

# Research on the Establishment and Improvement of Fault Tolerance and Error Correction Mechanism

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## 1. Introduction

Since the 18th National Congress of the Communist Party of China, faced with the new requirements of comprehensively and strictly governing the Party and the new tasks of reform entering the "deep water zone" and "key period", some cadres have a certain degree of "official inaction" phenomenon. How to scientifically tolerate and correct errors, dispel the concerns and fears of the vast number of party members and cadres who have achievements and want to work, and maximize the enthusiasm of cadres for work and entrepreneurship has become an important issue that urgently needs to be solved. In May 2018, the General Office of the Central Committee of the Communist Party of China issued the Opinions on Further Motivating Cadres to Take on New Responsibilities and Achievements in the New Era, which deployed the establishment and improvement of a fault tolerance and error correction mechanism. The Opinions adhere to the principle of giving equal importance to incentives and constraints, strict management and generous love, and have a clear orientation of making reform, innovation, and responsibility the key to cadres' work and entrepreneurship. However, in practical applications, various regions and departments are still in the stage of careful exploration and cautious use of fault-tolerant and error correction mechanisms, with varying scales of understanding, lack of detailed guidance, and weak operability. There is still a lot of room for improving fault-tolerant and error correction mechanisms.

## 2. The Problems Faced in Establishing and Improving Fault Tolerance and Error Correction Mechanisms

Taking a comprehensive view of the formation of the fault-tolerant and error correcting mechanism, as well as related theories and practices, the concept of fault-tolerant and error correcting mechanism can be summarized as follows. In the process of fulfilling duties and responsibilities, reform and innovation, it is a mechanism that does not make negative evaluations of cadres who fail to achieve expected goals or make deviations and mistakes, but meet regulations and do not seek personal gain. For cadres who can correct and correct in a timely manner, they are exempted from relevant responsibilities or given lenient treatment. The establishment and improvement of a fault tolerance and error correction mechanism is not only an inevitable requirement for comprehensively deepening reform, but also an objective need for comprehensively governing the Party strictly. In October 2016, the Sixth Plenary Session of the 18th Central Committee of the Communist Party of China approved the Several Guidelines for Political Life within the Party under the New Situation. In Part VIII of the Guidelines, "Adhering

to the Correct Guidelines for Selecting and Employing Personnel," the Central Government proposed to establish a mechanism for tolerating and correcting mistakes, and tolerate mistakes made by cadres in their work, especially in the course of reform and innovation. However, in practice, there are still some problems that urgently need to be solved in establishing and improving fault-tolerant and error correction mechanisms.

### 2.1 The Level of Precise Understanding of Fault Tolerance and Error Correction Mechanisms Needs to be Improved

Subjectively, some cadres have insufficient understanding of the fault tolerance and error correction mechanism, resulting in the inability to completely let go of their ideological burdens. At present, some cadres are inaction and slow action, among which there are worries about being afraid of making mistakes and unwilling to innovate. Compared to periodic benefits such as recognition, rewards, promotion, and appointment for cadres, once cadres make deviations, mistakes, and errors, they will immediately be "blamed". After weighing the pros and cons, some cadres choose to be lazy or inactive. During the research process, some officials described the psychological root of this ideological burden as the "dishwashing effect": people who frequently wash dishes are inevitably prone to accidentally breaking the dishes, and dishwashers may not only feel guilty, but also receive blame and complaints from others. In practice, many cadres are unaware of the mechanism of fault tolerance and error correction, which supports and motivates them, even though they know its name. They do not know which mistakes can be tolerated and which ones cannot. Some cadres even believe that the fault tolerance and error correction mechanism is almost a formality and has become idle.

Objectively speaking, it is difficult to accurately grasp the boundaries and scales of fault tolerance and error correction. In 2016, General Secretary Xi Jinping proposed the "three distinctions", which clearly defined the scope of application of the fault tolerance mechanism, clarified which errors and mistakes can be included in the fault tolerance category, and which errors and mistakes must be punished. This scientifically delineated between "tolerable" and "unacceptable". In the specific implementation, although many places in my country have issued relevant policy documents, the regulations issued by many places are relatively broad and lack detailed standards. For example, although the relevant regulations issued by some places have played a significant role in practice, they have not made a particularly clear definition of "which mistakes can be tolerated and which mistakes cannot be tolerated", and there is

still a lot of room for flexibility in understanding the clauses such as the exemption circumstances stipulated therein.

## **2.2 The Supporting System and Mechanism for fault Tolerance and Error Correction Work Need to be Improved and Perfected**

One is that a comprehensive fault-tolerant and error correction system has not yet been formed in practice. Currently, although various regions and departments have explored some work mechanisms around implementing fault tolerance and error correction mechanisms, a systematic and complete institutional system has not yet been formed, and relevant evaluation mechanisms, filing mechanisms, review mechanisms, and other systems have not been fully established. For example, in some local documents, it is stipulated that the parties or their units must apply to the accountability agency to initiate fault tolerance and correction. This excludes the frequent practice of accountability agencies actively verifying and initiating fault tolerance and correction from the application of fault tolerance and correction mechanisms. In the documents issued by multiple regions, there are no corresponding regulations on how to handle improper application of fault tolerance and error correction.

Secondly, the collaborative mechanism for fault tolerance and error correction has not yet been widely established. If the fault tolerance and error correction mechanism wants to play a better role in practice, it cannot do without the linkage between disciplinary inspection and supervision organs, party committee work departments, government supervision departments, inspection agencies and other departments. However, from the perspective of fault tolerance and error correction work in various regions, a mechanism for transferring clues, accountability communication, and sharing results has not yet been widely established in the practical practices of many places. The implementation of the main responsibility for fault tolerance and error correction by party committees (party groups) at all levels is not yet in place, and the cooperation and coordination between departments such as discipline inspection and supervision, organization, publicity, audit, and human resources and social security are not close enough. The fulfillment of responsibilities is not yet in place, and the work force has not yet formed.

## **2.3 The Fault-tolerant and Error Correction Mechanism has Not Yet Been Effectively Implemented**

From the practice of some departments, it can be seen that the implementation of fault tolerance and error correction mechanisms is not in place, resulting in this mechanism not being fully effective. The leading party groups (party committees) of some departments regard fault tolerance and error correction as a matter for organizational departments, discipline inspection and supervision organs and even discipline inspection commissions. Some localities and departments do not regard fault tolerance and error correction as an ex ante incentive policy, but more as a remedial measure afterwards. Some accountability agencies are too cautious and dare not correct mistakes for fear of taking responsibility. Some organizational departments believe that it is still wrong to be tolerated, unwilling to take on the follow-up use of cadres; some localities and departments worry that the

fault-tolerant and error-correcting mechanism may become a "shield" for those who act indiscriminately. Some places in the fault tolerance and correction mechanism to explore most of the stay in the introduction of the relevant policy documents and regulations, publicity, education and guidance, the actual application of the number is not so large, without the formation of an effective demonstration effect.

From the handling of specific cases, sometimes there is a conflict between fault tolerance and accountability in decision-making. In cases where the subject of accountability is inconsistent with the subject of fault tolerance, the subject of the determination is difficult to determine. In addition, how the provisions on fault tolerance and error correction adapt to the accountability provisions such as the Regulations of the CPC on Disciplinary Punishment and the Regulations of the CPC on Accountability are specific problems that need to be solved in practical work. And these issues involve the unity of internal party regulations in our country, which must be addressed with great efforts.

## **3. Suggestions for Establishing and Improving Fault Tolerant and Error Correction Mechanisms**

Guided by the principle of "three distinctions", the fault-tolerant and error correction mechanism mainly solves several problems in practice: reform and innovation work without restrictive regulations, historical legacy issues, emergency handling behaviors in sudden events, and so on. Because of the thorny and difficult nature of these types of problems, officials must take responsibility and act, otherwise they may face consequences such as disciplinary accountability. Although there are still several difficulties in establishing and improving the fault-tolerant and error correction mechanism in practice, as described in the first part of this article, it must be noted that the fault-tolerant and error correction mechanism, as a system to ensure that cadres dare to take responsibility and actively act, has played a huge role in practice, protecting the enthusiasm of a large number of innovative cadres to work and start businesses. In order to further improve the fault tolerance and error correction mechanism, the following aspects of work are essential.

### **3.1 Correctly Understand and Accurately Grasp the Fault Tolerance and Error Correction Mechanism**

The first to guide cadres to have a correct understanding and comprehension of the fault tolerance and error correction mechanism. To establish a fault-tolerant and error correcting mechanism and stimulate the motivation of cadres to work and start businesses, the first priority is to form a consensus on ideological understanding. In the process of reform and innovation, at the individual level, it means breaking the habitual thinking and customary practices of the past. At the social level, it means breaking the inherent barriers of interest, and it is unknown whether some new practices can achieve results. Therefore, reform sometimes encounters risks, challenges, and even setbacks and mistakes. If there is "zero tolerance" for all mistakes in the reform, or even "zero tolerance" for mistakes and errors caused by force majeure, it will dampen the enthusiasm and initiative of cadres to start their own businesses. Therefore, it is necessary to strengthen

the publicity and guidance of the fault-tolerant and error correction mechanism and supporting measures, make extensive publicity through radio and television, newspapers and magazines, the Internet, WeChat official account and other media, strengthen work guidance and policy interpretation, timely release typical guidance cases of fault-tolerant and error correction, and improve the awareness of cadres on fault-tolerant and error correction. From the perspective of cadres themselves, they should be clear about the correct orientation of the Party Central Committee that it is better to allow reform to make mistakes than not to reform, and adhere to their original intention in their responsibilities, exploring and innovating with a selfless spirit.

The second is to further clarify the scale and boundaries of fault tolerance and error correction. The prerequisite for cadres to work, start businesses, reform and innovate is to abide by rules and regulations. Specifically, cadres must be able to exercise their power and do things in accordance with the law and be free to innovate. This requires that the fault tolerance and error correction mechanism must have relatively detailed boundaries, distinguishing the nature of cadres' behavior from various levels such as "behavioral basis" and "motivational purpose".

Party committees (party groups), disciplinary inspection and supervision agencies (institutions), and organizational (personnel) departments at all levels should understand the essence of the "three distinctions", adhere to the correct guidance, consciously apply practice, truly "give the green light" to those who dare to think, and "hold the bottom" for those who dare to act. At the same time, they should prevent using fault tolerance and error correction as a "basket" that can be filled with anything, and make it a "shield" for those who act recklessly. Specifically, it is necessary to realize "five assessment. The first is the assessment of the subjective motives, knowingly or unintentionally lost, and whether it is out of the public interest or for private gain. The second is to assess the basis of work, whether there are orders that cannot be followed or unclear boundaries, whether exploration takes precedence or ignores norms. The third is to evaluate the decision-making process, whether it is illegal or scientific decision-making, democratic centralism or arbitrary decision-making. The fourth is to evaluate the social impact, whether it is serious or minor, whether it is widely supported or deviates from the original intention. The fifth is to review the attitude after the evaluation, whether it is to leave the matter unattended or to try to remedy the situation, and whether it is to take the initiative to report the matter or to deliberately cover it up.

From the perspective of cadres, cadres should abide by laws and regulations, as well as Party rules and regulations such as the CPC Disciplinary Regulations, so as to comply with discipline and laws. The phenomenon of "focusing on substance and neglecting procedure" in practice cannot be ignored. It is required that the actions of cadres must conform to both substantive justice and the principle of due process.

### **3.2 Establish and Improve Supporting Institutional Mechanisms for Fault Tolerance and Error Correction Work**

It is necessary to further optimize the institutional mechanisms. It is necessary to take "public participation, expert argumentation, risk assessment, legality review, collective discussion and decision" as the legal procedure for major decision-making. We will establish and improve the mechanism of filing major work of reform and innovation of cadres and pioneering work, and we will try to improve the mechanism of reporting the risks of forward-looking decision-making beforehand. We will also further optimize the fault-tolerant startup program, investigate and verify, review and confirm, provide feedback, and rectify errors. Specific regulations should be made for the executing department, completion time limit, and related documents. Different review and confirmation time limits should be set according to the application startup time for fault-tolerant, and different situations should be distinguished. It is important to adhere to the synchronous implementation of fault-tolerant and error correction, and effectively solve the problem of non-standard fault-tolerant and error correction work procedures. It is necessary to clarify the orientation of "encouraging innovation and tolerating failure", and establish procedural regulations that are prudent in criticizing, punishing, and organizing cadres who have not violated regulations and disciplines, and who have made mistakes in exploration and innovation. A more detailed multi-link and multi-party participation system can be set up to avoid wrongly punishing cadres to dampen the enthusiasm of cadres to start their own businesses, and set up relief channels for cadres to propose reconsideration. Through institutional design, it is possible to encourage cadres at all levels to actively reform and innovate, while resolutely cracking down on false accusations and framing, and not giving false accusations and framing any opportunities to take advantage of.

Secondly, it is necessary to establish and improve a linkage mechanism for fault tolerance and error correction work. In response to the phenomenon of accountability agencies "playing it safe" in practice, that is, "not daring to tolerate, not wanting to tolerate, and not willing to tolerate". It is necessary to be bold and tolerant of mistakes, and to safeguard the enthusiasm of cadres in their work and entrepreneurship. The relevant responsible leaders and responsible departments should fully perform their duties, and the party committees (party groups) at all levels should effectively assume the main responsibility to strengthen the organizational leadership and support and guarantee of the work of fault tolerance and correction. Discipline inspection and supervision organs must conscientiously perform their assistance and supervisory duties, and assist Party committees in carrying out work within the scope of their responsibilities. A joint meeting system has been established to coordinate and coordinate fault tolerance and error correction work, strengthen the linkage between disciplinary inspection and supervision, organization, publicity, audit, letters and visits, and other relevant departments, enhance coordination and cooperation, achieve each fulfilling their duties, working together, and jointly managing, forming a strong force for fault tolerance and error correction work, and promoting the effective implementation of the results of fault tolerance and error correction.

### **3.3 Establish a Clear Direction and Ensure the Effective Implementation of Fault-tolerant and Error Correction**

## Mechanisms

It is necessary to strengthen the responsibilities related to fault tolerance and error correction mechanisms. The vitality of the system lies in its implementation. Relevant responsible leaders and departments should "take responsibility for those who are responsible and for those who are responsible". For cadres who meet the requirements of fault tolerance and error correction, they should strictly follow the fault tolerance procedures, accurately grasp policy boundaries, and make fault tolerance, reasonable fault tolerance, and resolute error correction in accordance with regulations.

Secondly, it is necessary to establish a clarification and protection system. Letters and visits, as well as reports and accusations, are important channels for cadres and the masses to report problems to organizations. However, false reports or even false accusations of framing behavior may make those who were originally innocent and responsible for their work feel disheartened. In the face of false accusations and framing, we must take a clear and serious approach to investigate and punish them. For acts that violate the law, we must hand them over to judicial authorities for serious investigation and punishment, so that those responsible do not sweat or shed tears. Establish a clarification and protection system to promptly clarify and eliminate the impact on cadres who have been wrongly accused, falsely accused, or falsely accused.

Thirdly, it is necessary to ensure that cadres are not adversely affected in future performance evaluations, selection and appointment. The Accountability Regulations of the CPC clearly stated that the cadres to be held accountable should be treated correctly, and those who meet the conditions and perform well at the expiration of the period of influence should be used normally in accordance with the relevant provisions on the selection and appointment of cadres. In practice, if we can treat disciplined cadres with a tolerant attitude and ensure that their performance evaluation, commendation, selection and appointment are not affected in the future, it will make these cadres feel the trust and warmth of the organization, and even have a positive effect of encouraging them to make mistakes and take on further responsibilities. In addition, targeted follow-up visits should be conducted to further strengthen the ideals and beliefs of these cadres, focus on promoting the purpose of establishing a fault-tolerant and error correcting mechanism, clarify the disciplinary requirements for cadres in their work and entrepreneurship process, and provide warm humanistic care, in order to thoroughly solve their problems and encourage them to rekindle their enthusiasm, let go, and work with peace of mind in their future work.

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