

POLICY ON RETRAINING OF COMMUNE-LEVEL CADRES AND CIVIL SERVANTS: A SURVEY IN VIETNAM

POLÍTICA DE REFORMA DE CADRES DE NÍVEL COMUNITÁRIO E FUNCIONÁRIOS CIVIL: UMA PESQUISA NO VIETNÃ

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around the world. From there, the research team proposes policy implications for fostering the contingent of commune-level cadres and civil servants in Vietnam.

Keywords: Retraining; The team of cadres and civil servants at commune level; Training; Policy; Vietnam.

Resumo: A eficácia operacional do aparelho e contingente de quadros e funcionários do poder local depende muito da quantidade, qualidade e capacidade do contingente de quadros e funcionários desse aparelho. Portanto, melhorar a eficiência do treinamento e promover qualificações, habilidades e capacidades profissionais para o contingente de quadros e servidores públicos em nível de comuna no Vietnã é necessário e constantemente promovido nos próximos tempos para atender às necessidades da comunidade. atender às exigências do novo contexto. No contexto da globalização, da integração econômica internacional e da revolução industrial 4.0, está a afetar cada vez mais todas as atividades socioeconômicas, incluindo as atividades do aparelho governamental a todos os níveis. A formação e

requalificação dos quadros comunitários e funcionários públicos no Vietname é uma estratégia importante, contribuindo para a construção de um forte sistema político de base, que desempenha um papel decisivo no domínio e organização dos assuntos públicos, implementando eficazmente as orientações do Partido, as políticas e leis do Estado do Vietnã hoje. O artigo utiliza o método de revisão de documentos relacionados à política de promoção de quadros e funcionários públicos, coletando dados secundários para analisar o conteúdo da política de promoção de quadros e funcionários públicos de nível comunitário no Vietnã. A partir daí, resume os pontos fortes e fracos deste trabalho e analisa o contexto e as condições da reforma administrativa no Vietnã, bem como o contexto da integração econômica internacional e a arrematadora revolução industrial 4.0. em todo o mundo. A partir daí, a equipe de pesquisa propõe implicações políticas para promover o contingente de quadros e funcionários públicos de nível comunitário no Vietnã.

Palavras-chave: Retreinamento; A equipa de quadros e funcionários ao nível da comuna; Treinamento; Política; Vietnã.

1. Introduction

The commune-level government apparatus plays an important role in the government system at all levels, because this is the level closest to the people, directly implementing the Party's guidelines and guidelines, and the State's policies and laws into practice. Farewell life. The capacity and performance of commune-level cadres and civil servants directly affect the promotion of the people's mastery, greatly contributing to the process of socio-economic construction and development, hunger eradication and hunger eradication, reduce poverty, improve and enhance the spiritual and material life for local people, making an important contribution to the stability of security, order and social safety of the country.

The Party's orientation on focusing on building a contingent of cadres at all levels, especially at the strategic level with sufficient quality, capacity and prestige, on par with their tasks, affirmed: "Force is the decisive factor. the success or failure of the revolution; cadre work is a key stage in the construction of the Party and the political system" (CCCP, 2018). The Party's resolution also sets out a goal by 2030: "For full-time commune-level cadres: 100% have college or university degrees and are standardized in political theory, expertise, profession, and technology working capacity" (CCCP, 2018). This study clarifies the scientific basis for fostering commune-level civil servants in the context of international integration and the 4th Industrial Revolution; analyzing the current situation of fostering commune-level civil servants in Vietnam; thereby proposing some policy implications for Vietnam in the coming time.

According to the provisions of current law, commune-level officials are Vietnamese citizens, elected and hold term-based positions in the standing People's Council, People's Committee, secretary, and deputy secretary, party committees, heads of political organizations of communes, wards and townships (AV, 2008; AV, 2019). Commune-level civil servants are Vietnamese citizens who are recruited, hold a professional title under the commune-level

People's Committee, are on the payroll and receive a salary from the state budget. Most of the commune cadres are politically stable, strive to learn, train and grow from the grassroots; some have basic training in professional qualifications and political theory. However, in some communes, there are still not enough officials according to standards and titles. The professional qualifications and political theory of the cadres in the commune are still not high enough to meet the requirements set forth. The arrangement and use of cadres and civil servants after training is still inadequate and inconsistent between training expertise and the field in charge. The planning, training, arrangement and use of cadres and civil servants are not synchronous, leading to low work quality and efficiency.

With the goal of creating a drastic change in the quality of qualified cadres and civil servants in the context of the Industrial Revolution 4.0 and international economic integration, cadres and civil servants Commune-level civil servants need to meet a number of requirements as follows:

Firstly, in terms of capacity and professional qualifications: In the context of the Industrial Revolution 4.0 and to better serve the people, commune-level cadres and civil servants must have the capacity and qualifications to perform their duties. political service, effectively deliver public services (Trung, 2022; Tung, 2022). That sets requirements for the contingent of cadres and civil servants who must have both professional and professional qualifications, as well as be fluent in administrative skills, know the law, have the capacity to work and behave appropriately, meeting the requirements of administrative reform, building a modern and professional grassroots government, best serving the needs of citizens.

Secondly, commune-level cadres and civil servants need to have moral character, good political qualities, have public duties, meet the needs of the people, contribute to building and strengthening the trust of the people. people and society towards the grassroots political system and local government. This requires the contingent of commune-level cadres and civil servants to have the capacity to perform official duties, professionalism, ethics, integrity, transparency, accountability and to ensure the quality of public services provided to the people, must have a sense of responsibility and standard attitudes and behaviors in performing their duties and tasks.

Third, the contingent of cadres and civil servants needs to have creative and innovative thinking and the ability to adapt to change, and be able to grasp and absorb new knowledge and skills in the context of the Revolution. Industry 4.0, the strong development of science - technology; Information technology and digital transformation are deeply and widely applied in the process of performing the work of commune-level cadres and civil servants. Thus, the

efficiency in performing political tasks and the quality of public services that the local government provides to the society will ensure the speed, efficiency, accuracy, completeness, and best service for the local government. organizations and citizens.

Fourth, the contingent of commune-level cadres and civil servants should adhere to standards in official communication and office culture, and actively build a service-oriented culture of public service.

Therefore, in the process of training and fostering the contingent of commune-level cadres and civil servants, it is necessary to aim to fully perform the tasks of training and fostering in terms of professional qualifications, skills, political theory, foreign languages, information technology, professional qualities, and civil service ethics to build and develop a contingent of commune-level civil servants who are both qualitative and quantitative, competent, practical, and devoted to the people.

2. Results and Discussion

Reality of fostering the contingent of cadres and civil servants at commune level in Vietnam

Firstly, the legal basis for training and fostering a contingent of cadres and civil servants.

The Government's state administrative reform master program identifies the task of building and improving the quality of the contingent of cadres and civil servants as a key stage in the development of the country. At the same time, the Prime Minister issued a Decision approving the project: "Strengthening the reform of the civil service and civil servant regime", which sets out the tasks. must improve the quality of cadres and civil servants at the grassroots level. The 13th Party Congress has determined the goal of renewing and perfecting the organizational structure of the political system, which is lean, effective and efficient, in parallel with consolidating and improving the quality of cadres. officer. Special attention is paid to improving the quality and effectiveness of training and retraining of cadres and civil servants, and the organization of cadres. The Government has issued a Decree on training and fostering cadres, civil servants and public employees and the Ministry of Home Affairs has issued a Circular on emphasizing training and retraining requirements for cadres and civil servants by position. job, job, title, job requirements. Accordingly, identifying training and fostering the current contingent of cadres and civil servants is a key task, making an important contribution to improving the effectiveness and efficiency of state management, and promoting the sustainable development of the country. nation. These are important legal bases for local governments and

state management agencies to serve as a basis for organizing training management and fostering commune-level cadres and civil servants, improving professional qualifications, reasonable skills, competencies and professional qualities by industry, economic sector, region, to meet the requirements of state management at the commune-level government in the context of the Industrial Revolution 4.0 in accordance with regulations under the law. However, the legal regulations on training and fostering commune-level cadres and civil servants still have many shortcomings and limitations, such as not having a separate training and retraining strategy suitable to the characteristics of the country.

Second, tools for state management of training and fostering the contingent of commune-level cadres and civil servants.

State management of training and fostering of commune-level cadres and civil servants is an important task in order to supplement and improve their qualifications, professional skills, professional skills and political qualities according to the law. certain standards. For commune-level governments, tools for state management of training and fostering the contingent of cadres and civil servants include plans, programs and policies on training and fostering commune-level cadres and civil servants. Although the above state management tools have been developed and implemented more and more fully, they still reveal their passive nature, mainly following the documents of their superiors, not closely tied to the needs of the people local; have not yet relied on job analysis, job positioning and capacity building for positions and titles; Resources for training and retraining are limited, leading to limited effectiveness and efficiency in implementing the above state management tools.

Tuesday, on training and retraining plans for commune-level cadres and civil servants.

Party committees and governments at all levels, from central to grassroots levels, have issued many documents to concretize guidelines and policies of the Party and State, including in the field of cadre training and retraining commune officials. Actively develop training and retraining plans in each year and term, strengthen training by job position.

Implementing the plan to train and foster the contingent of cadres and civil servants at the commune level, over the past time, the Party Committees and authorities at all levels have developed a plan to train and foster the contingent of cadres and civil servants at all levels. flexibly apply a number of training forms, such as: centralized training and retraining classes organized by the central and local governments, in-service classes, distance training, etc., thereby creating favorable conditions for the community a large number of commune-level cadres and civil servants studying, contributing to improving the qualifications and capacity of this

contingent of cadres and civil servants. The training and retraining of cadres and civil servants is increasingly associated with the arrangement of post-training, rotation and mobilization of cadres and civil servants. Focus on long-term focused training and fostering through cooperation with a number of universities, colleges and intermediate schools throughout the country; organize the implementation of training plans from the central to local levels for state management classes of experts, key specialists, departmental leaders, political theory classes, and professional and professional refresher courses. regular way.

However, the training and retraining of cadres and civil servants at commune level has some limitations in some places, such as training and retraining not associated with planning and plans; training and employment of commune-level cadres and civil servants have not been consistent with each other; the training and retraining is not really synchronized with the requirements of standardizing the contingent of commune-level cadres and civil servants, the requirements of the Industrial Revolution 4.0 in Vietnam.

Fourth, about the training and retraining program for commune-level cadres and civil servants

Every year, authorities at all levels and branches review and evaluate the current status of the existing commune-level cadres and civil servants, proactively planning training and retraining for titles associated with the planning and arrangement, arrange cadres and civil servants suitable for working positions. Paying attention to the training and retraining of commune-level cadres and civil servants, female cadres and civil servants. Comprehensively review commune-level cadres and civil servants to make training and development plans according to the motto that any standard lacking, training and retraining to complete that standard.

The training and retraining programs for commune-level cadres and civil servants are increasingly associated with the specific conditions of each locality; focus on training and fostering from general knowledge, expertise, professional skills, theoretical knowledge of state management to training and fostering pre-service programs, state management programs of the rank of specialists and specialists key staff and fostering leadership knowledge, departmental management, training and fostering knowledge of foreign languages and informatics.

However, training and retraining programs are still heavy on theory and light on practice, while commune-level cadres and civil servants need the most skills to solve specific problems; the program is also written in general, not separately for each region or region; Due to limited physical facilities, lack of resources and geographical limitations for communes in remote areas, they are not eligible to apply 4.0 technology in solving public problems. work, still have to use

traditional methods, thus hindering training programs and fostering new technologies and skills for commune-level cadres and civil servants.

Fifth, on the policy of training and fostering the contingent of commune-level cadres and civil servants

In order to achieve the goal of improving the quality and qualifications of cadres and civil servants at the commune level, the Party Central Committee, the Government and the Party committees and authorities at all levels promulgate the remuneration regimes and policies associated with training, fostering financial support for study, salary, bonus, planning and appointment regimes. In addition, there are policies on investment of resources and financial policies for education and training development, consolidating the professional and vocational education system; policies on teacher development (policies for attracting, training, fostering, arranging, employing, and rewarding); policies on investment in facilities, educational equipment, etc., in order to contribute to improving the qualifications of commune-level cadres and civil servants to be trained, fostered and developed in the context of the Industrial Revolution 4.0. in Vietnam today. However, the above policies and regimes have not really made a breakthrough to significantly improve the quality of training and retraining of commune-level cadres and civil servants.

Thanks to the overall training and retraining regimes and policies, the quality of commune-level cadres and civil servants has been increasingly improved.

Regarding professional and technical qualifications: In 2021, out of a total of 226,210 commune-level officials and civil servants, there are 27,258 officials and civil servants with master's and doctoral degrees (accounting for 12.05%); 180,991 people have university degrees (accounting for 80.01%); 12,306 people have college degrees (accounting for 5.44%); 5,655 cadres and civil servants with intermediate qualifications and untrained unskilled workers (2.21%).

Regarding the level of political theory: Out of a total of 226,210 commune-level officials and civil servants: there are 10,587 people with advanced degrees in political theory (4.68%); 32,325 people have intermediate level of political theory (14.25%); 74,310 people with elementary level of political theory (32.85%); 108,988 untrained people (48.22%).

Regarding state management qualifications: Out of a total of 226,210 commune-level cadres and civil servants, 204,313 people have been trained (90.32%); 21,897 untrained people (9.68%).

In terms of quality and capacity to perform work: In 2021, according to a report of the Ministry of Home Affairs, the percentage of commune-level cadres and civil servants who complete tasks or more accounts for 98.25% of the total number of cadres and civil servants; the percentage of

civil servants who complete their tasks but have limited capacity and fail to complete their tasks accounts for 1.75% of the total number of commune-level cadres and civil servants.

Regarding fostering professional knowledge and skills for commune-level cadres and civil servants: By 2021, 100% of commune-level cadres and civil servants will be trained in state management knowledge and trained in foreign languages and informatics in accordance with current Vietnamese laws, technical standards and regulations use of information technology.

About university level : In 2015, the proportion of commune-level cadres and civil servants with university training accounted for 68.50%, by 2021 the rate will reach 80.01%; in 2015, the proportion of commune-level cadres and civil servants trained with a master's degree or higher will account for 8.06%, by 2021 it will reach 12.05%; the proportion of commune-level cadres and civil servants with college degrees decreased, in 2021 it will be only 5.44%.

Faced with the impact of the COVID-19 pandemic, in the 3 years of 2019 - 2021, the Ministry of Home Affairs and authorities at all levels quickly changed direction, creating rapid adaptation in training, retraining and development the team of commune-level cadres and civil servants in terms of professional qualifications, adaptive capacity, creative capacity, and required skills (have deployed thousands of training courses, fostering and training in information technology, and skills in using online meeting software Meeting, Trans and Zoom). As a result, 100% of commune-level cadres and civil servants in Vietnam have been trained, retrained and trained enough in information technology and online software to serve the implementation of political tasks deliver.

Some policy implications for the retraining of commune-level cadres and civil servants in Vietnam

Firstly, it is necessary to properly determine the training and development objectives of commune-level cadres and civil servants. In fact, some commune-level cadres and civil servants participate in classes, training courses and retraining courses only to obtain certificates and diplomas in order to legitimize the requirements for qualifications as required by the agency. Thus, the goal of training and fostering to really improve professional knowledge has been ranked behind. In order to improve the effectiveness of training, fostering and developing a contingent of cadres and civil servants at all levels, agencies managing cadres and civil servants, cadres and civil servants themselves and training and retraining institutions It is necessary to properly determine the training and retraining objectives, take the goal of equipping knowledge to the top, thereby training the right needs, the right job requirements, stimulating the need to acquire knowledge in a timely manner self-discipline and efficiency for students, contributing to improving the quality

and qualifications of commune-level cadres and civil servants, improving the efficiency of political tasks and local socio-economic development.

Secondly, it is necessary to renew and continuously update the novelty, topicality and science of documents and curricula serving training and development of commune-level cadres and civil servants. Currently, many curricula, lectures and documents for training and fostering cadres and civil servants are still outdated and have not been updated with new knowledge. Therefore, it is necessary to update the novelty, scientificity and topicality of the system of textbooks, lectures, and training materials. At the same time, it is necessary to minimize formality in training and retraining, opening classes in localities, creating conditions for commune-level cadres and civil servants to both study and solve tasks, and improve training efficiency, training by cadres and civil servants practiced at the grassroots, both learning and applying it to work practice.

Third, increase investment funds for training and retraining of cadres and civil servants. It will be difficult to be effective for the training and retraining of commune-level cadres and civil servants if the investment budget is limited. Therefore, it is necessary to increase financial investment and modern equipment to serve the training and retraining of cadres and civil servants in order to improve the effectiveness of this work, especially investment in the teaching staff, facilities learning facilities, curricula, regimes and policies with learners.

Four, associate training and development with the use of commune-level cadres and civil servants, and at the same time strengthen the inspection, supervision and evaluation of the performance results of commune-level cadres and civil servants after training and retraining. This is an indispensable measure in the process of training and fostering cadres and civil servants because the effective use of cadres and civil servants is a direct result of the training process. Training and fostering cadres and civil servants without effective use will waste human resources and waste money and time. In addition, the provincial Departments of Home Affairs should coordinate with the internal affairs departments in the districts to strengthen the review and assessment of the performance results of cadres and civil servants before, during and after the training and retraining to accurately measure the effectiveness of training and retraining.

3. Conclusion

This article has clarified the scientific basis for fostering commune-level civil servants in the context of international integration and the 4th Industrial Revolution; analyze the current situation of fostering the contingent of commune-level cadres and civil servants in Vietnam in terms of the Party's orientation and the State's laws, and organize the implementation of policies

on fostering the contingent of commune-level cadres and civil servants, as well as inspection and supervision of training and retraining programs in Vietnam. Summarizing the advantages and limitations, analyzing the causes of the limitations, thereby proposing some policy implications for the training of commune-level cadres and civil servants in Vietnam in the coming time, such as: (i) the need to properly determine training and development objectives for the contingent of commune-level cadres and civil servants; (ii) need to innovate, constantly update the novelty, topicality and science of documents and curricula to serve the training and development of commune-level cadres and civil servants, (iii) increase investment funds for training and fostering cadres and civil servants, (iv) linking training and development with the use of commune-level cadres and civil servants, and at the same time strengthening inspection, monitoring and evaluation of results. perform tasks of commune-level cadres and civil servants after training and retraining.

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