

Training and fostering of cadres and civil servants in the context of streamlining and streamlining the apparatus in Vietnam

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ABSTRACT: Vietnam has embarked on an ambitious process of streamlining its political administrative apparatus, aiming to improve efficiency, reduce redundancy, and enhance governance capacity. In this context, the training and fostering of cadres and civil servants play a decisive role in ensuring that human resources are aligned with new institutional requirements. This paper examines the theoretical basis, legal framework, and practical outcomes of training programs for cadres and civil servants during Vietnam's apparatus restructuring process. Using qualitative content analysis of Party resolutions, government policies, and recent reform data, combined with semi-structured interviews with local officials, the study identifies both achievements and shortcomings. Findings reveal that while training has contributed to professionalization and adaptation to digital transformation, significant challenges remain, including fragmented curricula, uneven quality across localities, and limited performance evaluation mechanisms. The paper proposes a set of targeted solutions, including competency-based training models, digital-learning integration, and strengthened monitoring systems, to enhance the effectiveness of cadre development in a streamlined state apparatus.

Keywords: Cadres; Civil servants; Training; Apparatus streamlining; Vietnam.

1. Introduction

In today's rapidly developing socio-economic conditions, the world must face more challenges, with natural, economic, and social environmental factors affecting each country and also at a regional scale. regionally and internationally faster, stronger, and more difficult to predict. Public administration in many countries increasingly has to solve more complex problems of social life that take

place not only within a country but also internationally. In particular, the financial crisis and economic crisis taking place on a global scale in recent years have had a significant impact on the economies of countries. This is also a challenge for Governments in many countries, including Vietnam. Overcoming that challenge requires public administration in countries to change more strongly and in a more positive direction. That is why administrative reform is always a global issue. Therefore, to meet the above urgent problems, administrative activities of countries must change management methods to reduce bureaucracy, be more flexible, solve tasks more creatively, and operate more effectively. more effective and efficient, focusing on and satisfying the needs of the community. Developing countries and developed countries both view administrative reform as a strong driving force to promote economic growth, democratic development, and other aspects of social life. Faced with the need to reform the administrative system according to the inevitable trend and to solve the above problems, the training of officials and civil servants is a necessary and urgent requirement in the current period.

2 . Trends in service administration

2.1. In the world

The administrative system is established in each country to carry out the state's administrative management function (public administration) and usually includes the following components: organizational structure, human resources, financial resources, and financial resources. institutions to regulate the operation of that apparatus. Accordingly, the assessment of the capabilities of the state and the cadres and civil servants of countries comes from two reasons: first, globalization requires the government to change and respond to changing conditions. rapid changes in economic, social, political, and international technological trends; Second, increasing citizen dissatisfaction with government functions and the services provided by the bureaucracy.

The United Nations Millennium Declaration requires respect for human rights and the promotion of democracy and public governance (including effective and efficient administrative management). Therefore, the general trend of countries is to transform the governing administration to a serving administration, changing the state administrative management method from "traditional" to "new management". The new state administrative management takes the basic aspirations of the masses as its operating goal and all activities are always aimed at serving the basic interests of the majority of people. New state administrative management aims to change the relationship between the state and the people, shifting from the "governing" mode to the "serving" mode, that is, building a service administration. Therefore, the State must pay attention to the needs and desires of the people to constantly improve and enhance the quality of public services for people and organizations. The satisfaction index of people and organizations with the service of state administrative agencies is a criterion for building a service administration.

new state administrative management is changing the way the state manages the people, taking the people as the center of management activities, for the common benefit of the people through building an administrative system that serves, and ensures openness and transparency of information and activities for the people, organizes and is accountable to the people, and ensures people's participation in the decision-making process. execute and implement decisions.

The service administration is reflected in several characteristics, specifically:

First, the spirit of service is the culture of the administration: The spirit of service means that government administration must be consistent with the aspirations of citizens, and that administration and administrative agencies must provide public services that ensure quantity and quality for the people. In service administration, everything is for the benefit of citizens, serving citizens is the core value of administrative culture. Around the world, this spirit has long been expressed by the commitment to serve the community of governments and

authorities at all levels. It is an effective mechanism to improve the effectiveness of public organizations established by the government and authorities at all levels.

The British government in 1991 launched a Citizen Charter movement, which means using the form of a charter to publicly announce to the public the content, standards, and responsibilities of each government agency in serving the public. community, subject to community supervision regarding commitments. The government requires all public service agencies and sectors to develop their charters. The content of the charter includes service standards, level of publicity, customer choice, service attitude, monitoring mechanism, and level of capital use... and considers them to be legal requirements of the company. citizens for administrative and public service organizations. By September 1992, 28 public service systems had announced their charters, such as train charters, tax agency charters, tourism charters, hospital charters, and settlement agency charters. job. In 1996, 42 national charters were announced. According to statistics, by 1996, there were 15 countries in the world implementing a service commitment regime similar to the British citizen charter movement.

The commitment to serving the community and serving citizens does not just stop at calls, reminders, encouragement, even directives, and orders, but must be designed into a process, a technology with many technologies. paragraph:

(i) Commitment to responsibility: This is a commitment to take responsibility when that public organization does not comply with the commitments. For example, if that organization does not fulfill its commitments, it must apologize to the people or compensate the people for damages.

(ii) Commitment implementation mechanism: Service commitment is a regime that includes many stages. Determine the scope of commitment, announce service content, service standards, service order, form of responsibility in case of failure to comply with the commitment, and mechanism for implementing the commitment. The commitment implementation mechanism includes an external monitoring mechanism, an internal management mechanism, and technical assurance.

The implementation of committed content and standards, to a large extent, depends on the internal management level of agencies. To strengthen and improve internal management institutions, it is first necessary to complete internal management regulations including general rules, specific service rules, working order, working standards, and regulations regulations on inspection, rewards, and punishments. Based on the needs of the service commitment regime, develop detailed rules to achieve the committed quality and service standards.

China, a country that has many similarities with Vietnam in the process of socio-economic development, reform, and opening up, has also carried out its commitment to serve society and the community and There have been significant results.

In June 1994, the public transport industry of Yantai City, learning from foreign experience, took the lead in implementing the service commitment system in 10 units. Through continuous efforts, commitments have been made to 81 contents and 117 standards, covering most of the service contents of the public transport sector. In 1994, after implementing the service commitment system, 98.6% of city citizens when asked expressed satisfaction with the service quality of the public transport industry. Summary of the experience of Yantai City In July 1996, the Central Propaganda Department of the Communist Party of China and the State Council expanded the implementation of the service commitment system to eight ministries and ministerial-level agencies. After that, many agencies in China learned from Yantai City's methods and got positive results.

Second, meeting the needs of citizens is the highest factor ensuring the legitimacy of the administration: The legality of the administrative system is mainly expressed in two aspects: 1) in terms of form, organization, and operation of the administrative system based on the legal system and by the order prescribed by law; 2) in essence, is the recognition and support of citizens for the holding of public power by the government and administrative apparatus. In modern society, people are increasingly concerned about the substantive legitimacy of the administration. If the administration is citizen-centered, its purpose of existence

is to serve the citizens. Therefore, protecting and ensuring the legitimate and legitimate interests of citizens are met is a criterion for evaluating the legitimacy of the administration.

Typically in Japan, during the reform process, Japan attaches great importance to the relationship between the Government and the People. People are considered the owners of the Government (citizens); is the subject of service of the Government (customers); is a partners of the Government (colleagues, teammates). Laws related to this relationship can be mentioned such as the Law on Administrative Procedures, the Law on Access to Information (Freedom of Information), the Law on Protection of Personal Information, the Law on Administrative Consultants, the Law on Administrative Complaints, Ethics Law for Central Civil Servants... During the process of developing, promulgating, and amending laws or policies, public opinions must be sought - not only by Japanese citizens but also by businesses. Relevant foreign enterprises (Public Comments) via electronic information sites.

Third, serving citizens is the core content of the professional ethics of public managers: In service administration, the power entrusted by citizens to public managers can only be used for The purpose is to serving the interests of citizens, not to use it to realize personal interests, much less to abuse that power to harm the legitimate and legitimate rights and interests of citizens. Therefore, public administration and management must neither represent sectional interests nor use power for personal gain but must use that power to protect and implement public interests. , that is, the interests are consistent with the will and desires of the majority of citizens.

In the Philippines, In 1989, the Philippine Congress passed the Law on Codes of Conduct and Ethical Standards for Civil Servants. The goal of this Law is to define a system of public service ethics standards for civil servants, accordingly, each individual when becoming a civil servant must comply with ethical standards such as:

(1) Commitment to working for the common good: civil servants must put the interests of the people above personal interests ;

(2) Professionalism: civil servants perform and complete their duties with the highest qualifications and competence; Perform public duties with dedication and dedication to assigned tasks ;

(3) Fairness and honesty: civil servants often have close ties with the people; When performing public duties, one must act fairly, frankly, and without discrimination against anyone; always respect the legitimate rights and interests of others; Do not violate the law and be truthful in declaring assets ;

(4) Political neutrality: civil servants provide public services to everyone, regardless of political party ;

(5) Civil servants' behavior towards people must be polite, and courteous, and provide people with timely and complete information about state procedures and policies (except confidential information as prescribed);

(6) Nationalism and patriotism: public servants must always be loyal to the Republic of the Philippines and its people;

(7) Commitment to action for democracy: civil servants must respect the Constitution, placing loyalty to the country above loyalty to political parties ;

(8) Simple lifestyle: civil servants and their families have a simple and modest lifestyle appropriate to their income.

If you violate the Law on Codes of Conduct and Public Service Ethical Standards, depending on the severity of the violation, civil servants will be fined up to six months' salary suspended from work for one year, or transferred to another job. For serious violations of prohibited actions and transactions, violations of asset declaration, civil servants will be sentenced to imprisonment for up to 5 years or a fine of up to 5,000 pesos, or both penalties and termination of employment within State agencies after the court has considered and decided. Those who take and use public officials' declarations for prohibited purposes will be fined a maximum of 25,000 pesos.

To build an effective service administration, international experience shows that no country develops strongly but has a weak team of state administrative civil servants. The team of state administrative civil servants, as the subjects carrying out specific public duties, is the nucleus of the civil service and is also the factor that ensures the effectiveness and efficiency of the civil service. Therefore, countries attach great importance to the organization of personnel in public administration, specifically:

Japan: a country that takes the hierarchy system very seriously. Accordingly, there are two types of civil servants: state civil servants and local civil servants. State civil servants are divided into: general civil servants and special civil servants. Japanese civil servants are people who are highly respected by society and favored by the state regime. Because Japanese officials are all elite people, selected through serious entrance exams and continuous training and practice in different positions when recruited. Every year, the Japanese Personnel Institute (a state agency independent of ministries) opens 3 exams: the exam to select state officials type I (senior level), the exam to select state officials type II and type 1. III. Those who pass the exam as civil servants of type I will be trained to become leaders in the future. Those who are admitted to civil servants of type II and type III are mostly professionals. To be eligible to take the Type I civil servant exam, candidates must first pass the entrance exam to large, prestigious universities with a tradition of training talented people. To reach a common level in the quality of Japanese state civil servants, ministries are not allowed to open their exams from the early stages, but can only select civil servants for their ministries from among those who passed the exam at the respective ministries. Annual exam organized by the Human Resources Institute. Newly recruited civil servants into the ministries continue to be trained through work experience at many different establishments within the ministry and outside the ministry, and at training and refresher classes at many different levels.

Thus, after 5 to 6 years of being recruited into the agency, through the above training content, young Japanese civil servants have a fairly high theoretical level

in economics and at this time they are assigned to be team leaders in part. After that, he was sent to the grassroots as a director to take on independent responsibilities and handle administrative work, promoting leadership at the grassroots unit. After one year, this civil servant was brought back to the position of Deputy Head of the Department and began participating in the policy-making process. Over the years, they will be rotated to hold different Deputy Head positions. These civil servants will have the opportunity to develop their administrative management abilities and the ability to respond sensitively to new situations in many fields. After that, he was sent to the local area to be Deputy Head of the Ministry or abroad to work as an attache or economic counselor at the Embassies for 3 to 4 years and then was sent back to the Ministry to hold the position of Head of Department for 6 years. continuous. The time as a department head is also rotated through many different departments. Next, they were appointed as Heads of local companies. Most of those who passed the exam as civil servants of type I held the position of Heads of companies. From here, civil servants continue to strive to be gradually promoted to the positions of Deputy Director and Director. Finally, the elite among these people are selected to be promoted to the position of Deputy Minister (Deputy Minister is the highest position of civil servants because Ministers are politicians appointed by the Prime Minister).

In addition, in Japan, civil servant ethics is considered a very important content in the quality of civil servants. These are the necessary qualities of a Japanese civil servant. This morality is not innate but is largely nurtured and promoted by objective administrative management mechanisms and methods such as an open and fair examination system and only elite people are recruited. As state civil servants, they are respected and trusted by society, and civil servants have pride in the responsibilities assigned by society. The lives of Japanese public servants are guaranteed for life through various regimes, such as housing, salaries, retirement... Social supervision and criticism of Japanese public servants is very strict, strict. The tenure of leading officials in the ministry is usually very short,

only two years, so the structure of state civil servants in Japan is always rejuvenated and it is easy to avoid negative privileges and benefits.

In Korea: in recent years, the policy of building a compact and effective administrative apparatus has been implemented. Korea's civil service system is based on the concept of " public authority " and is closely tied to the principle of " merit ", which is to create for civil servants the powers to perform their duties and be evaluated and compensated through " merit ", gradually eliminating the benefits regime, enforcing a strict regime, monitoring and recording the work process of civil servants in each stage, considering it a professional certificate. On the other hand, Korea attaches great importance to the training of civil servants. The training of civil servants not only aims to improve professional knowledge and management skills but also especially emphasizes fostering personality; and Enhancing the sense of responsibility in public service. All Korean civil servants are encouraged to participate in a form of personality and positivity training for comprehensive development that emphasizes their responsibilities and duties as a member of the public service.

It can be seen that the main driving force driving the socio-economic development of countries is the investment in human resources, including the team of state administrative civil servants. Each country has a different management of civil servants. If you know how to take advantage of the lessons that have made other countries successful in managing state administrative civil servants, it will be an important factor in improving the quality of the team. our country's administrative civil servants in the current period.

2.2. In Vietnam

In Vietnam, service administration was affirmed at the 6th National Congress of the Party (1986) with the main content being the transition from the centralized, subsidized planning model to the market mechanism with State management. This transition poses requirements and requires fundamental innovations in the administrative system, from a bureaucratic, subsidized, and "asking for" mechanism to an administration that serves and serves development.

socio-economic development, and serving the people. That is the process of administrative reform.

Administrative reform began in the mid-90s, and the twentieth century, and started from the most pressing area in public opinion at that period, which was administrative procedures in immigration and export. Simplify procedures in this field, meeting the requirements of organizations and citizens during the country's opening and integration process.

Reform does not stop at administrative procedures, it begins to roll out to other areas of administration, with a synchronous and comprehensive nature. The synchronization and comprehensiveness of administrative reform are most clearly shown in the Master Program for Administrative Reform for the period 2001-2010 issued by the Government under Decision No. 136/2001/QĐ-TTg dated September 17, 2010 - 2021. Ten years of implementing the Administrative Reform Master Program, we have achieved certain results, however, many of the Program's goals have not yet been achieved. On November 8, 2011, the Master Program for State Administrative Reform for the period 2011-2020 was issued in Resolution No. 30c/NQ-CP of the Government. Accordingly, the focus of administrative reform in this next stage is Institutional reform; Building and improving the quality of cadres, civil servants, and public employees, focusing on reforming salary policies to create real motivation for cadres, civil servants, and public employees to perform public duties with quality and efficiency. High; Improve the quality of administrative and public services...

Thus, we have had more than 20 years of conducting administrative reform with many conferences, seminars, many models, measures, solutions, and along with that a lot of costs of energy and wealth, however, the results achieved do not seem to be adequate, the current state of our country's administrative system still seems to be "bound" in shortcomings, such as The legal system is not synchronized; Law enforcement is not strict, discipline is lax; Bureaucracy, waste, and serious corruption; The state apparatus organization is cumbersome, multi-layered, with low effectiveness and efficiency; The team of cadres and civil

servants, in general, is not up to par with their tasks, a large part of which is degenerate and degenerate. ..

There are many reasons leading to the above situation, however, analysis of international experience shows that the human factor is the most important in making a program or a reform successful. So, the question is at what level is the quality of Vietnam's cadres and civil servants? To improve the quality of Vietnamese civil servants, what factors should we focus on?

3. Some requirements for improving the quality of officials and civil servants in Vietnam

Vietnam's administrative reform focus from now to 2030 clearly stated in the Master Program for State Administrative Reform for the period 2011-2020 is: " Institutional reform; Build and improve the quality of cadres, civil servants and public employees, focus on reforming salary policies to create real motivation for cadres, civil servants and public employees to perform public duties with quality and efficiency. high fruit; improve the quality of administrative services and the quality of public *services*. And that is the core element that creates a service administration.

To achieve the Program's goal of building a serving, people-centered administration, the solution also needs to focus on people. This means that in addition to institutional solutions and administrative modernization ..., improving the quality of Vietnamese officials and civil servants should be a top priority. In particular, it is necessary to focus on some of the following contents:

innovation in staff organization is an urgent requirement: A team of officials and civil servants, especially at the grassroots level, is the level of government closest to the people, close to the people, attached to the people, with very important specific tasks. transform the Party's guidelines and policies, the State's policies and laws into reality at the grassroots level; is the person who presides over and plans development strategies, determines goals, and methods of organizing the implementation of all proposed or assigned tasks; inspect, monitor,

and promptly handle deviations, supplement and adjust policies and solutions if necessary.

With that important role, over time the team of officials and civil servants at all levels has gradually developed in both quantity and quality. However, in many localities, many specific cases show that the leadership capacity of officials, especially key grassroots officials, is still limited and lacks dynamism and initiative in solving tasks; There are even places where there is still a lack of democracy, not close to reality, bureaucracy, harassment, causing trouble for people... There are still many commune-level officials and civil servants who just stop at the "Hands-on" level. Many officials and civil servants do not have the right professional expertise, so they do not understand much about their professional fields.

According to "Investigation to evaluate the current situation and propose solutions to improve the quality of cadres and civil servants in communes, wards, and towns to meet the requirements of promoting reform of the civil service and civil servant regime", published by the Institute of Science and Technology. State organization study, implemented in 2016, the causes of this situation are: There are few opportunities for advancement at work (70.7%); Election and recruitment work are not objective and transparent (68%); Work has not been arranged or used properly (58.4%); The position and role of the grassroots level have not been properly assessed (55%); Training and fostering are not according to actual work needs (49.2%); Remuneration regimes and policies are not satisfactory (26.9%).

Therefore, if we want civil servants to work dedicatedly, and enthusiastically in their work, and have the will to strive, in the coming time, Vietnam needs to focus on adjusting and perfecting the strategy of building a team of officials to the needs of the country. new situation. Training and fostering of staff must be the focus. In training and fostering, attention must not only be paid to political training, but special attention must be paid to professional quality, and there must be a plan to build a team of skilled experts in many fields, and at the same time have High political awareness, good moral qualities; It is necessary to

review the reality of the team of civil servants specifically in terms of capacity, qualifications, and qualities, from which there is a classification to purify the team. Focus on building a complete system of standards for each type of cadre and civil servant title based on the Law on Cadres and Civil Servants and other rules and regulations; Build and perfect the system of standards for each type of state civil servant title. These standards must be clear, public, transparent, specific, easy to understand, easy to remember and easy to enforce.

Need to aim for professionalism in public service activities:

Professionalism in public service activities is reflected in the spirit, attitude, and sense of responsibility in the work of each officer and civil servant. The current reality is that there are still many officials and civil servants in state administrative agencies who work inactively. That is shown in the following: many officials and civil servants are conservative in their way of thinking and working, lacking dynamism, creativity, and innovation; Bureaucratic, bureaucratized working methods, incompetence, slow and cumbersome behavior, indifferent attitude, irresponsibility... lead to stagnation in operating methods in administrative agencies when People complain about the spirit, attitude, and sense of responsibility of many officials and civil servants in handling work and the people's interests being damaged. If this situation continues, the government will not be popular with the people and officials will become increasingly distant from the people. And this goes against the motto of building a modern, developed administration of a socialist rule-of-law State " of the people, by the people, for the people ". From there, it shows that there is a need for solutions to improve quality, especially improving the working enthusiasm of officials and civil servants in current state administrative agencies.

To build a team of officials, Professional civil servants need to pay attention to the training and retraining of civil servants to meet the demands of the new revolutionary requirements. In training and fostering, there are many contents, suitable to the requirements of specific fields, however, the "Triad" of authority - process - procedures to concretize the rights and obligations of civil servants is

very important. With any profession of any civil servant position, it is necessary to respect and be carefully trained in this trio. Practice shows that civil servants who make mistakes in their authority in the state apparatus are the most dangerous type, followed by those who, despite having good qualities and pure motivation to serve the people, do not master the process and procedures will create distrust from the people and low working efficiency. Besides, training and fostering various types of professional skills is extremely important. Current focused skills include Skills in using modern technologies (proficient use of information technology to serve e-government and good management of "e-businesses"); Skills in working with people (communication skills, behavior, relationship skills in the state administrative system and communication skills with people and businesses); Interdisciplinary skills (knowing how to apply organizational theory and the movement of the state administrative apparatus, understanding individual psychology, collective psychology, psychology of leaders and managers). In the current context of integration, it is necessary to equip our civil servants (not just in the diplomatic sector) with minimum knowledge and skills in protocol, people-to-people diplomacy in international communication and management. Managing FDI enterprises.

Promote transparency in evaluating officials and civil servants:

The cadre evaluation work is the opening step, has a particularly important meaning, and is directly related to all stages of cadre work. Because only properly assessing the capacity and qualities of officials can be the basis for accurate and objective selection, planning, training, rotation, appointment... of officials. On the contrary, if comments and assessments are biased or inaccurate about the quality and capacity of officials, the consequences will be unpredictable.

Recruitment is one of the most feasible methods to evaluate and recruit quality staff right at the "input" stage; However, along with that, the tasks of inspection and evaluation of superiors, advice of subordinates, and supervision of the people will play an important role throughout the working process of leaders at the grassroots level.

However, in the current reality in Vietnam, staff evaluation is still a weak step, does not reflect the true nature, is not linked to specific results or products, and in many cases is still emotional and respectful. , permissive or prejudiced. Staff planning lacks comprehensiveness and connection between levels, sectors, and localities; is still spread out and closed, not ensuring the motto of "dynamic" and "open". Recruitment and promotion exams for civil servants and public employees still have many limitations, the quality is not high, not uniform, and in some places, there are still many limitations. Violations and negativity occur. The policy of attracting slow talent is concretized through appropriate mechanisms and policies; The results of attracting young intellectuals and highly qualified people have not met the requirements.

Therefore, to attract a team of high-quality civil servants with pure public service ethics, it is necessary to pay attention to the "Three Importances" for professional civil servants, including Trong Thi: have a new perspective on With our civil servants, put them in the right position; Treated: when they meet the standards, they receive the right spiritual value and material treatment; Useful: they are placed in the right place to be able to contribute to the maximum. If this is done, it will attract talented people from businesses and society to the state apparatus. In particular, building a satisfactory remuneration policy for officials and civil servants is one of the important solutions. Good remuneration not only attracts qualified and professional cadres, but also preserves the good qualities of revolutionary cadres, preventing embezzlement, corruption, tyranny, and corruption. difficult for the people in the performance of each official's official duties. Remuneration based on work performance will encourage creativity and promote personal responsibility.

4. Conclusion

The transition from traditional bureaucratic and subsidized administration to service administration is correct and in line with world trends. Based on experiences from other countries in building a service administration, comprehensively innovating staff work and improving professionalism and transparency in administrative activities is an urgent requirement. currently in Vietnam to have a team of quality officials and civil servants, contributing to the success of the administrative reform program in general. However, within the scope of this article, we only analyze human resource factors and the requirements

placed on officials and civil servants to achieve success in building a service-oriented administration in Vietnam. Vietnam also depends on many factors, such as institutional reform, administrative procedure reform, and administrative modernization... All factors need to be implemented synchronously and need to be researched to offer effective solutions.

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