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Establishment of Contractual Management Mode of Internal Market Contract of Coal Mine Enterprises

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Abstract. Reform and innovation are carried out based on the organizational management structure of state-owned enterprises, and the special mechanism of non-public enterprises is grafted into the system of state-owned enterprises. It is the first to propose to reform the management mechanism of coal mine enterprises by using the contract management mode of internal market. First, it draws on the contract management model, establishes various production departments within the coal mining enterprises, and implements the general contracting of target cost, output, salary, and number of people; second, on the basis of the internal marketization of coal mining enterprises, the implementation of the operating mechanism of the simulated legal person, the contractor Signing a legal person contract with the subcontracting unit, the production department and the district team, the district team and the employees, contracting and contracting at the same time, and granting the authority to simulate the legal person and person at all levels.

1. Introduction

In order to achieve sustainable development, coal mining enterprises must keep pace with the times, constantly reform and innovate management mechanisms, and introduce good management concepts. Introduce the unique mechanism of non-public enterprises into the state-owned enterprise system. From the perspective of the management mechanism, that is, to adapt to the requirements of the market economy, a good mechanism is introduced for non-public enterprises. Many scholars at home and abroad have discussed this issue, and the introduction of internal market contractualization is not common. This model adopts innovative management in the form of contract and contracting, which is conducive to the sustainable development and long-term stability of coal enterprises.

2. Current status of coal mine management mechanism

(1) The management mechanism is rigid. Under the existing coal mine management system, decisions that encounter major problems are generally subject to individual brewing, collective decision-making, and higher-level approval. The time from decision-making to response is relatively long, and the market is constantly changing, and it is often easy to miss opportunities.



(2) The organizational structure is cumbersome. Traditional organizational structure level redundancy. Too many levels will lead to cumbersome processes, low operational efficiency, and severe fragmentation. Usually, there will be problems such as pushing and tearing, each being a battle, strengthening power consciousness, weakening service functions, and low coordination capability.

(3) The incentive method is single. In the traditional management of coal mining enterprises, the wages and benefits of employees are saved and eaten, the big pots are eaten, the incentive method is simple, and the difference between employees is not large, so it is difficult to mobilize the enthusiasm of employees.

(4) Do not pay attention to the safety culture of coal mining enterprises. Focus on efficiency and neglect to establish a sense of safety culture. Therefore, it is necessary to establish an intrinsically safe cultural mine as the focus of coal mine construction, and use this as a guide, with the contract as the combination point, so that employees can form safe behavior habits in construction operations.

3. Reform of management system of coal mine enterprises

3.1. Overview of the internal market contractual contract management model

By dividing the production departments within the coal mining enterprise, each department implements the linkage contract responsibility system, and the enterprise-contracting unit (production department)-production team-production team-personal structure is the manifestation of the implementation of the contracting means, and each contracting unit is relatively An independent organization with sound organizational functions, based on the contracting structure, carries out the simulation of contractual management of the legal person. The next level and the higher level establish different contractual relationships by signing contracts, and sign the contract to give full operation to the market entities at all levels within the enterprise. Decision-making power, personnel distribution rights and safety supervision rights are realized from the main control.

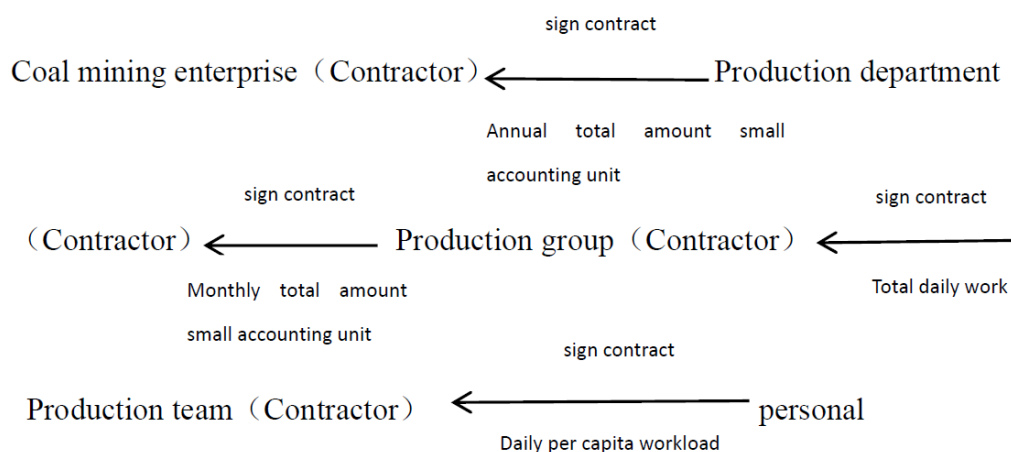


Figure 1.Internal market contract contracting flow chart

3.2. The specific content of the management system reform

①Organizational function positioning. The mine directly appoints the production manager and technical leader, and the production manager is the member of the mine team. The production staff is from two sources. First, the department of the Ministry of the Ministry of Internal Affairs, including the functions of the former departments and departments, including all their functions, was transferred to the production department, and the administrative level was abolished. The second is to establish an efficient regional team. The district head establishes one and one deputy positions. The rest of the management personnel choose to enter the production department, and the department replaces the regional team to be on duty.

② Marketization cost control. The comprehensive cost division unit is decomposed into the production departments, and the production department signs a comprehensive cost contract with the mine. According to the total contracted annual and monthly operating conditions, the production manager determines the target tasks and costs of each production team in a comprehensive balance, and signs contracts with each production team. Decompose to the lower layer, as shown in Figure 2.

Table 1. Comprehensive cost decomposition

Unit: 10,000 yuan, yuan / ton

Production department	Total cost	material fee	other expenses	Total compensation	Among them:	Wages withdrawal number
					Total wage	
lump sum	5369.25	865.32	356.23	5212.06	3326.21	865
Tons of coal	48.26	6.56	1.56	34.31	16.39	

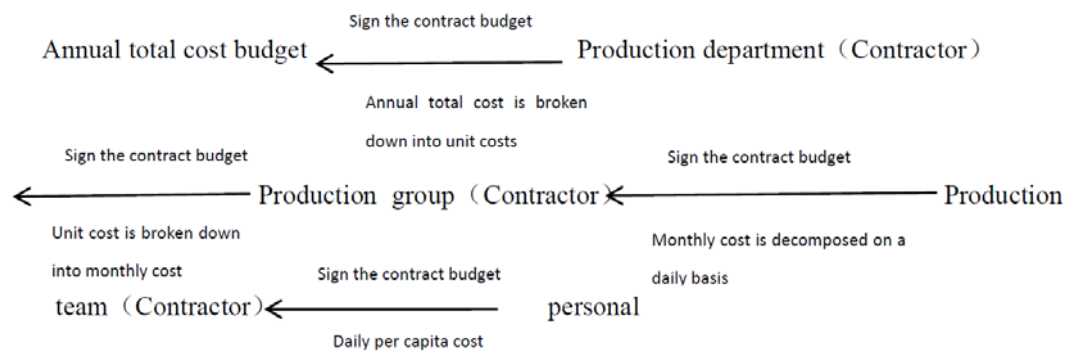


Figure 2. Marketization cost control chart

③ market-based compensation management. The company decomposes the annual operating indicators and signs market contracts with the ministries on a monthly basis. The production department arranges the market contracts for the docking production teams every day. Each production team has an independent business accounting team responsible for the monthly market settlement records, fill in the daily settlement report. Generally, according to the signed contract, the budget is over-completed and the budget is not completed. In accordance with the different ratios, the unit price of tons of coal is used to extract the wages. The management is multiplied by the per capita salary of the production department for extraction. In addition, the minimum living allowance and safety accident penalty system are implemented, which gives employees incentives and also plays a vigilant role.

④ market-oriented safety control. The effective management of coal mining enterprises lies in the implementation, through the form of contracts, and the solidification of the market in a coordinated manner to form a safety supervision and evaluation system that can be relied on and can be implemented according to its production and settlement objectives, and achieves hierarchical management and control. The coal mining enterprise and the production department, the production department and the production team, the production team and the production team, the production team and the individual level sign safety responsibility contracts to achieve full coverage of the market contract, and form an effective supervision of production safety.

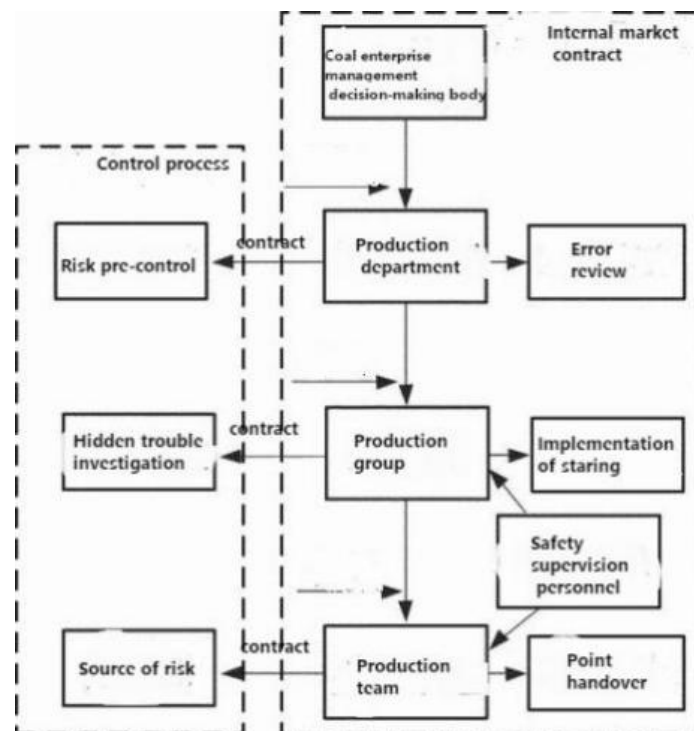


Figure 3. Market security management and control mode diagram

⑤The improvement of the innovation management system. Established a project innovation team to innovate in areas related to safety management, production system optimization, engineering design optimization, system innovation, disaster management, problem research, and production process technology reform, and can actually solve or improve the situation. The leadership team reviews, grades, and awards different rewards.

⑥ market-based assessment methods. Coal enterprises should rely on market contracts to compile market-oriented assessment budgets. The management regularly holds regular meetings, based on market contracts, and cashes in the form of market contracts to form a practical and feasible assessment system. That is, the leading organ evaluates the production unit, the production department and the production team; the production team evaluates the production team; the production team assesses the individual and implements the authenticity and validity of the market contract. The cost assessment, salary assessment, and safety assessment are all assessed according to the percentage system score. The deduction is divided into fines, and there is no additional item. The final result is 0, which means that there is no safety accident or illegal operation, then the safety reward is given.

3.3. Actual application effect

The internal market contractual model is used as a means to reorganize the organizational structure of coal mining enterprises, and has achieved good results in the application of a mine in Shandong. The restructured enterprise management pays more attention to: the elite department establishes an efficient district team, and the decentralization enables the management to fully possess the property rights of the person. The management width has been expanded, and the vitality of the enterprise has been stimulated.

The cost control of the market has reduced the cost of the enterprise and formed a good atmosphere of economy. Market-based compensation management has increased the enthusiasm of employees, much more to do, more diversified incentives, and higher levels of employee recognition. Market-based safety control has improved the safety supervision of the whole mine, accelerated the process of building intrinsically safe coal mines, and strengthened the safety awareness of employees. Adhering

to the tenet of “contracting management, joint responsibility and joint guarantee”, we must place safety production at the core of coal mine management. The mine continues to innovate the new management mode of the management model and currently reaches the advanced level of domestic coal mine management.

4. Conclusion

It is a beneficial attempt to reform the management system with the internal market simulation legal contractual contracting model, and the results are remarkable. Although the mine restructuring model has achieved remarkable results, other mines must learn to grasp the two bottom lines of safety and stability, steadily advance and maintain the fixed force, and pay attention to solving various problems arising in the process of mode conversion.

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