to promote the project in the community. After the basic SWOT analysis of the project, the project manager also carried out the corresponding strategic selection and adjustment process. After the strategic selection, the project manager continuously examines the changes in the external environment of the service project, judges the rationality of the strategic choice in time, makes the strategic choice of the service project dynamic, and makes the corresponding strategic adjustment.

On the other hand, the project objectives and scope management. Project scope management is to define the scope of all the work to be completed in a project. The main work includes determining the project objectives and clarifying the project scope boundaries. In the management of social work service project, the project manager needs to make clear the specific objectives, service cycle, service object, service activity and service effect of the service project in the start-up stage. The definition of the project progress in the initial stage of the project has important guiding significance for the specific development of the later project and the final evaluation. The project-based

management process of project S begins with scope management. After detailed demonstration and bidding process, Y Social work Service Center and the District Civil Affairs Bureau signed a service agreement on this project, through which the responsibilities and obligations of both parties in the service work were defined. And a preliminary agreement was made on the specific duration of the service, clear service objects, specific objectives of the service, and specific effects to be achieved.

2. Management of the project planning stage

On the one hand, WBS work breakdown structure method is adopted to break down the work content. The work breakdown structure is to decompose and refine all the project work to be completed according to the levels, and decompose the original large work content into smaller, more detailed and more specific work content. The clarity of sub-projects can make the project easier to manage. Y Social work Service Center divides S project into four stages: preparation period, exploration service period, business development period and summary period, and subdivides the work content of the four stages into sub-projects. The overall comprehensive service project is divided into more than ten sub-projects such as daily visits, voluntary clinics, community schools, family counseling, community charity, time bank, and care for military families. The sub-projects are assigned to the corresponding specific implementation units in order, and each sub-project after decomposition is matched with the specific actual implementation units.

On the other hand, carry out project schedule management. In the start-up stage of social work service projects, the project manager's management of the project schedule is mainly reflected in the planning of the project process, that is, according to the actual situation and resource status, the start and completion time of each sub-project is preset. In the process of project management of S project, the project manager prepared a detailed implementation schedule for specific activity arrangements before the formal implementation of the project. On the basis of formulating the project implementation schedule and sub-project decomposition of the project activities, the project manager also compiled Gantt chart according to the project process plan, which clearly showed the start and end time of each specific activity in the project and the duration of the activity.

3. The management of the project implementation phase

On the one hand, manage the organizational structure of the project. The organizational structure adopted in Project S is a balanced matrix structure, in which an organization has only one Director General, and under the Director General is the project Director for all the projects undertaken by the organization in the current year. Under each Director are the front-line social workers for a service, who in turn are responsible for one or more subprojects within a program. The program director has a moderate amount of control, ensuring unified coordination of the program without interfering too much in the functions of specific subprograms. In daily work activities, each front-line social worker is responsible for one or more subprojects and service sites, and is specifically responsible for the operation of the subprojects within his jurisdiction under the guidance of the project director. The social worker in charge of each subproject also has a certain degree of autonomy in the subprojects he is responsible for.

On the other hand, they carry out the human resource management of the project. In the human resource management of the project, the first step is to conduct the human demand analysis and talent supply analysis. The human demand analysis is to predict the number and type of social workers needed in the specific implementation process of the project. While the talent supply analysis is to analyze how many social workers can be obtained and controlled from within the organization and the talent market to occupy these positions. The second step in human resource management is the recruitment of social work service program administrators. The recruitment of S project should first take a written test, which mainly evaluates the necessary professional knowledge, professional skills, professional quality, etc., in order to review whether they are qualified for the requirements of the position. Then, after the interview, we will carry out in-depth communication with the candidate about the job requirements and content, in order to review whether he is suitable for the position. After the one-month probation period, the probation period assessment will be carried out, and the institution will conduct comprehensive discussion and evaluation to decide whether to formally retain the position.

4. Management of the project summary stage

The main task of project summary management is to evaluate the project and display the project results. The completion of the project means that the project executor needs to transfer the project results to the project buyer, and the project results need to be reflected in various forms to prove the specific effects achieved by the project executor within the project term. For social work projects, project evaluation generally includes process evaluation and effect evaluation. Process evaluation mainly evaluates whether there are problems in the design and execution of various links of the project in the implementation process, while effect evaluation shows the specific effects of the project implementation through pre - and post-test comparison and other forms. The evaluation content of S project includes cost-benefit analysis, project satisfaction evaluation, social influence, and sustainability of effect. The evaluation methods mainly include project buyer evaluation, service provider self-evaluation, project supervision evaluation, and social worker self-evaluation.

III. Summary of experience in the management of social work service projects

1. Design of standardization

Before the implementation of Project S, the service objective, service method, implementation process, responsibility allocation and other aspects of the whole project have been planned in detail. In terms of service content, the project aims at the different needs of different service objects in the community, and provides thematic services such as women's and children's services, disabled people's services, families in extreme poverty, and veterans' services in the project design. Scientific project design and selection will provide the foundation for the effective implementation of the project. In addition, on the basis of fully considering its own ability and external resources, the project

has been decomposed in different stages, which is of great significance for the phased completion of project objectives and reasonable allocation of project resources. In the project, the selection of sub-projects is very targeted, and multiple stages of assessment are designed for project implementors, which are conducive to ensuring the smooth development and lasting operation of the project.

2. Process management technology

In the process management of the project, the project manager uses the WBS work breakdown structure to divide the community integrated service project into four stages: preparation period, exploration server, business development period and summary period. The work content of the four stages is subdivided into sub-projects, and the overall integrated service project is decomposed into more than ten sub-projects for decomposition services. Finally, the achievement of all sub-projects will be summarized and integrated in order to achieve the expected macro goals. On the basis of formulating the project implementation schedule and sub-project decomposition of the project activities, the project manager also compiled the Gantt chart according to the project process plan. Many project process management techniques have been applied in social work service projects, greatly improving the level and efficiency of project management.

3. Matrix organizational structure

The matrix organization is more suitable for the management of social work service projects than the project organization. The main difference between matrix and project organization is that matrix organization adds a level of functional department management structure, thus avoiding the problem that only the administrative department's single line management leads to the professional project activities can not be guaranteed. The matrix organization form is usually used to coordinate multiple subprojects, with a high degree of resource integration and complex projects. The matrix organization structure makes each front-line social worker have certain authority in the project, relatively weakening the relationship between superiors and subordinates in the project, and the project director plays a more coordinating and coordinating role, while the specific service provider maintains its corresponding autonomy in the operation of the subproject. The main person in charge proposes the resources needed by each sub-project to the project director, who allocates and divides them.

References

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