

Institutionalized Management of the Chinese Leading Officials

中国领导干部的制度化管埋

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Outline

1

**Features of Institutionalization
in SPRC (Structure, Procedure, Regulation & Culture)**

2

**Institutionalized Leadership Management
In TAPS(Training, Assessment, Promotion &Supervision)**

3

**Chinese Leadership Management
Challenges and Policy Recommendations**

Features of Institutionalization

Only the best talents can be qualified to be into the civil service.

----By Confucius

Employing capable officials represents the top priority of government.

Historical events retold as a mirror for government

----By SIMA GUANG, Minister of Northern Song Dynasty (1019-1086)

Three Questions:

1.What a good official is?

2.How to become a good official?

3.How to use the right official for the right job?

----By Xi Jinping



Features of Institutionalization

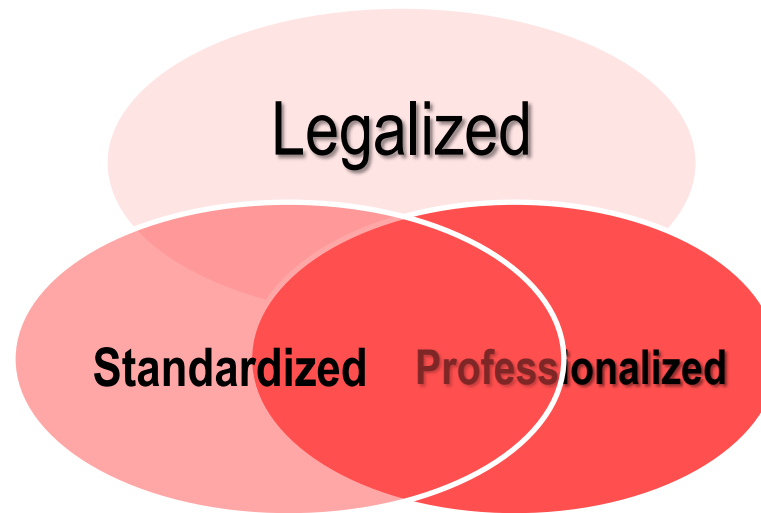


The Party should build an **institutionalized** and rational system to deal with leading officials’.

The Party must **institutionalize** and legalize its democratic system

----Deng Xiaoping's Speech

Features of Institutionalization



Features of Institutionalization

Institutionalization

Institutionalization is a procession with its

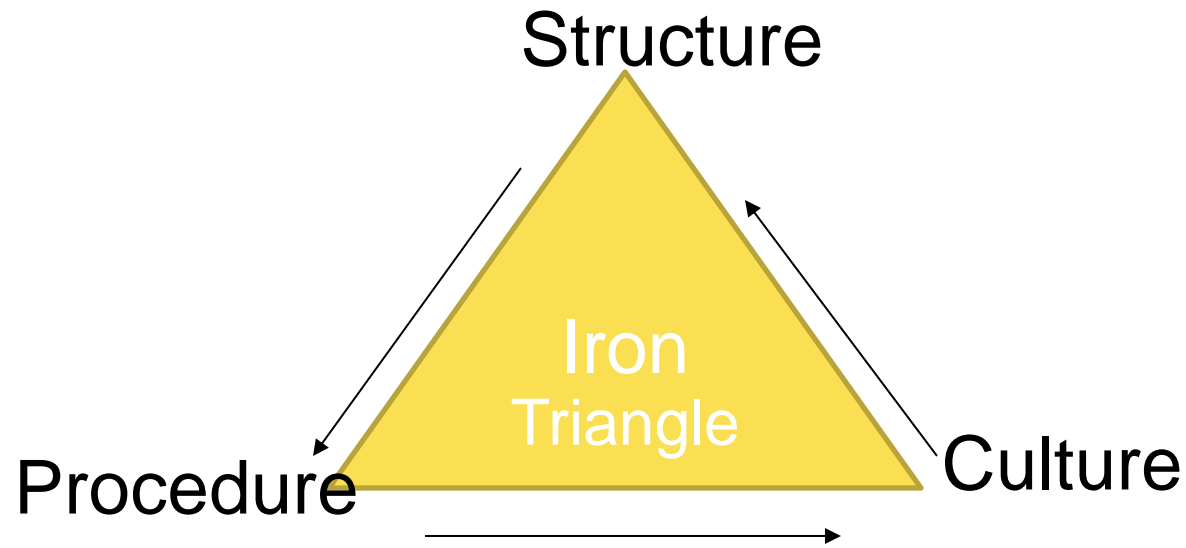
institutional structure,

institutional procedure and

institutional culture.

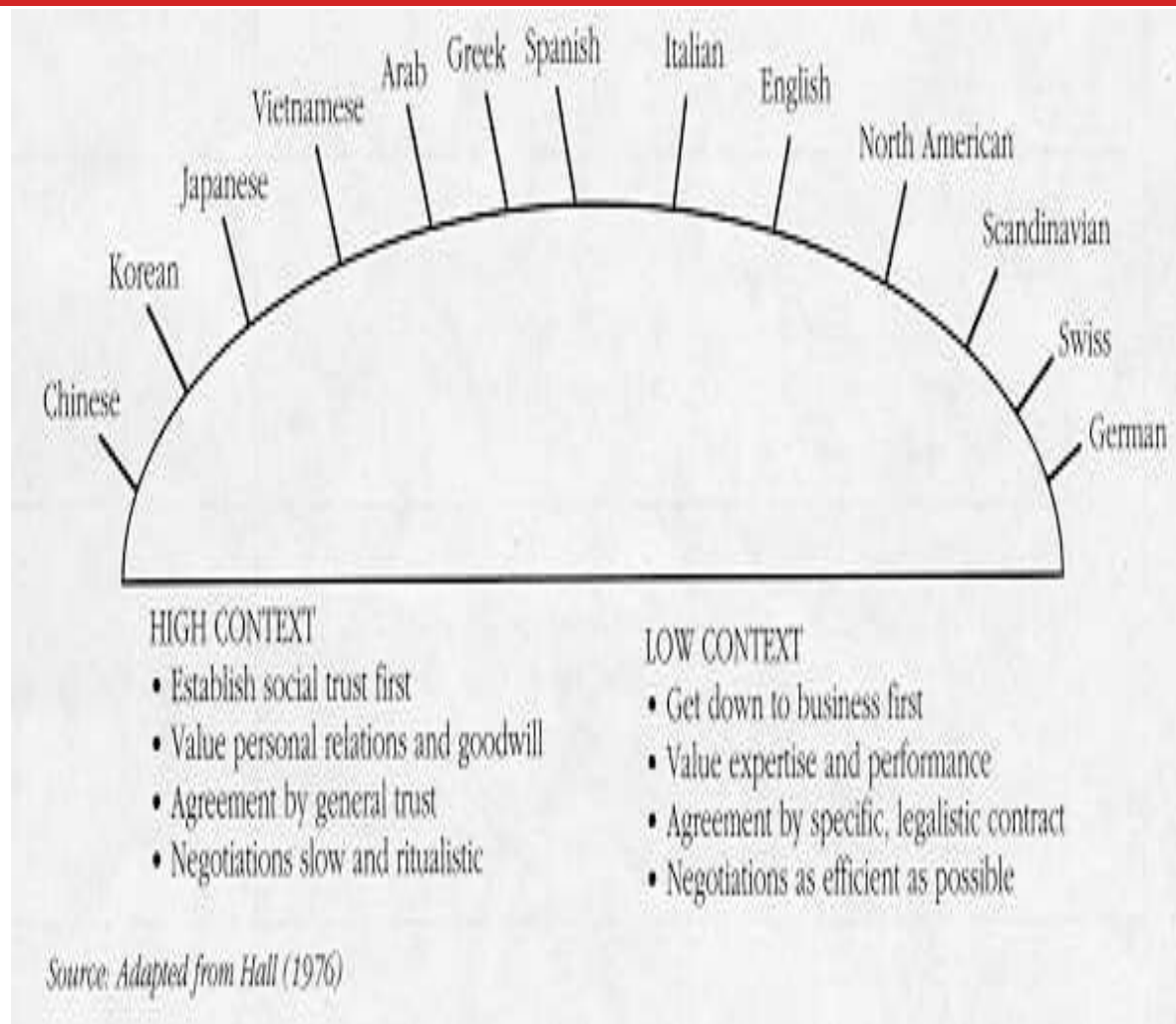
--- John Witter, Erdmans Publishing, 2007, 214

Features of Institutionalization



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Features of Institutionalization--Culture

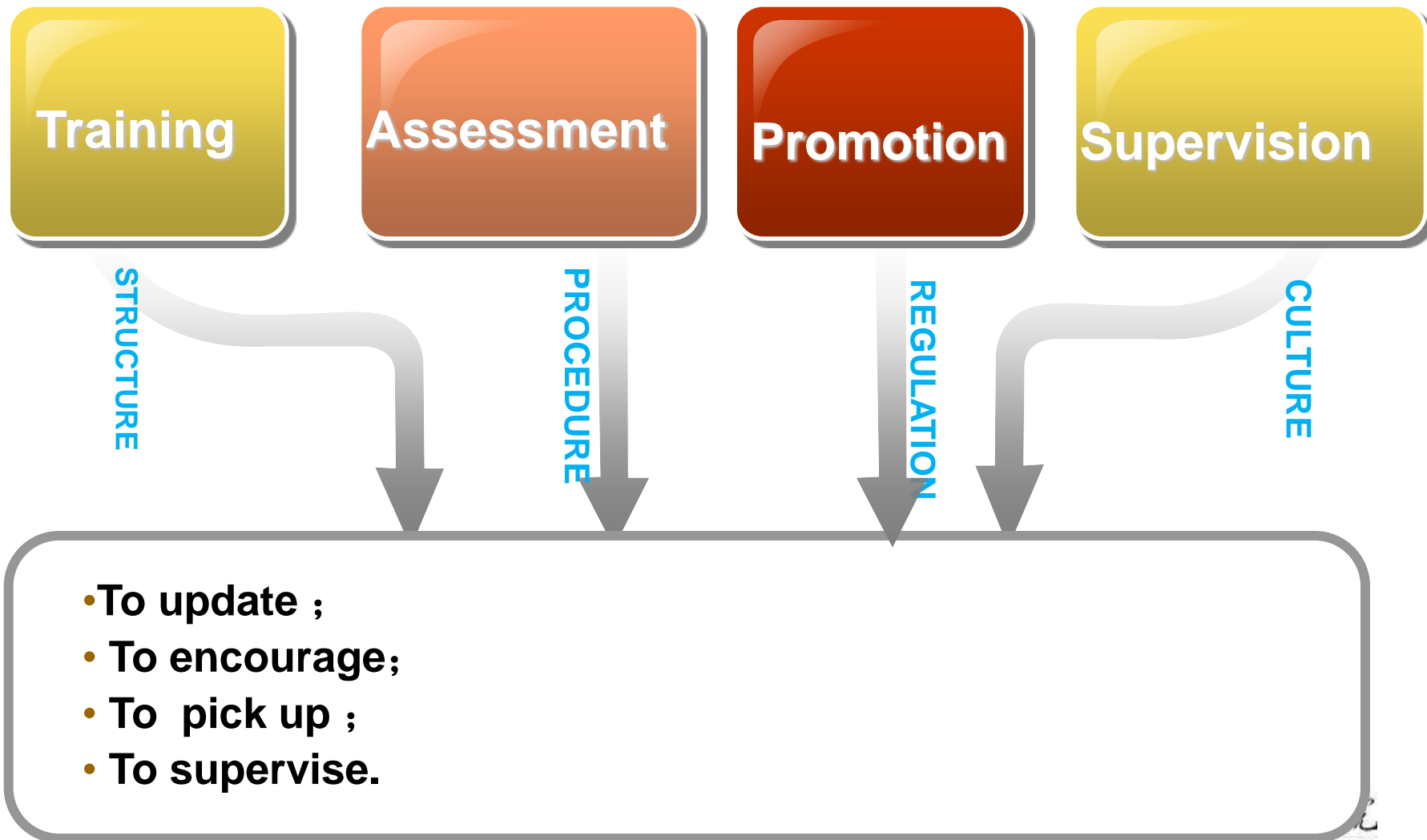


Features of Institutionalization

Leading Officials in China Include Division Directors & Above in

- (1) The Communist Party of China--**CPC**;
- (2) The National People's Congress--**NPS**;
- (3) The Administration—STATE COUNCIL--**SC**;
- (4) The Chinese People's Political Consultative Conference--**CPPCC**;
- (5) The affiliated organizations: Youth Leagues, Women's Associations

Institutionalized Leadership Management



Institutionalized Leadership Management

- **Xi's Five Criteria:**

- 1. To be firm in ideals
- 2. To be willing to serve the people
- 3. To be diligent at work
- 4. To be ready to take responsibility
- 5. To be honest and upright



Institutionalized Management----Legalization

INSTITUTIONALIZED BY LEGALIZATION

- 1 The Civil Servant Law of the PRC
- 2 The Regulations on Training Party and Government
- 3 Regulations on the Work of Selecting and Appointing Party and Government Leaders
- 4 Trial Measures on the **Assessment** of Party & Govt. Leaders

Institutionalized Management----Training

Training Structure:

A. Centralized System:

B. Supplementary:

Training Procedure:

Training Culture:

Combination of organizational need & individual demand

■ Institutionalized Leadership Management

■ **Training content:** financial management,
emergency management

■ **Training method:** combine lectures and site
visits,

■ Institutionalized Leadership Management--Training

■ Form “cadre training system with Chinese characteristics” to adapt to the need of times reform,

■ **Trainers:** faculty with combination of full-time and part-time teachers:

■ Institutionalized Leadership Management--Training

- CPC starts overseas programs to adapt to the need of opening up.
- Harvard and Oxford University
- So far, more than 100 colleges in over 30 countries

Institutionalized Management---Assessment

Assessment Structure:

A. Assessment with right orientation.

Strategic & moral integrity

B. Performance-based assessment.

Achievements in fulfilling their duties.

C. Comprehensive assessment

Both qualitative and quantitative



Institutionalized Management--Assessment

Assessment Procedure:

On-Post assessment. current post and development potentials

Assessment Culture: Comprehensive, independent, timely
360 Degree Assessment



Institutionalized Management--Assessment



Institutionalized Management----Promotion

Promotion Structure:

- A. Appointment through election
- B. Appointment through nomination
- C. Appointment through examination
- D. Appointment through contract.

Institutionalized Management----Promotion

Promotion Procedure:

- A. To be enlisted
- B. To be screened
- C. To be approved

Promotion Culture:

- A. Both professional competence and moral integrity
- B. Democratic
- C. Merit-based

Challenges & Recommendations

Institutionalized Management

- ★ Speed up reform
IT

- ★ Well-disciplined supervision
COD“12380” Tip-off Platform:

- ★ Five Don'ts: to lobby for higher positions
Ten Prohibitions:

Challenges & Recommendations

Challenges in Institutionalization

1. The structure:

Function of the monitoring

2. The procedure:

Leaders' selection, training and promotion

3. The culture:

The risk of being slack

Challenges & Recommendations

Policy Recommendations

1. **The structure:**
More complete & impartial
2. **The procedure:**
To standardize
3. **The culture:**
To professionalize



THANKS!