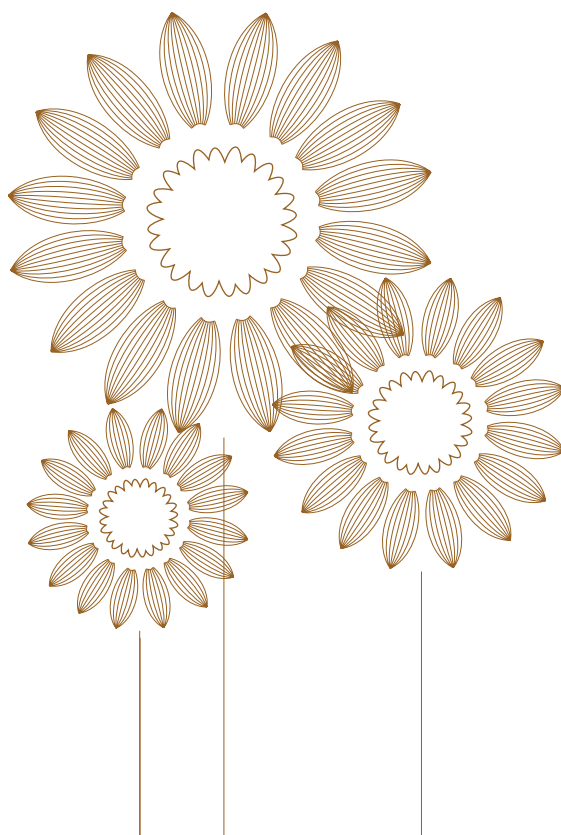


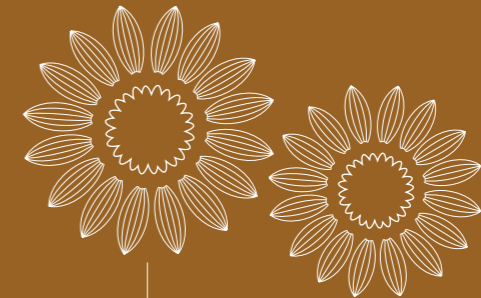


“THE ABCS OF THE COMMUNIST PARTY OF CHINA” SERIES

# THE SELECTION, APPOINTMENT, EDUCATION AND TRAINING OF CADRES



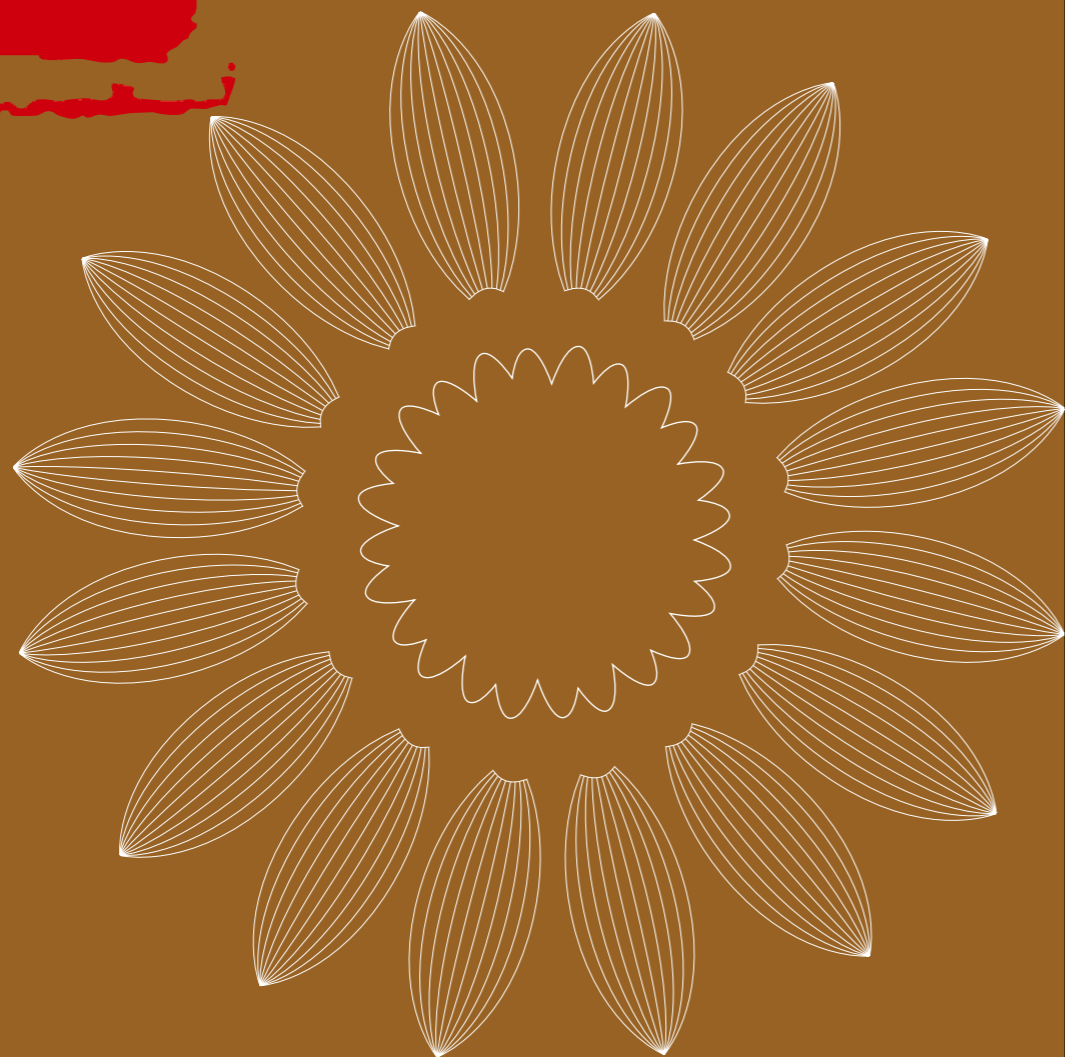
# Introduction



“Cadres are a decisive factor, once the political line is determined.” The Communist Party of China (CPC) has always placed great emphasis on the selection and appointment of cadres and on their education and training. In the long course of revolution, construction, and reform and opening up, the CPC has created a clear cadre policy and clear standards for selecting and appointing cadres. Through constant revisions of the cadre personnel system, measures have been put in place for the large-scale training of cadres, and one group after another of cadres with outstanding leadership ability have been trained to run the Party, the government and the military. This work has provided powerful organizational guarantees that the correct political line will be followed.

# 1

## A Uniquely Chinese System of Selecting and Appointing Cadres



### The CPC has always placed emphasis on strengthening the work of selecting and appointing cadres.

Since the adoption of the reform and opening up policy, the CPC has put great effort into reforms the cadre personnel system that attach importance to liberating one's mind and to reform and innovation, in order to adapt to the requirements of comprehensively building a moderately prosperous society and creating a socialist market economy. It promulgated the Civil Service Law of the PRC and the Regulations for Selection and Appointment of Leading Party and Government Cadres, as well as a series of laws and regulations concerning evaluating, appointing, training, overseeing and supervising cadres, which together constitute the beginnings of a uniquely Chinese socialist system for cadre personnel work.

Link: [Brief introduction to the Rules for Selection and Appointment of Leading Party and Government Cadres and the Civil Service Law of the People's Republic of China.](#)

In July 2002, the CPC Central Committee promulgated and put into effect the Regulations for Selection and Appointment of Leading Party and Government Cadres on the basis of a thorough review of its work concerning the selection and appointment of cadres over a long period, especially the period since the adoption of the reform and opening up policy. It set forth specific rules concerning the basic principles, procedures, methods and discipline to be followed in the work of selecting and appointing cadres. In April 2005, it promulgated and put into effect the Civil Service Law of the PRC, which articulated from the lofty perspective of state law clear standards and requirements for standardizing administration of civil servants, safeguarding their legitimate rights and interests, and creating a cohort of high-quality civil servants. These legal documents created the basic framework for a uniquely Chinese cadre personnel system.



The covers of the Regulations for Selection and Appointment of Leading Party and Government Cadres and the Civil Service Law of the PRC

## 1. The standard for selecting and appointing cadres: possession of both character and ability, with emphasis given to character

The CPC's policy on cadres is to "appoint people on their merits." The standard for judging cadres is: possession of both character and ability, with emphasis given to character.

The connotation of "possession of both character and ability, with emphasis given to character": In selecting and appointing cadres, leaders should consider both the candidates' ability and character, but place greater emphasis on their character. The most important aspect of character for leading cadres is political integrity, including having strong ideals and convictions, steadfastly exercising power on behalf of the people, and always being honest and upright. Cadres must also have a public morals and family virtues. Ability refers mainly to the capability to lead scientific development and promote social harmony. Candidates for promotion must reach the standards expected of cadres in the areas of both political and ethical character. In evaluating candidates, emphasis should be placed on whether they are loyal to the Party, the state and the people; whether they have a correct worldview, conception of power and sense of vocation; whether they can get things done, take responsibility and forge ahead with determination; and whether they have a good work style, are always honest and upright, and have healthy attitudes. In addition, consideration needs to be given to how they carry out the duties of their jobs, how well they deal with arduous and dangerous tasks, how they perform in critical situations, and how they respond to the lure of fame and wealth. The CPC applies the standard of possession of both character and ability, with emphasis given to character throughout the whole process of examining, ranking and appointing candidates for positions as leading cadres.

Since entering the new period, the Party has selected and appointed cadres on the basis of the standard of possession of both character and ability, with emphasis given to character. As a result, a large group of outstanding leading cadres has come to the fore. Kong Fansen and Shen Hao are outstanding representatives of this group.

### Link: Model leading cadres Kong Fansen and Shen Hao

**Kong Fansen** was born in Liaocheng, Shandong in 1944. He joined the army at age 18 and joined the Party in 1966. He did two tours of duty in Tibet, staying there ten years, where he worked his fingers to the bone in service of Tibet's development. The bitter cold and lack of oxygen on the high plateau make living conditions there very difficult, but he always did his work selflessly in a spirit of revolutionary optimism. He united and led the cadres and masses in struggling to change the poverty and backwardness there, and he played an important role in the rapid economic development of Ngari Prefecture. He strictly observed discipline, was honest and upright, and never used his power for personal gain. For a long time, he devoted a portion of his salary, which was not very high, to pay the costs of raising a number of Tibetan orphans, pay for medical treatment of sick Tibetans, and generously help people in difficulty. This won him the love and respect of the Tibetan people. Tragically, Kong Fansen died while serving in Tibet in November 1994. He wrote a stirring poem of sacrifice and struggle with his life. The people call him a modern-day Lei Feng and a Jiao Yulu of the 1990s.

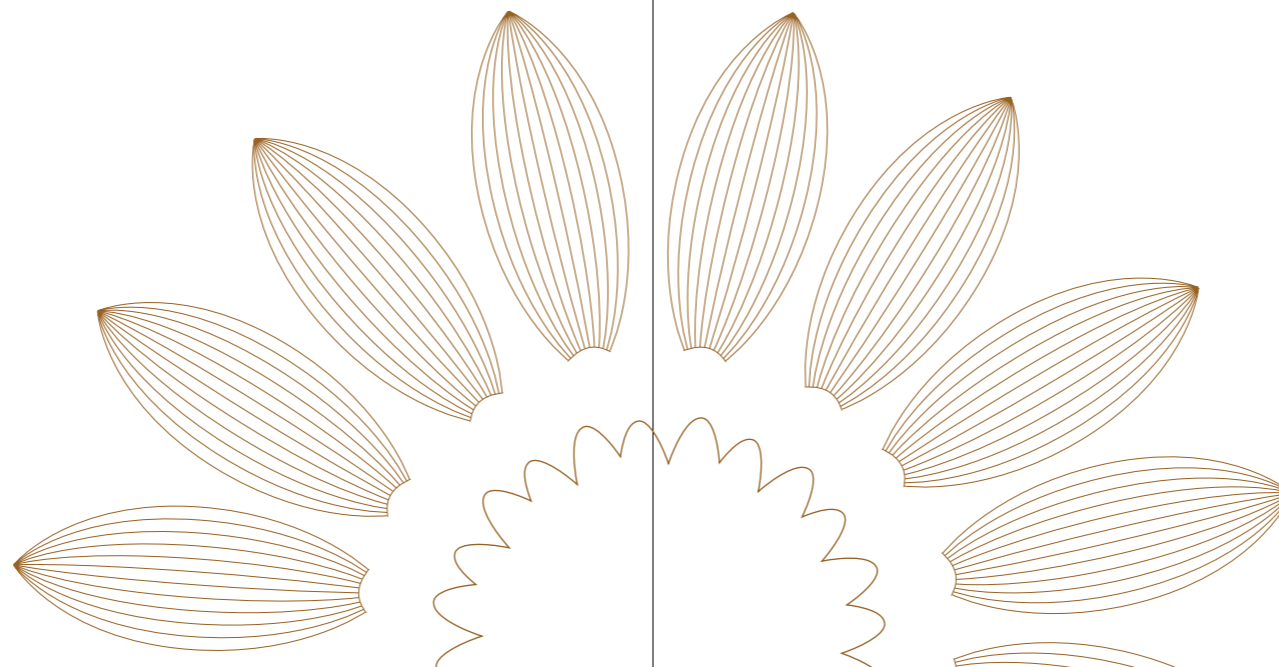


**Shen Hao** was born in Xiaoxian County, Anhui in May 1964. He joined the CPC in July 1986, and got his first job the same year. He worked at the Finance Department of Anhui Province. In February 2004, he was appointed to the position of deputy Party secretary of the town of Xiaoxihe and first Party secretary of the village Party committee and chairman of the village committee in Xiaogang, Anhui Province. He served in Xiaogang for six years. He worked wholeheartedly and selflessly, and united and led the members of the two committees in a search for a new development path suitable for Xiaogang that would eliminate the difficulties then plaguing Xiaogang's development. As a result of his efforts, the per capita net income of village residents rose from 2,300 yuan to 6,600 yuan; the village roads were repaired; and the village residents all renovated their homes; and the village took on an entirely new look. The people all called him "our indispensable cadre." Because of his outstanding work and the trust the people had in him, the people twice reelected him to his positions after his term of office was up. He suffered a heart attack and passed away because of overwork on November 6, 2009, at the age of only 45. Higher authorities placed his name on national lists of Outstanding CPC Members and Civil Servants Beloved by the People.



In recent years, a number of localities and departments carried out trial implementation of various criteria for evaluating cadres, each with its own emphasis and unique features, followed by a review of results.

Particular effort was put into making the criteria for judging a cadre's character more explicit, and exploring different procedures and methods for evaluating character, with the result that an outstanding system of evaluation was created and the process of evaluation was made more scientific. This system adheres to the principle of emphasizing actual results in selecting and appointing cadres. Through a process of constant revision, a sound mechanism was established for evaluating the ability of Party and government leading groups and leading cadres to promote scientific development, and the rudiments of a system for evaluating leading groups and leading cadres on the basis of the unique characteristics suitable for different regions, levels and types of work were created.



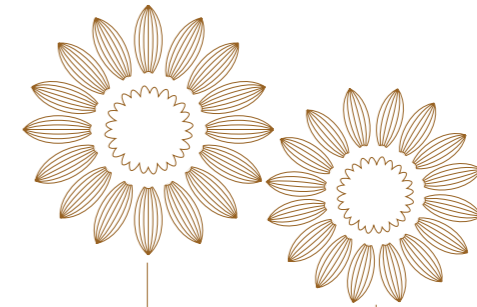
## 2. Discarding universal standards in evaluating personnel: the methods of selecting and appointing cadres

In the past, China had a system of imperial examinations, but emperors also relied heavily on talent scouts, exemplified by the legendary Boie. For a longtime in the past, the CPC relied almost entirely on recommendations of leaders and organization departments in selecting and appointing cadres, and there was no effective way for cadres to participate in or oversee the process. Since the adoption of the reform and opening up policy, the CPC energetically carried out reform of the cadre personnel system in order to adapt to the demands of developing a socialist market economy and establishing socialist democracy. The hiring of cadres gradually transformed took on a number of forms respectively called hiring by selection, assignment, examination and appointment.

1) The hiring of cadres through the selection process consists of producing leaders in accordance with the law and Party constitution through democratic elections. At present, the members of the leading groups of Party committees, standing committees of people's congresses and governments at all levels as well as mass organizations are selected in democratic elections by the full people's congress or that body's committee in accordance with relevant laws and provisions. Elections are normally held at regular intervals, and members of leading bodies serve fixed terms, normally five years.



Deputies voting in an election at the third meeting of the First Plenary Session of the Eleventh Henan Provincial People's Congress.



2) The hiring of cadres through the assignment process occurs when a body that has authority for managing cadres directly assigns cadres to positions of leadership. Most cadres in Party and government bodies get their jobs this way. As the reform of the cadre personnel system progresses, democratic recommendations, democratic scrutiny, organized evaluation, and collective discussion and decision making are becoming the norm, and the process of selecting and appointing cadres is becoming much more democratic.

3) The hiring of cadres through the examination process consists of giving a standardized test specified by law to qualified candidates for a leadership position. At present, various forms of the examination system have already been developed, all of which involve open selection and competition for job openings. This process is widely used in all sectors of society to select people with outstanding leadership ability. It usually includes the following stages: publicizing of job openings, recommendations and registration, examination of qualifications, written exam, organized evaluation, discussion and decision making, and announcement of the results.

4) The hiring of cadres through the appointment process is used by Party and government bodies for positions that have high requirements for professional or technical knowledge. This method involves the signing of a contract by the two parties. This system greatly promotes the rational movement of outstanding leaders between departments and regions.

Of these four methods of hiring cadres, the selection and assignment methods are used most often, and the examination and contract methods are supplementary methods.

### 3. Fostering democratic competition: constantly deepening reform of the cadre personnel system

The principle of selecting the best candidate on the basis of open and fair competition is a necessary requirement for work concerning cadres in order to strengthen socialist democracy and improve the socialist market economy, and also maintain the orientation of reform of the cadre personnel system in recent years. In April 2000, the CPC Central Committee issued the Program for Deepening Reform of the Cadre Personnel System, which has played an important role in promoting reform of the cadre personnel system in the first decade of this century. Through the vigorous explorations and bold experiments of numerous localities and sectors, reform of the system was constantly deepened and broadened.

#### 1) Expanding the democratic basis of work concerning cadres and raising public confidence in the selection and appointment process.

The CPC constantly makes its work concerning cadres more democratic, and strives to implement the rights of the masses of the people to know about, participate in, have a vote in and oversee the selection and appointment of cadres. At present, the CPC carries out the selection and appointment of leading Party and government cadres in six stages: democratic recommendation, investigation, deliberation, discussion and decision, nomination and democratic consultation, and appointment. At the same time, a series of additional practices have been established through reform. For example, on the foundation of upholding the principle that democratic recommendation is a necessary procedure in the selection and appointment of cadres, democratic scrutiny, survey's of public opinion and extended investigation are carried out; voting by the entire committee and a probationary period are widely used; more people get involved in the process of selecting and appointing cadres; and the channels for informing the people of the proceedings and getting feedback from them are kept open so as to raise the quality of the scrutiny of candidates for promotion. The investigation and selection of members and alternate members of the Sixteenth and Seventeenth Central Committees both used the procedures of democratic recommendation. In the course of the creation of leading bodies of the Seventeenth Central Committee, democratic recommendations were used for the first time in nominating candidates for the Political Bureau of the Central Committee.

As China's economic and social development progresses, the people's enthusiasm for participating in political affairs is constantly rising, and the transparency of the process of selecting and appointing people is constantly increasing. Since the 1990s, the practice of public notification before an appointment takes effect, which was begun in Shuyang, Jiangsu, has quickly spread throughout the country. At present, the practice of announcing upcoming examinations and job vacancies has become commonplace. The content and scope of public disclosure concerning work pertaining to cadres has constantly expanded, and many local Party committees and organizations now have their own press secretaries.

Link: The process by which the procedure of public notification before an appointment takes effect was established.

In August 1997, Shuyang County, Jiangsu, became the first place in China to adopt the procedure of making a public announcement before an appointment takes effect as the result of energetic explorations into how to make the work of selecting and appointing cadres more open and democratic. What this involves is that before an important appointment is made, the Party organization with responsibility over the appointment releases an official document and notifies newspapers, radio and television stations, and other media of the basic facts and results of the selection process and the name of intended appointee, and then solicits opinions concerning the suitability of the prospective nominee for a specified period of time before making the final decision. This was a breakthrough in our country's cadre personnel system. In a short time, this procedure spread throughout the province and on the basis of a review and systemization of it, the Jiangsu Provincial Party Committee formulated the Interim Regulations for Public Notification before the Appointment of Leading Cadres of Jiangsu Province. In January 1999, the Organization Department of the Central Committee sent a team to Shuyang to carry out investigation and study, and soon after, it formulated and issued the Guidelines for Implementing the Procedure of Public Notification before the Appointment of Leading Party and Government Cadres, after which it was implemented nationwide. In July 2002, the CPC Central Committee issued the Regulations for the Work of Selecting and Appointing Leading Party and Government Cadres, which clearly stipulated that public notification before the appointment of leading Party and government cadres should be carried out. The period during which the public can register opinions is generally seven to 15 days.

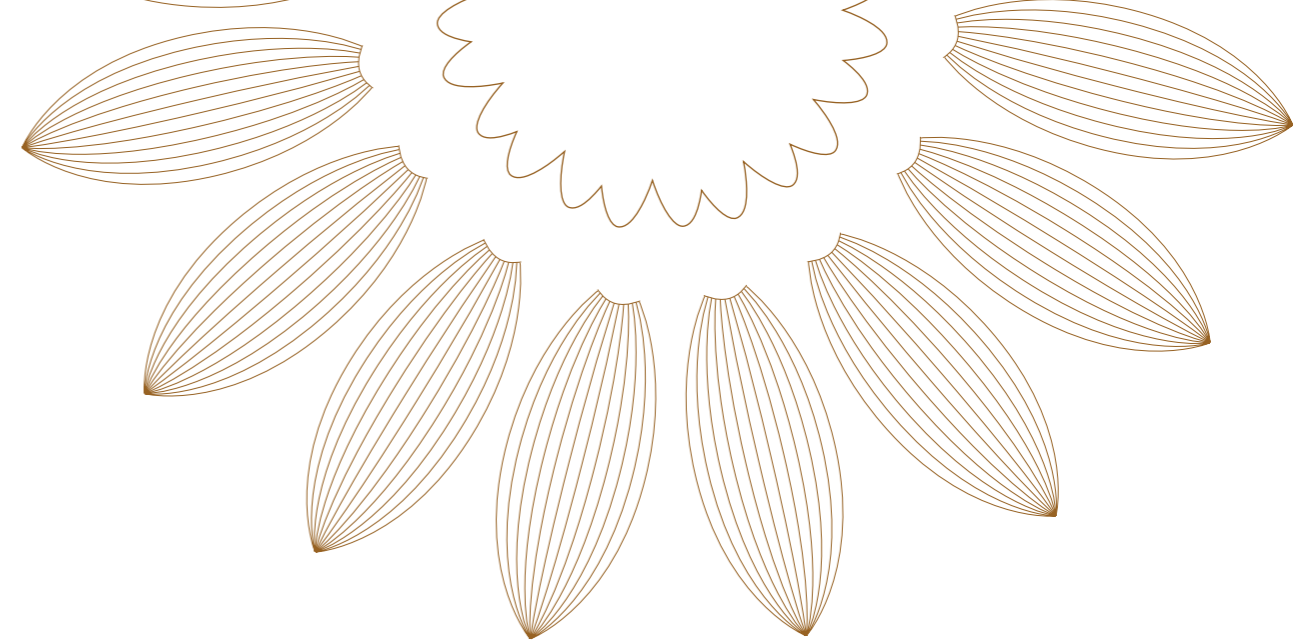


Shuyang County, Jiangsu is the birthplace of the procedure of public notification before the appointment of leading cadres.

## 2) Improving the mechanisms of competitive selection, and spurring talented people to come into prominence.

Explorations were begun in the 1980s into open selection and job competition. Materials stored in the Chongqing archives include the following report. In 1980, the Chongqing Public Utilities Authority placed notices of job openings for a number of young cadres with knowledge of modern management methods in a number of news publications. This was a new phenomenon in China at the time and attracted widespread attention. More than 200 people from all over Chongqing applied for the jobs, and six people were hired to the positions of manager, assistant manager and accountant. However, this reform was renounced by higher authorities, and for a variety of reasons, the six new employees were forced to resign after six months. A reporter for China Youth Daily wrote a restricted report and submitted it to the Central Committee. Leaders of the Central Committee quickly issued the opinion that the failure of the attempt by the Chongqing Public Utilities Authority to reform the appointment process was a reflection of major problems inherent in economic reform. From this, we can see the great obstacles faced by the first efforts to introduce competition into the process of selecting cadres.

Thirty years later, after constant reform of the cadre system, open selection and job competition have already become an important method for selecting and appointing cadres. Between 2003 and 2008, nearly 30,000 cadres were appointed on the basis of open examinations throughout the country, 7,000 of them at the county and bureau level or above. More than 280,000 cadres were appointed to leadership positions on the basis of competition, including 45,000 cadres at the county and bureau level or above. In recent years, the recommendation, examination and deliberation of job candidates on a competitive basis has been widely practiced, and many localities and work units make their final decision by voting. Some localities are experimenting with open recommendation and selection, and with open recommendation and direct election. Before the Seventeenth National Party Congress, more than 300 towns and townships in 17 provinces, autonomous regions and municipalities directly under the central government experimented with having the members of the leading group of their town or township Party committee directly elected by Party members or by deputies to people's congresses. At present, the CPC Central Committee is guiding all localities in implementing open selection and job competition, and it plans to have at least one third of newly appointed cadres each year appointed through competitive selection by 2015, and to gradually raise the percentage from then on.



(Open Recommendation and Selection: Debate by Candidates for Municipal Government Office )



On March 27, 2008, the Nanjing Municipal Government, Jiangsu, held a debate for candidates for municipal government office as part of the open recommendation and selection process. Sixteen candidates for four openings as department head for the first time participated in a live televised debate that lasted for four hours. The photo is of one of the candidates making a statement during the debate, which was held in the studios of the Nanjing Television Station.

### 3) Optimizing the composition of leading groups, and improving the structure of the cohort of cadres.

In selecting cadres for Party and government leading groups and putting the teams together, the CPC emphasizes the combination of professional knowledge and leadership experience. It strives to optimize the proportion of cadres of different ages in a leading group and get a good combination of qualifications so the leading group can perform at its best. At present, Party committees and leading groups of governments at the county level and higher all have at least one female cadre and all work departments of Party and government bodies have a fixed number of female cadres. The CPC gives high priority to strengthening the cohort of cadres from ethnic minorities, and autonomous areas in ethnic minority regions all pay attention to cultivating minority cadres capable of taking positions of responsibility in the Party and government. The Central Committee also strengthening the work of training and selecting cadres who are not Party members. In 2005, it issued the Guidelines of CPC Central Committee concerning Further Improving the System of Multi-Party Cooperation and Political Consultation under the Leadership of the CPC and the System of, which clearly stated, "Cadres who are not Party members can be appointed to positions of leadership." At present, Wan Gang, vice chairman of the China Public Interest Party, is minister of the Ministry of Science and Technology; Chen Zhu, who is not a member of any party, is minister of the Ministry of Health; Wan Exiang, vice president of the Revolutionary Committee of the Kuomintang, is vice president of the Supreme People's Court; and Chen Changzhi, vice chairman of the central committee of the China Democratic National Construction Association, is deputy minister of the Ministry of Supervision.



Group photo of ethnic minority cadres in front of the Great Hall of the People, Beijing.

The CPC emphasizes developing a reservoir of talent from which to elevate cadres, and it has accumulated a wealth of experience in this area in the course of carrying out reform, opening up and modernization. In recent years, the Central Committee has focused on developing a strategic reserve of future leaders, and expanded the program of hiring promising college graduates and assigning them to primary-level bodies in villages or communities for training purposes. It also constantly improves the system of civil service examination and recruitment, and has greatly expanded the recruitment of outstanding cadres with experience doing primary-level work for civil service positions. It is also experimenting with using competitive selection methods, and drawing outstanding personnel from SOEs, colleges and universities, and research institutes into the strategic reserve of the cohort of cadres. Using these procedures, it created a group of outstanding young front-line cadres drawn from the primary -level.

### Link: The number of "village officials" recently graduated from college is constantly growing



College graduates recruited to work in the countryside as "village officials" enthusiastically adapt to living and working conditions in the countryside.

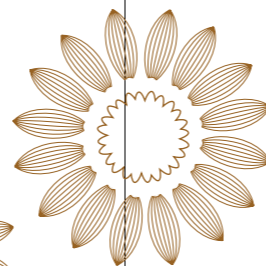
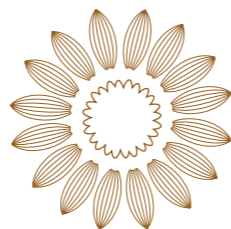
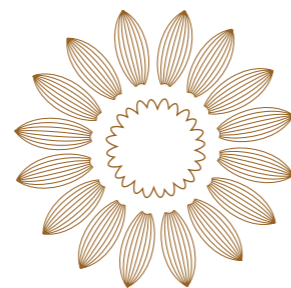
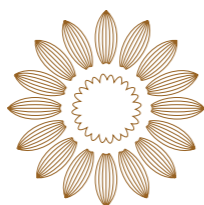
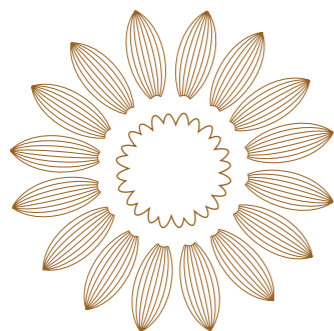
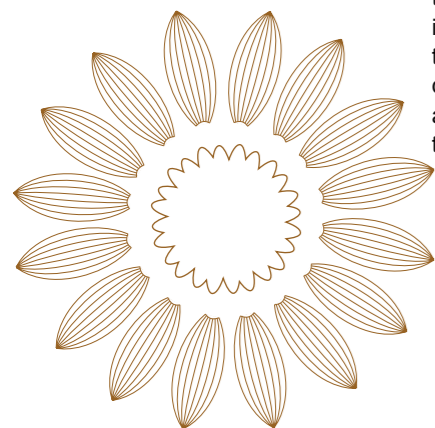
Since March 2008, when the work of recruiting college graduates to work in villages was comprehensively launched, more than 1.3 million college graduates volunteered for this work, and 159,000 were accepted and assigned positions as "village officials" throughout the country. Adding in the college graduates recruited in earlier trials of this program, there are a total of 200,000 front-line young cadres working to create a new countryside. After college graduates arrive in the countryside to work as "village officials," they make full use of the knowledge they learned at school to contribute to building the countryside and develop agriculture and to serve the people. In addition, they strengthen their character and improve their abilities, and become a key force building a new countryside. According to statistics, 24.1% of college graduates serving as "village officials" are members of either the village self-government committee or the village Party branch committee, and 12.3% of them are leading members in their committees. There are 19,527 of them engaged in launching enterprises, 5,916 on their own, and 13,611 in conjunction with others.





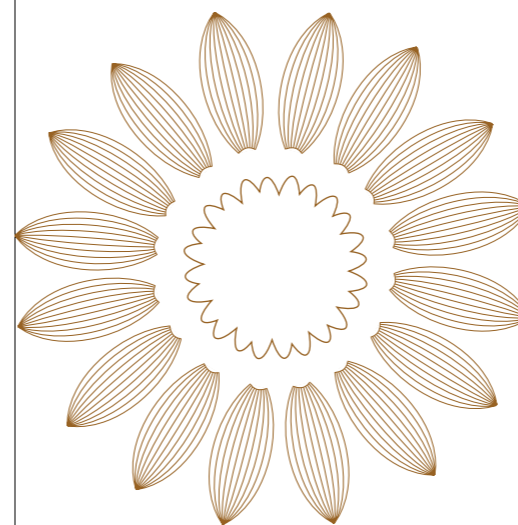
#### 4) Gradually creating a personnel system suitable to the needs of a socialist market economy and state-owned enterprises and institutions.

In recent years, great progress has been made in reform of the personnel system of SOEs, and constant improvements have been made in procedures for selecting and appointing their leaders, evaluating their performance, giving them incentives and overseeing their work. Since 2001, when job openings for leadership positions in SOEs were first openly advertised both at home and abroad, the Central Organization Department and the State-Owned Assets Supervision and Administration Commission have carried out such recruitment activities seven times, through which 92 SOEs directly under the central government have hired 108 high-level administrators. In the last half of 2008, the Central Organization Department and the State-Owned Assets Supervision and Administration Commission for the first time advertised worldwide for the position of president of important major SOEs directly under the central government. Altogether, it advertised 16 positions, received 2,745 applications from home and abroad, and hired 15 of the applicants, two of whom were recruited internally. Reform of the personnel system in state-owned enterprises and institutions will continue to be carried out, and the system of supervision by the Central Committee and local Party committees of the leaders and leading groups of important key SOEs will be further improved in an effort to find a way to oversee enterprise leaders that is in accord with the requirements of a modern enterprise system and to institute a board of directors that has the power to select and appoint the enterprise's managers. At the same time, a system of appointing leaders of institutions is being comprehensively carried out. We need to continue to improve the system of appointing heads of institutions that takes contracts as its basis, explore how to create specific ways that different kinds of institutions in different areas can implement a system of contract-based appointment, improve the income distribution system and the social security system in institutions.



Link: China for the first time implemented worldwide advertisement of job openings for president of SOEs directly under the central government. After a one-year trial period, the results of open recruitment showed that reform brings talented people to the fore.

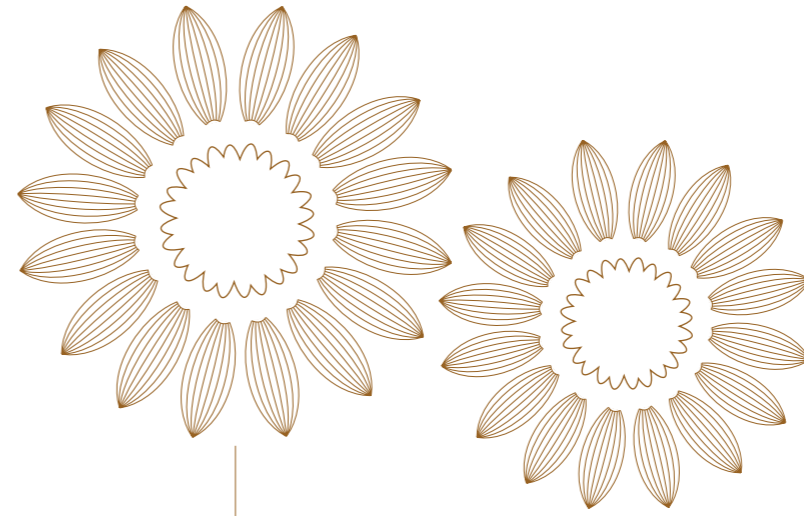
Recently, the Central Organization Department and the State-Owned Assets Supervision and Administration Commission appointed Liu Liehong of China Electronics Corporation and Zou Lei president of the Harbin Power Plant Equipment Corporation. Both of them have completed their one-year probationary periods, which were converted to long-term appointments following evaluation of their work. In just one year these two men, who assumed their positions as presidents of important key SOEs directly under the Central Committee by winning an open competition, used sterling performances and an impressive record of accomplishments to prove that people who test well perform well. It's easy to imagine the apprehensions of the people doing the hiring to advertise such a core position as group president openly to the world. In the two group enterprises, 42.3% of people in middle and upper management had reservations about taking this course. In just a year, their concerns gradually dissipated as they saw how talented their new presidents were and the results they achieved, and now the two presidents have the full support of their staffs. The results of a recent written survey made by the Central Organization Department and the State-Owned Assets Supervision and Administration Commission reveals that 91.3% of people in middle and upper management in these two group enterprises endorse openly advertising key positions. When asked to evaluate how well their enterprise did in recruiting a president, 67.9% said that it made a good selection. The shift from 42.3% of people having reservations about openly advertising key positions to 91.3% endorsing taking this course shows that achieving good results is the best proof that a course of action is right, and that reform brings talent to the fore.



In recent years, constant progress has been made in reform and opening up of China's cadre personnel system, and a series of major achievements have been made that have won the support of all sectors of society. However, there are still a number of difficulties and problems in the selection and appointment process, and there are still formidable reform tasks that need to be undertaken. On the one hand, a number of long-standing difficulties plaguing selection and appointment work have not yet been solved at the root. For example, the power of selection and appointment is too concentrated, and the phenomenon of a small number of people or a single individual having sole decision-making power still exists; the phenomena of promoting cadres solely on the basis of seniority, egalitarianism, and being hypercritical are all too common; there are too few ways for outstanding cadres to have their talents noticed; improprieties in selecting and appointing cadres persist despite repeated efforts to eradicate them; and the task of eliminating corruption will be long and difficult. For example, side effects of making work concerning cadre selection more democratic are: canvassing for votes is widespread, and many cadres are afraid to stand up for principle out of fear they will lose votes; there are too few channels for cadres working in different areas to interact, and there are institutional obstacles to cadres in Party and government bodies and SOEs to interact; in addition, there are no channels for recruiting talented people working in the non-government sector into Party and government bodies. To deal with these problems, in December 2009, the CPC Central Committee issued the Program Outline for Deepening Reform of the Cadre Personnel System 2010-2020, which made clear arrangements for continuing to deepen and broaden reform of the cadre personnel system. The CPC will continue to adhere to the principles of emancipating our minds, seeking truth from facts, advancing with the times, and not wavering in the slightest in carrying out this reform, and strive to create a uniquely Chinese cadre personnel system that draws on the best qualified people throughout the whole of society, enables everyone to make the most of their talents, allows for people to be promoted or demoted based on their work performance, is open and fair, and is full of vitality.

# 2

Uniquely  
Chinese cadre  
education  
and training  
system



“It takes ten years to nurture a tree, but a hundred years to nurture a man.”

This is a proverb all Chinese are familiar with. The CPC has always emphasized training of leading cadres, and viewed the education and training of cadres as a strategic and basic task that affects the overall situation. The Central Party School, whose campus lies in a sylvan setting in the western suburbs of Beijing, is the highest institution of higher learning for training mid- and high-level leading cadres and cadres working on Marxist theory. Since the founding of New China, one group after another of outstanding graduates has gone on to important positions of leadership. The Central Party School is a symbol of the Party’s commitment to strengthen and improve the training of cadres.



Main entrance to the Central Party School



# 1. Strengthening Party spirit and raising cadres' quality: the goals and requirements of cadre education and training

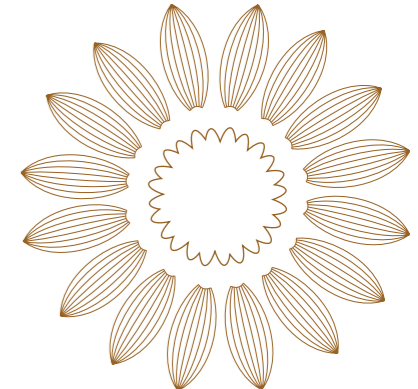
The recipients of China's cadre education and training are the entire cohort of cadres, particularly county- and office-level leading cadres and above, as well as young cadres being prepared for leadership positions. The goal of cadre education and training is to emphasize the cultivation of both cadres' character and skills, with priority given to character, so that cadres become more steadfast in their ideals and convictions, practice a fine work style, become better able to promote the development of science, and genuinely broaden their horizons, expand their thinking and become more open-minded.

1) **Education emphasizing theory.** Courses are organized for cadres to intensively study the theoretical system of socialism with Chinese characteristics, particularly the Scientific Outlook on Development to constantly raise their theoretical level and make them better able to use theory to solve practical problems. After the Sixteenth and Seventeenth National Party Congresses, the Central Committee taught group courses for all of China's 500,000 plus leading cadres at or above the county- and office-level in rotation for them to intensively study and implement the important thought of the Three Represents and the Scientific Outlook on Development. In 2008, it taught courses for the nearly 2,000 secretaries of county Party committees to study and implement the spirit of the Third Plenary Session of the Seventeenth Central Committee and actively press ahead with rural reform and development.

2) **Education emphasizing knowledge.** Courses directly linked to cadre's work responsibilities teach them knowledge and skills needed in their jobs. The training emphasizes new theory, knowledge, regulations and skills directly related to their professional work to help cadres keep their knowledge up to date, fill in gaps in their knowledge, and raise their scientific and cultural level. According to statistics, from 2003 to 2006, the CPC taught courses for Party and government cadres with a total enrollment of 19 million students, for enterprise managers with a total enrollment of ten million students, and for technical experts with a total enrollment of 33 million students.

3) **Education emphasizing cultivating Party spirit and a good work style.** This education mainly teaches cadres to be loyal to the cause of the Party and state, do good work and completely fulfill their duties, and improve their moral character and their inner world. The CPC Central Committee has decided that from 2009 to 2012 to bring all cadres at the department and bureau level to the executive leadership academies at Jinggangshan and Yan'an in rotating groups for education in Party spirit, conduct and discipline, to help them become more steadfast in their ideals and convictions and maintain a fine work style.

In recent years, the Central Committee has carried out training courses for top leaders, up-and-coming cadres, enterprise leaders, innovators and primary-level cadres. Every year, it typically gives training to 500 provincial- and ministerial-level cadres, 8,800 department- and bureau-level



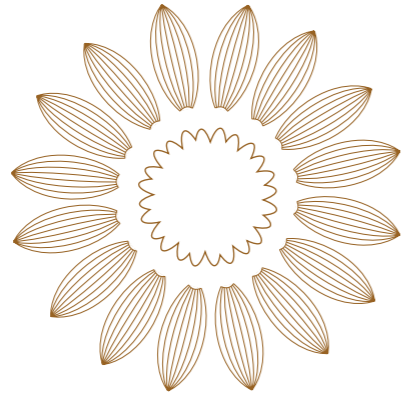
cadres, and 100,000 county- and office-level cadres at Party schools, executive leadership academies and academies of governance at all levels as well as a number of colleges and universities. Training at executive leadership academies have made an outstanding contribution in teaching cadres and making the whole Party capable of using the theory of socialism with Chinese characteristics; provided effective support for cadres to liberate their minds, carry out reform and promote development; and played a guiding, fundamental and strategic role in improving the character and increasing the ability of leading cadres, thus making the Party better able to run the government, and strengthening its advanced nature.

## Link: Regulations concerning the Education and Training of Cadres (for trial implementation).

The Regulations concerning the Education and Training of Cadres (for trial implementation) were promulgated and put into effect in early 2006. These regulations clarified the guiding thought and basic principles of the cadre education and training work, and set forth specific provisions concerning the administrative system, the recipients, content and methods of cadre education and training; the bodies authorized to carry out cadre training; the teaching staff; teaching materials; tuition; examination and evaluation methods; and oversight and discipline. These regulations provide effective institutional guarantees that the education and training of cadres will be orderly and effective. They stipulate that participating in education and training is the right and duty of leading cadres. Newly promoted leading cadres need to receive training before taking office; while in office, cadres need to receive various kinds of on-the-job training, and those working on special projects need to get relevant special training. Leading Party and government cadres at the provincial and ministerial level, department and bureau level, and county and office level need to receive a cumulative total of three months of training every five years, and other cadres should typically be released from their regular work duties for training at least 12 days a year.

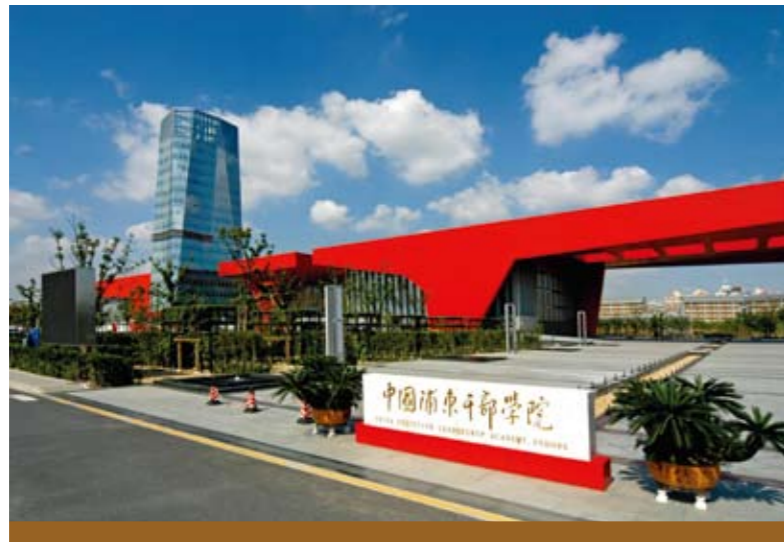


Regulations concerning the Education and Training of Cadres (for trial implementation)



2. Need-based education that is flexible and diverse: the channels and methods of cadre education.

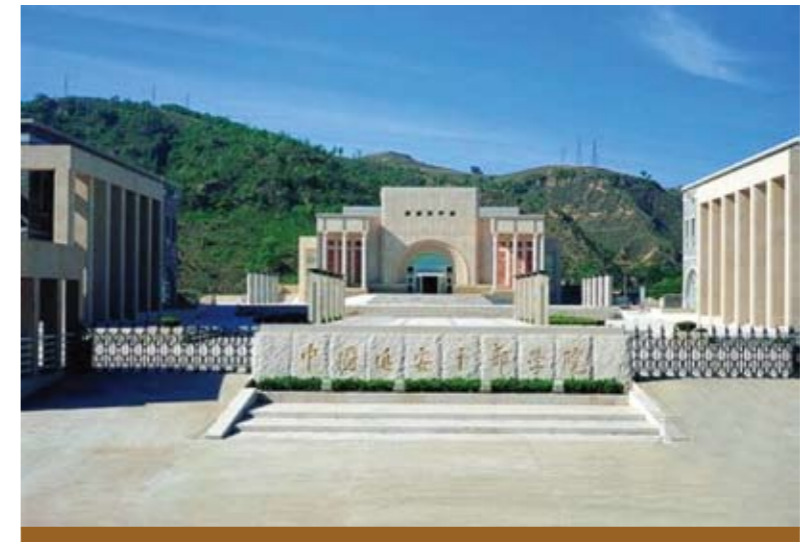
A basic rule of cadre education and training is to do it whenever necessary. To meet the needs of the developments in the cause of the Party and state in the new century and the new stage, the Central Committee actively carries out reform and innovation of the system and mechanisms of cadre education and training, and is taking a new path of uniquely Chinese education and training for cadres.



China Pudong Executive Leadership Academy



China Jinggangshan Executive Leadership Academy



China Yan'an Executive Leadership Academy

### 1) Steadfastly opening competition within the Party, optimizing overall planning, and creating teaching methods that are full of vitality.

First, the Central Committee makes full use of the role of Party schools, academies of governance and executive leadership academies as important channels and bases. Since the Sixteenth National Party Congress, the Central Committee has set forth the strategic task of extensively training of cadres to greatly improve their quality. In order to better complete this task, it built the Pudong, Jinggangshan and Yan'an executive leadership academies and is in the process of building the China Business Executive Academy Dalian. These academies, together with the Central Party School and the Chinese Academy of Governance constitute a new combination of six state-level training institutions that have a clear division of labor and mutually complementary functions. The Central Committee attaches great importance to optimizing the mix of Party schools, academies of governance and executive leadership academies at all levels by integrating resources and emphasizing quality over quantity. Second, the Central Committee has set up an open training system and coordinates the use of a wide variety of high-quality training resources. It makes full use of colleges and universities' superiority in imparting scientific and cultural education, and gives them an important role in educating and training cadres. It has also established excellent competition mechanisms, integrated training resources from the nonpublic sector, aroused the enthusiasm of all kinds of training institutes to teach classes to cadres, and guided training institutes to develop on the basis of quality, thereby creating the conditions for extensive education and training.

### 2) Creating a mechanism for cadres to register for training sessions that combines elective courses with compulsory courses.

For a long time, the education and training of China's cadres for the most part involved organization departments arranging large classes and pulling cadres out of their jobs to attend them. In recent years in order to adapt to modern methods of cadre training and the diversification of demands on training and to get cadres to take the initiative to select courses of interest to them, a number of localities and departments have combined free selection of elective courses with compulsory in the process of their extensive training of cadres. Their efforts to expand the avenues of training and improve teaching methods were warmly welcomed by students. The teaching of elective courses is a type of training in which the department supervising cadre education and training and the body conducting the training together publish a list of courses offered at regular intervals for cadres to choose from. This practice is gradually becoming institutionalized and standardized.

### Link: Trial of elective courses for cadres of the department and bureau level in Central Committee and central government agencies.

In February 1010, the Central Organization Department together with the working committees of agencies directly under the Central Committee and the working committees of central state agencies carried out a trial offering of elective courses for department- and bureau-level cadres of Central Committee and central government agencies. The classes were scheduled at regular times, and in this trial all the courses for department- and bureau-level cadres met for between 40 and 60 class hours. The courses were either taught as lecture courses with all the students listening to the same series of lectures or as seminars with the students broken up into small groups. The flow path of these courses consisted of: publishing the list of courses, registration, verifying the course schedule, teaching the classes, and verifying attendance. At every step of the way, accompanying reform measures were worked out and used, and supervision over the whole process was carried out to maintain strict discipline throughout the training process, strengthen evaluation of the teaching and the assessment of the students, and ensure the courses went smoothly.

### 3) Coordinating training in China with special training programs overseas

At the same time that training is carried out at domestic education institutions, famous foreign universities, transnational corporations and other foreign training bodies are used for training cadres. In recent years, cadres have been sent to the United States, Canada, the United Kingdom, France, Germany, Japan, South Korea and Singapore for training. Overseas training focuses on cultivating cadres' global outlook and strategic thinking and improving their ability to participate in global cooperation and competition on a broader scope and a higher level.

### 4) Adopting teaching methods based on research, interaction, case studies, interaction, experience and simulation.

In recent years, a number of important state-level training institutes carried out intensive theoretical research on education and training of cadres that conforms to the natural law of cadre maturation and takes the training of leading cadres as their starting point. They constantly explored new avenues and methods for training cadres; combined the use of lectures, research, case studies, simulation and experience; grounded their reasoning in human nature and history; and stimulated the enthusiasm of the students to study. For example, the situational and simulation teaching at Pudong, the experienced-based teaching at Jinggangshan, and the field-based teaching at Yan'an were all welcomed by the students in those courses. The Jinggangshan and Yan'an executive leadership academies

organically integrated teaching by experts with field-based teaching in courses that followed the route of the Red Army, visited historic sites, paid tribute at memorials for revolutionary heroes and watched audio-visual materials. These courses guided students to better understand the history of the revolutionary struggle, and gain a deep understanding of what the revolutionary bases at Jinggangshan and Yan'an were like during the revolution. This experience gave the students a stronger sense of purpose, strengthened their Party spirit, and promoted the preservation of the Party's fine traditions. In their teaching methods, all training centers pay attention to studying and adopting beneficial teaching practices from abroad, make full use of the Internet and other modern technology, greatly promote network teaching, distance learning and online study, and expand the coverage of training and make greater use of teaching resources to ensure the teaching and training get the best possible results.

The selection and appointment of cadres and their education and training are complementary to each other. Both are important and neither can be neglected. The CPC, which is the country's ruling party, has always adhered to the principle of the Party overseeing officials and has always maintained authority over the work of selecting and appointing cadres. In addition, it plans and carries out education and training of leading cadres from a strategic perspective in order to provide strong organizational guarantees for the cause of building socialism with Chinese characteristics.





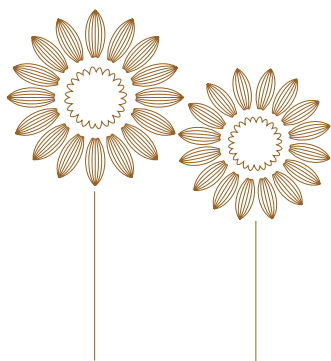
Simulated teaching at the China Pudong Executive Leadership Academy: responding to the media



Field-based study at the martyrs cemetery at the China Jinggangshan Executive Leadership Academy



Students at the China Yan'an Executive Leadership Academy gaining societal experience



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Institute of Party Building of the Organization Department of  
the Central Committee of the Communist Party of China