

Research on Collaborative Supervision of Internal Audit and Discipline Inspection Compliance in State Owned Enterprises

-- Taking Z Group Company A as an Example

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Abstract

China's state-owned assets rank among the top in terms of scale and proportion in the world. Specifically, this article takes Company A, a provincial-level subsidiary of Z state-owned financial enterprise, as the research object. Firstly, it elaborates on the research background and main research content of the supervision mechanism of state-owned financial enterprises. Based on the importance of collaborative supervision explained in the research background and significance, the research purpose is determined. By analyzing the current situation of disciplinary and compliance supervision and internal audit supervision in Z Group and its subsidiaries, the advantages and problems of various types of supervision are proposed. Then, by analyzing and designing the starting point, mechanism ideas, and overall framework of the collaborative supervision mechanism between internal audit and disciplinary and compliance, the establishment of a joint meeting mechanism for supervision work is introduced.

Keywords

State-owned Enterprises; Enterprise Internal Audit; Discipline Inspection and Supervision; Coordinated Supervision.

1. Introduction

In July 2021, the General Office of the Communist Party of China and the State Council issued the "Opinions on Establishing and Improving a Long term Mechanism for Rectifying Audit Problems", pointing out that audit rectification is an indispensable and important link in audit work, mainly involving the handling and accountability of audit problems, directly related to audit authority, and affecting audit supervision efficiency. Before the revision of the Audit Law, due to the lack of authority and control, audit institutions did not fully implement the "second half of the article" of audit work, and state-owned enterprises also faced problems of repeated violations, repeated bans, and ineffective rectification in supervising the rectification of audit issues. Now, the Audit Law has improved the mechanism for audit rectification work, clarified the responsibilities of relevant parties, and provided legal protection for implementing the "last mile" of audit supervision. To promote the high-quality development of state-owned enterprises, it is necessary to establish a more effective supervision system to clean up these stubborn diseases. A high-quality supervision system must be used to ensure the high-quality development path, and further promote that state-owned enterprise leaders dare not violate discipline or law, cannot violate discipline or law, and do not want to violate discipline or law. Based on this, this article will take high-quality development and comprehensive strict governance of the Party as the background, explore the construction of a collaborative supervision system for discipline inspection and internal audit in state-owned enterprises on the basis of relevant theoretical foundations, break down barriers between various types of

supervision, establish and improve an effective collaborative supervision mechanism, apply the results to a specific audit project for practice and improvement, and provide theoretical support for improving the supervision system of state-owned enterprises, focusing on promoting the high-quality development of state-owned enterprises.

2. Current Status of Internal Audit and Disciplinary Compliance System in Company A of Z Group

2.1. Basic Status of Z (Group) Company

Z (Group) Company is a national large-scale financial and insurance enterprise with a registered capital of RMB 4.6 billion. Its main business includes renewal fees and payment of insurance benefits for various life insurance businesses such as life insurance, health insurance, and accidental injury insurance that have been underwritten, as well as reinsurance business; Holding or participating in other domestic and foreign financial and insurance institutions; Funds utilization business permitted by national laws and regulations or approved by the State Council; Other businesses approved by the supervisory and regulatory authorities.

2.2. Organizational Structure

The department structure of Z (Group) Company is as follows: Office (Party Committee Office), Strategic Planning Department (Deepening Reform Office), Human Resources Department (Party Committee Organization Department), Finance Department, Risk Management Department/Internal Control and Compliance Department, Business Management Department/Collaborative Development Department, Investment Management Department, Strategic Customer Department/International Business Department, Financial Technology Department, Brand Promotion Department, Audit Bureau Office of the Leading Group for Party Committee Inspection Work/Office for Party Conduct and Clean Governance Construction, Party Mass Work Department (Party Committee Propaganda Department, Government Party Committee)/Trade Union Work Department. Among them, the Finance Department has a centralized procurement center, the Financial Technology Department has a data management center, and there are two directly affiliated institutions: the Group Party School (Cadre Training Institute) and the Audit Center. The two dispatched institutions are the Shanghai Management Headquarters and the Xiong'an Financial Development Center.

2.3. Risk Assessment Situation

As of the end of 2022, the comprehensive solvency adequacy ratios of the two main business subsidiaries of Z (Group) Company are as follows: At 206.78% and 246.87%, the solvency is sufficient, and the overall seven categories of risks are in a stable and controllable state.

2.4. Risk Control Situation

2.4.1. Risk Management Organizational System

Z (Group) Company has established a risk management organizational structure led by the Party Committee, organized and implemented by the President's Office, coordinated by the Risk Management Committee, led by the Risk Management Department, responsible for various risk management functional departments, supervised by the Audit Department, and closely coordinated with the three lines of defense. The Risk Management Committee, under the leadership of the Party Committee and President's Office of Z (Group) Company, is responsible for coordinating and promoting the overall system risk management work. The Risk Management Department takes the overall lead in the comprehensive risk management work of the group, mainly responsible for the overall planning and standard formulation of the group's risk management, participating in the risk assessment of major business management matters, and organizing and coordinating comprehensive risk management.

2.4.2. Risk Management Strategy and Implementation

One is to optimize the top-level design of risk preference, clarify the framework content, organizational structure, division of responsibilities and management processes of the overall risk preference system of the group, improve the risk preference system and monitoring operation mechanism composed of the risk preferences of the group company and its member units, covering the main business areas, combining unified and decentralized, and effectively linking. The second is to strengthen the use of risk management tools. Continuously improve risk management tools, including comprehensive budgeting, asset liability management, capital planning and allocation, risk monitoring indicators, stress testing, etc., and continuously enhance technical means. The third is to enhance the risk prevention and emergency management capabilities in key areas. Organize and carry out special governance of shadow banking to prevent fund turnover and shifting from real to virtual. Organize risk investigation of shareholding enterprises and identify potential issues and hidden dangers in post investment management of shareholding enterprises. The fourth is to deepen the construction and effectiveness evaluation of the risk management system. Continuously strengthen risk management performance assessment, strengthen assessment weights, quantify assessment indicators, and expand assessment risk coverage. The fifth is to strengthen the overall guidance and resource allocation of risk management. Improve the responsibilities of professional committees such as the Group Risk Management Committee, Related Party Transaction Control Committee, and Headquarters Investment Decision Committee, establish and implement a mechanism for regularly reporting risks to the Group Party Committee and reporting risk situations to member unit Party Committees, and coordinate, guide, and promote overall risk management work.

2.5. Current Status of Company A's Internal Audit System

2.5.1. Internal Audit Architecture

The headquarters of Company A has an audit department, and each branch has an audit department. Additionally, regional audit centers will be established in Beijing, Shanghai, Chengdu, Shenyang, Shenzhen, and Xi'an. Each regional audit center, as a directly affiliated professional organization of the headquarters, reports audit work to the audit department of the headquarters. The audit work is managed, guided, supervised, and assessed by the audit department of the headquarters, while other work is centrally managed by relevant departments of the headquarters according to their respective responsibilities. The regional audit center shall carry out audit projects for its branches in the jurisdiction or for relevant units outside the jurisdiction according to the arrangement of the audit department of the headquarters. In order to form a supervisory force, the regional audit center may integrate the audit forces in its jurisdiction to jointly implement some audit projects.

2.5.2. Basic Working Principles

- (1) Compliance principle. Actively implement major national policies and measures, meet the requirements of relevant laws and regulations of regulatory agencies, and complete audit supervision and approval of audit reports in accordance with regulations.
- (2) The principle of mandatory review. Regularly organize and implement according to regulatory regulations, and complete the submission of audit results within the specified time. The audit content and focus should be dynamically adjusted in accordance with national policies or regulatory requirements.
- (3) Principle of sustainability. Continuous follow-up and supervision should be carried out on audit matters, especially the rectification of audit findings and the implementation of audit recommendations.

2.5.3. Internal Audit Responsibilities

The internal audit institution of Company A strictly abides by national laws and regulations as well as the company's various rules and regulations, implements audit supervision, puts forward management suggestions, supervises problem rectification, and fulfills the following main responsibilities in accordance with the law: Responsible for formulating the overall plan and audit system for the company's internal audit; Audit the implementation of major national policies and measures by the company, as well as the content that needs to be supervised in accordance with regulatory requirements; Audit the company's development plans, strategic decisions, major measures, and annual business plan execution;

2.5.4. Internal Audit Supervision and Accountability

For the problems that exist in the economic responsibility fulfillment process of the audited leading cadres, the internal audit institution should determine their responsibilities according to the division of responsibilities of the leading cadres and the decision-making process of related matters, in accordance with regulations.

2.5.5. Main Job Responsibilities

Carry out various audit projects according to the annual audit plan, and focus on planning and arranging the audit projects that the branch is responsible for, taking into account the needs and audit resources of the branch. After the audit project is approved, personnel should be selected to establish an audit team, determine the leader and chief auditor of the audit team, and clarify the division of labor among the members of the audit team. The audit project implements a team leader responsibility system, where the audit team leader is responsible for communicating and coordinating with the audited unit to ensure the smooth progress of the audit work, including: dividing the work among the audit team members, organizing the preparation and review of the audit implementation plan; Issue and read out the Audit Notice, stating the audit purpose, scope, audit work discipline, and relevant work requirements, and introducing the members of the audit team; Listen to the audit report of the audit subject; Organize the review and control of audit reports and audit opinions, and make good use of audit results.

2.6. Current Status of Discipline Inspection and Compliance System of Company A

2.6.1. Discipline Inspection System Architecture

The Discipline Inspection Commission of Company A works under the dual leadership of the same level Party Committee and the superior Discipline Inspection Commission. It has set up an office and set up an anti-corruption construction post to assist the Party Committee in educating Party members to abide by discipline. The disciplinary review post conducts disciplinary review and accountability. The case review post reviews the results of disciplinary review investigations, accepts complaints and complaints from Party members, and handles reports and reports from Party members and the public. The Discipline Inspection Commission Office of the headquarters has four departments: the Anti Corruption Construction Department, the Discipline Inspection Department 1, the Discipline Inspection Department 2, and the Discipline Inspection Department 3.

2.6.2. Responsibilities of Disciplinary Inspection Work

Simply put, the responsibilities of the disciplinary commission are: supervision, discipline enforcement, and accountability. The Discipline Inspection Commission of Company A carries out its work under the dual leadership of the same level Party Committee and the higher-level Discipline Inspection Commission.

2.6.3. Key Objects and Contents of Disciplinary Inspection and Supervision

(1) Key targets. "Key minority" refers to leading cadres. According to the Opinion of the Central Committee of the Communist Party of China on Strengthening Supervision over "Top Leaders" and Leadership Teams issued in March 2021, efforts are being made to strengthen supervision over "Top Leaders" and leadership teams at all levels. The key target of the disciplinary inspection commission's supervision is the leaders at all levels of Company A's system, with the top priority being the "leaders" and leadership teams at all levels.

(2) Key content. Strengthening political supervision is the most fundamental and core function of the Commission for Discipline Inspection. Political supervision should focus on four aspects: first, adhering to the unshakable situation of the socialist system with Chinese characteristics. The third is to implement the responsibility of comprehensively and strictly governing the Party. The fourth is to ensure that power operates on the correct track.

2.6.4. Current Status of Company A's Compliance System

In 2020, the organizational structure of the system was adjusted, and the original "supervision" function was reintegrated into the "compliance management department". It was co located with the risk management department and a compliance management position was established to implement compliance audits, evaluations, inspections, and the cultivation of compliance culture; Legal affairs position, responsible for managing legal affairs of branch offices, conducting legal review of business, documents, and promotional materials; The compliance inspection post is responsible for supervising, investigating, and supervising the improvement of matters related to violations of company internal regulations, conducting judicial case investigations, handling, accountability, and reporting. The core essence of coordinating and implementing compliance supervision, legal supervision, and inspection supervision functions in line with the new situation is "enterprise compliance supervision and management".

3. Construction of Company A's Internal Audit and Discipline Inspection Compliance Collaborative Supervision Mechanism

3.1. Basic Principles of Collaborative Supervision

3.1.1. Adhere to the Leadership of the Party

Taking internal party supervision as the leading role, highlighting the main role of the party committee in internal party supervision, effectively connecting various supervisory forces, coordinating and working together, effectively integrating disciplinary supervision, inspection supervision, cadre supervision, compliance supervision, audit supervision, and risk control supervision, integrating and promoting company supervision work, improving supervision efficiency, and strengthening unified leadership and overall coordination of company supervision work.

3.1.2. Main Responsibility for Compaction

To maximize the professional capabilities of various functional departments, it is necessary to allocate their respective rights and responsibilities reasonably, coordinate and enhance the sense of responsibility and responsibility of various supervisory departments, and at the same time, tighten the main responsibility of each supervisory department.

3.1.3. Breaking down Information Barriers

Some grassroots units have very limited internal supervision resources and should scientifically allocate these resources. At the same time, the unique working methods of each supervision department also lead to their different work advantages. Therefore, it is necessary to integrate the internal supervision resources of state-owned enterprises in a reasonable

manner, effectively amplify the advantages of various supervision methods, and break down the information barriers between internal supervision departments.

3.1.4. Strengthen the Supervision Structure

To build a complete mechanism for collaborative supervision of state-owned enterprises, it is necessary to first ensure organizational and leadership support, and to use senior management cadres of the company as the organizational leaders for collaborative supervision as much as possible.

3.2. Analysis of Collaborative Supervision Elements

3.2.1. System

The main basis for internal audit is based on national laws and regulations, such as the "Regulations of the National Audit Office on Internal Audit Work", "Regulations on Economic Responsibility Audit of Main Leading Cadres of the Party and Government and Main Leaders of State owned Enterprises and Institutions", and "Implementation Opinions on Deepening the Supervision of Internal Audit in Central Enterprises". According to the internal company system, Company A has various measures such as the "Routine and Special Audit Measures of Company A", "Regulations on Internal Audit Work", "Rules of Procedure of the Audit Committee", "Mechanism for Handling Problems Discovered during Supervision and Inspection", and "Management Measures for Special Auditors".

3.2.2. Information

Discipline inspection and supervision mainly include urging the Party Committee to strengthen ideological and political construction, and focusing on the theoretical learning of the Party Committee's central group. Internal audit is mainly responsible for auditing the company's development plan, strategic decision-making, major measures, internal control, risk management, financial revenue and expenditure, business management, etc. Enterprise compliance refers to the inspection and supervision of the implementation of company regulations by various units and departments in accordance with the company's internal rules and regulations, and the implementation of compliance audits, evaluations, inspections, and the cultivation of compliance culture. There are differences in information acquisition among the three, but there are also significant intersections in the application of information results.

3.2.3. Technology

Internal audit usually draws experts from various fields to form an audit team, which is more specialized in business. However, the disciplinary commission often deals with people when handling cases, which is one of the key factors leading to differences in technical means.

3.3. Design of Internal Audit and Disciplinary Compliance Collaborative Supervision Mechanism

3.3.1. Starting Point for Designing a Collaborative Supervision Mechanism between Internal Audit and Disciplinary Compliance

The integration of internal supervision in Company A requires strengthening close cooperation with departments such as organization, finance, auditing, risk control, and compliance. At the same time, it is necessary to mobilize the sense of responsibility of relevant business departments in line management, consciously fulfill their supervisory responsibilities from top to bottom, and thus form an atmosphere of "big supervision", ensuring that supervision has no blind spots and forming a strong supervisory force.

3.3.2. Design a Collaborative Supervision Mechanism for Internal Audit and Disciplinary Compliance

Collaborative supervision will certainly speed up the strict handling of a group of people, but the ultimate goal is not accountability, but to learn from past mistakes to avoid future mistakes

and heal the sick. This is the principle that the CPC has long adhered to, and is also the basic principle for the company to carry out supervision.

3.3.3. Overall Framework for the Design of Internal Audit and Disciplinary Compliance Collaborative Supervision Mechanism

Leaders at all levels of Company A should fully understand the important role of audit supervision in the overall work, not only do a good job in audit supervision, but also consciously accept audit supervision, conscientiously fulfill the responsibilities of the Party Committee's Audit Committee, and effectively strengthen the Party's leadership over audit work. Further expanding the scope of "collaborative supervision" will strengthen horizontal collaboration between departments and organically combine top-down supervision to build a "collaborative supervision" system that is in line with the actual situation of the company. Based on the current situation of Company A, as well as the "big supervision" decision deployment made by the group company and the superior headquarters.

4. Research on the Practice of Collaborative Supervision of Internal Audit and Discipline Inspection Compliance

4.1. Implementation Status of Audit Projects in the Past Three Years

From 2020 to 2022, Company A underwent and conducted various internal audits, including routine audits and special audits, totaling 216. The total number of issues discovered during various internal audits conducted by Company A from 2020 to 2022 was 529 in 2022, 518 in 2021, and 429 in 2020, respectively. On average, there were 7.56 issues per item in 2020, 6.40 issues per item in 2021, and 6.60 issues per item in 2022. The highest number of issues in 2020 were 86 in risk management, 58 in cost and expense management, and 49 in team building; The highest number of issues in 2021 were 97 in risk management, 71 in team building, and 57 in cost and expense management; The highest number of issues in 2022 are 115 in risk management, 66 in team building, and 66 in sales behavior.

4.2. Analysis based on the Practice of Establishing a Sound Collaborative Supervision Mechanism

4.2.1. Construction of Collaborative Supervision Mechanism

In order to promote the deep integration of intra party supervision and other forms of supervision, with intra party supervision as the leading role, highlight the main role of the party committee in intra party supervision, effectively connect various supervisory forces, coordinate and work together, effectively integrate disciplinary supervision, inspection supervision, cadre supervision, compliance supervision, audit supervision, and risk control supervision, and integrate company supervision work to improve supervision efficiency, Strengthen the unified leadership and overall coordination of the company's supervision work. In March 2020, the company established a leadership group for company supervision work and a joint meeting for supervision work. Convene a joint supervisory meeting to study and address the following six issues: Research and implement the deployment, requirements, and instructions of the central government, group companies, and company party committees on supervisory work; Research and propose measures to promote integrated company supervision work; Solve prominent problems in supervision work and form overall supervision efficiency. Member departments shall report the key issues and risks discovered during inspections, investigations, inspections, audits, and case investigations; Conduct research and analysis on major risk signs, potential risks, etc., and develop comprehensive supervision and governance plans; Coordinate and coordinate member departments and relevant departments to carry out supervision and inspection work, and reasonably allocate inspection team members; Coordinate the disposal of

major risk cases (events) and important emergencies; Other relevant issues that need to be studied and resolved.

4.2.2. Establish a Mechanism for Transferring Problem Clues

Problem clues refer to materials that reflect the suspected illegal and irregular behavior of various levels of institutions and employees in the company's system. At the same time, it is proposed to use the supervision joint meeting as a starting point to standardize the transfer and transfer mechanism of problem clues in disciplinary inspection, auditing, compliance, and other aspects. This is the core work of collaborative supervision. Only by doing a good job in managing problem clues can the quality and effectiveness of collaborative supervision be guaranteed. One is centralized management, division of labor and cooperation. Under the leadership of the Party Committee and the President's Office (General Manager's Office) of the unit, supervisory and management departments at all levels are responsible for centralized management of problem clues, implementing hierarchical management and classified disposal; Each department shall divide their responsibilities and cooperate with the compliance management department to carry out clue disposal work. The second is to seek truth from facts and abide by laws and regulations. Based on facts, with laws and regulations, regulatory provisions, internal company rules and regulations, and professional ethics as the criteria, strengthen supervision and strict discipline, refer to the use of the "four forms" of supervision and discipline, grasp policies, balance leniency and strictness, handle lenient handling of proactive disclosure issues, and strictly handle refusal to disclose or deceiving organizations; Ensure the legality and compliance of clue handling procedures, achieve the organic unity of substantive fairness and procedural fairness, and achieve clear facts, conclusive evidence, accurate characterization, correct basis, and appropriate handling. Thirdly, democratic centralism and strengthened supervision. Establish a collective research mechanism for problem clues, conduct in-depth analysis and judgment on important, complex, and sensitive problem clues, and propose disposal requirements; Conduct collective research on important issues during the clue handling process and approve them according to regulations. Strict work procedures, effective risk control, strengthened supervision and constraints on all aspects of clue disposal, ensuring that the disposal process and results can withstand historical scrutiny. When dealing with problem clues, each supervisory member department should combine the overall situation of the units and departments involved, comprehensively analyze and judge, and dispose of them in four ways: conversation inquiry, preliminary verification, temporary storage for investigation, and closure.

(1) The problem is of a general nature and can only be dealt with economically or through criticism or education; If the problem is vague and often based on hearsay or subjective speculation, or if it is difficult to verify due to its age, a conversation letter inquiry should be used.

(2) The problems reflected have the possibility of existence and detectability. By comparing with laws and regulations, regulatory provisions, and internal systems, it is determined that they may constitute illegal or irregular issues. Adopt preliminary verification.

(3) Clues that are specific and traceable, but do not currently meet the conditions for verification due to factors such as the individual, department, and timing, and are stored for future reference; The person being reflected is difficult to find at the moment; After preliminary verification or inquiry, the possibility of the problem cannot be completely ruled out, and it is difficult to further carry out work under existing conditions.

(4) The issues reflected have already been clearly concluded in the past; After preliminary verification, no illegal or irregular issues were found; After a conversation and inquiry, it cannot be determined that the problem being reported exists, and further work cannot be carried out unconditionally.

4.2.3. Analysis of Collaborative Supervision Effectiveness

(1) Audit findings indicate an increase in the number of problem transfers. Before the establishment and practical application of the supervision joint meeting mechanism by Company A in 2020, various types of supervision were basically carried out independently and without mutual understanding. From the data perspective, there was no effective mechanism for transferring audit findings and clues, no unified scale for accountability, and no detailed and accurate supervision and accountability work ledger prepared in 2019 and earlier years. Objectively, it leads to the company's leadership being unable to grasp problem data in a timely manner, affecting the leadership team's decision-making and deployment. It is difficult to discover problems through internal supervision work in the company for a long time, and some problems are repeatedly investigated and committed without improvement. Company A discovered 529 problems in 2020, and carried out problem transfer and accountability for 52 of them, accounting for 9.83%; In 2021, 518 problems were discovered, and 102 of them were transferred and held accountable, accounting for 19.69%; In 2022, 429 problems were discovered, and 247 of them were transferred and held accountable, accounting for 57.58%.

(2) Intensify efforts to address audit findings and issues. In 2020, Company A discovered 52 issues that were transferred for accountability, of which 44 were economic penalties. The rest were organized for criticism, education, conversation reminders, and notification of criticism; In 2021, 102 issues were discovered during the audit and transferred for processing, resulting in a significant increase in the amount of penalties; In 2022, an audit found 247 issues that were transferred for processing, and the amount of punishment further increased. There were also cases of transferring to the same level discipline inspection commission and compliance management for disciplinary processing, including 3 admonishment talks, 4 administrative warning punishments, 2 demotion administrative punishments, and 1 transfer from work. From the results, the overall level of accountability, breadth of accountability, and depth of accountability have all increased to varying degrees.

4.3. Shortcomings in the Collaborative Supervision of Internal Audit and Disciplinary Compliance

4.3.1. Collaborative Supervision has not Yet Achieved Full Coverage at the Grassroots Level

Similarly, the management ability and level of the company are largely reflected in the management of the county branch company. The characteristics of Company A are large management scope and long management chain. Looking at the national system, there are 312 prefecture level institutions and 3606 county-level branches. Company A also has 16 prefecture level institutions and 108 county-level branches in its province. The problems in the management of county branch companies have always been the pain points and difficulties of the company.

4.3.2. Supervision Mechanism Transmission Decreases Layer by Layer from Top to Bottom

The joint meeting system for supervision work formulated by superiors is not sufficiently promoted and does not understand the original intention of the system. Secondly, there is no one to supervise the implementation of the system. Many company systems are not strictly enforced in grassroots units, and there are many phenomena of selective, phased, and biased implementation. The third is that the system is not perfect enough, with loopholes and some aspects that are disconnected from reality.

4.3.3. Insufficient Construction of Specialized Teams for Collaborative Supervision

Company A and its subordinate institutions have not yet fully equipped and strengthened various types of supervisory personnel, and some even do not have clear job responsibilities

and performance requirements, which cannot meet the basic requirements of supervisory work for personnel with good comprehensive quality, strong professional ability, courage to take responsibility, courage to face challenges, willingness to contribute, and good at handling complex problems. At the same time, there is a lack of training for supervisory staff, with shortcomings and loopholes in rules and regulations, legal knowledge, and work skills, and a general lack of comprehensive professional talents proficient in various fields.

5. Conclusion and Suggestions

5.1. Conclusion

This article takes the joint meeting mechanism for state-owned enterprise supervision as the starting point for constructing collaborative supervision. Through the changes in relevant audit data and accountability data of Company A, the necessity and feasibility of promoting collaborative supervision are verified, providing certain theoretical value and practical significance. Collaborative supervision is an important measure for state-owned enterprises to build and improve the "big supervision" system. Due to the diversity of its constituent units, its supervision effect is also very extensive, such as maintaining the Party's articles of association through the discipline inspection commission, inspecting the implementation of the Party's line, principles, policies, and resolutions; Through Party committee inspections, identify issues such as weakened Party leadership, lack of Party building, and inadequate comprehensive and strict Party governance; Review and verify business decisions, development plans, strategic decisions, major measures, financial revenue and expenditure, and business management through auditing; Identify and correct various violations of internal management regulations through compliance checks. It can not only fulfill its respective responsibilities, but also promote collaborative operations, ultimately achieving the healthy development of state-owned enterprises, improving business atmosphere, and promoting the integrity and self-discipline of leading cadres.

5.2. Suggestions

(1) Strengthen the comprehensive leadership of the Party over the supervision of state-owned enterprises. The company's party committee should raise its political stance, fully recognize the important role of collaborative supervision in the overall work, not only focus on supervision work, but also consciously accept supervision, conscientiously fulfill the responsibilities of the disciplinary inspection committee, party committee audit committee, compliance management committee, etc., and effectively strengthen the leadership of the party in collaborative supervision of state-owned enterprises.

(2) Further improve the position of collaborative supervision in state-owned enterprises. As a large financial state-owned enterprise, preventing and resolving major risks and maintaining national economic security is a political task that must be fulfilled, and it is a long-term historical task to shoulder. We must adhere to bottom line thinking, identify, warn, and prevent potential global and systemic risks in a timely manner; We must focus on the development strategy of the country and the company, and carry out supervision work focusing on our main responsibilities and businesses to ensure the stability and long-term development of the company.

(3) Adhere to high-quality development as the primary task and promote coordinated development of various types of supervision. Collaborative supervision should focus not only on post event and treatment of existing diseases, but also on pre event and prevention of diseases. It should not only form a deterrent and control the present, but also touch the root and achieve long-term results. Based on the supervisory functions and responsibilities, establish a joint meeting mechanism, regularly discuss and report on the formulation of annual

supervision plans, reporting of supervision situations, and research on major issues. Focus on information exchange before supervision, transfer of problem clues during supervision, and sharing of results after supervision, establish a daily communication and liaison mechanism, and strengthen communication and liaison during the supervision process.

(4) Carry out the rectification and implementation of problems discovered through collaborative supervision. The rectification work is related to the overall reform and development of the company, and a series of rectification work such as internal audit, inspection, and compliance inspection are the top priority in front of the company.

(5) Complete and strengthen the collaborative supervision professional talent team. State owned enterprises should focus on equipping and strengthening the disciplinary inspection, audit, and compliance teams of companies, especially grassroots companies. For practitioners engaged in supervision work in grassroots branch companies, the most core supervision responsibilities have two aspects: first, to prevent decision-making risks, and second, to create a compliance culture.

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