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## Assessing the current state of team development in state agencies in Vietnam

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### Abstract

Vietnam is in the period of Industrialization - Modernization and is in a period of international economic integration. Parallel to that process is the continuous socio-economic development, the advancement of science and technology, and the people's lives are increasingly improved. That process has created opportunities for our country. great opportunity, besides there are no small challenges that we need to try to overcome. The new situation requires officials and civil servants in state administrative agencies, not only at the central level but Even the local level must have enough capacity, good expertise and good political qualities to be able to help our country overcome challenges and difficulties to move our country forward on the socialist path that the Party and State want. I have chosen. President Ho Chi Minh said, "Cadres are the root of the problem". Our country's cadres and civil servants are the core force of the State administrative apparatus, playing an important role. Servants of the people, who implement State policies, who represent the people's interests. And during the period of economic integration, many relationships have been established. Officials and civil servants are people who must contribute their efforts to the development of the country, introducing Vietnam to the world. To be like that, officials and civil servants must constantly learn, improve knowledge, and promote internal strength. of yourself to create strength for the collective.

**Keywords:** team development, state agencies, Vietnam

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### 1. Introduction to the research problem

During his lifetime, President Ho Chi Minh was a man who loved his people like his son. He always appreciated the great role and decisive significance of cadres in the success or failure of the revolution: "Cadres are the root." of everything. Every success or failure depends on good or bad officials." And according to VI Lenin: "Research people, find brave officials ." (...) that is key; Otherwise, all orders and decisions will be just a bunch of paper."

Imbued with that ideology, the Party and State always pay attention to building and perfecting the state apparatus, reforming the civil service, building and developing a team of clean, strong, and qualified officials and civil servants. Good ethics, good politics, good expertise and professionalism in work, dedicated to serving the people.

Building a team of Party cadres, especially strategic-level cadres and leaders, with sufficient qualities, capacity and prestige, on par with their tasks, is the "key of the key" step in the work. Party building is always of concern in current Vietnamese society. In the process of leading the revolutionary cause, the Communist Party of Vietnam always clearly defines the important role of its cadres, especially in the context of increasing exchanges, international integration, and promoting industrialization. , modernization.

No matter how tight and reasonable the organizational structure is, if the people in that apparatus do not ensure quality, the efficiency and effectiveness of the apparatus will still be difficult to improve. That means the quality of the apparatus and the people in the apparatus must be synchronized and "matched" with each other. Investing in building a team of officials is investing in long-term and sustainable national development. The Party has developed, supplemented, completed and issued many directives, resolutions and conclusions on cadres and cadre work. Although besides the achieved results, there are still some

limitations and shortcomings: The institutionalization and concretization of some of the Party's resolutions is still slow; Organisation acts are still importance. "A part of officials and party members are not pioneering and exemplary; The deterioration of political ideology, moral lifestyle, and manifestations of "self-evolution" and "self-transformation" internally are still complicated. Self-criticism and criticism in many places are still formal. Carrying out the responsibility of setting an example, especially by the leader, has not created a wide and deep spread." Innovating and streamlining the organizational structure, improving effectiveness and efficiency in some places has not been done decisively and has not achieved the set goals. Our Party clearly points out: "Simplifying payroll is not really associated with improving quality and restructuring the team of cadres, civil servants and public employees. The leadership capacity and fighting strength of some grassroots party organizations are still low and have not been consolidated in a timely manner. Staff policies do not really motivate staff to be wholehearted and devoted to their work; There is no mechanism to protect officials who are dynamic, creative, dare to think, dare to speak, dare to do, dare to take responsibility, dare to cope with difficulties and challenges, and be determined to act for the common good. Inspection work in some places is not regular, drastic, lacks focus and focus; Supervision work is still narrow in scope, subjects, and results are not substantial." In some places, the leaders have not fully developed their responsibilities, lack courage, are not exemplary, are passive, avoid, and rely on the direction and guidance of their superiors. Therefore, training, fostering, and updating knowledge are given more attention, gradually associated with titles, planning and use of officials, building a team of officials, especially strategic-level officials. is a top important task that must be carried out regularly, continuously, carefully, scientifically, closely and effectively.

In the coming years, the world and regional situation will continue to have complicated and unpredictable developments. Peace, cooperation, integration and development are still the main trends, but so are traditional, non-traditional security threats and climate change. The strong development of the fourth industrial revolution and the trend of internationalizing human resources are both opportunities and challenges for Vietnam. The cause of innovation, international integration, and rapid and sustainable national development is moving to a new, higher stage, becoming more and more profound, difficult, and complex. That situation has a strong, comprehensive and profound impact on cadre work and the building of cadres; raises the requirement to continue to strongly innovate in personnel work and build a team of officials at all levels, especially strategic-level officials, with sufficient qualities, capacity and prestige.

## 2. Overview of the research problem:

In recent years, our Party and State have always attached great importance to building and developing a team of cadres and civil servants, considering this an important resource for national development. Along with many important guidelines and policies to improve the quality of cadres and civil servants, the overall administrative reform program for the period 2001-2010 has been approved by the Prime Minister in Decision No. 136/ 2001/QĐ-TTg, which includes the

content of innovating and improving the quality of cadres and civil servants, which is also one of the major policies of our State. After 5 years of phase I (2001-2005), the overall program of administrative reform, innovation, and improvement of the quality of officials and civil servants has had some results as follows:

The management of cadres and civil servants continues to be reformed towards clearer division and decentralization. There has been a clear delineation of responsibilities and authority to manage administrative staff and civil servants of the Prime Minister, ministries and local authorities. The authority and responsibility in appointing, using, rewarding, and disciplining officials and civil servants have also been clearly defined for heads of administrative agencies and heads of public service and public service units. . In particular, the authority and responsibility of heads of public service and public service units have been significantly enhanced in accordance with existing mechanisms on autonomy and self-responsibility of public service units. public service.

With the Ordinance on Cadres and Civil Servants amended in 2003, there continues to be a clearer distinction between the cadres and civil servants in our country's political system: elected officials, administrative civil servants, and civil servants. professionals, officials holding leadership positions in state-owned enterprises, full-time officials and commune-level civil servants. On that basis, requirements and standards for qualifications, capacity and quality, management mechanisms and appropriate remuneration policies and regimes have been determined. The Party 's policy and viewpoint on clearly separating administration from business and career has been concretized and implemented through regulations and institutions on administrative civil servants and public employees.

The system of existing civil servant title standards has been reviewed and re-evaluated to make adjustments as well as promulgate new titles and professional standards for civil servant and public employee ranks. Up to now, there have been more than 200 standard titles for officials and civil servants being used; making an important contribution to the management and use of officials and civil servants. In particular, implementing the 2003 Amendment to the Ordinance on Cadres and Civil Servants, promulgating standard titles for professional civil servants of commune-level authorities, thereby speeding up the process of standardization, training and fostering of staff. grassroots officials and civil servants.

If from 1998 when the Ordinance on Cadres and Civil Servants was introduced until before the Ordinance on Cadres and Civil Servants was amended in 2003, there was a fundamental change in the recruitment regime of cadres and civil servants, that is, Moving from admission to mandatory general entrance examination, after 2003 there was a clear and appropriate distinction: administrative civil servants are required to pass entrance examination, while career civil servants are required to apply both forms: Examination and admission according to contract regime.

Rank promotion exams for specialists, main specialists, senior specialists and equivalent ranks continue to be implemented, thereby creating positive changes that contribute to improving the quality of staff and workers. position.

The content of the training and retraining program for cadres and civil servants has been initially innovated in a way that is

suitable for the training and retraining subjects, specifically the training program on state management for senior experts, , main specialist, specialist, pre-civil service training program, training program for Chairman of the Commune People's Committee. Parallel to this process is the innovation of training and fostering methods. Improving the quality of teachers participating in training and fostering cadres and civil servants has been focused.

There has been a division of assignments between training and fostering institutions for officials and civil servants, according to which schools that train and foster officials and civil servants of ministries and central branches focus on fostering knowledge of public management. staff and specialist levels; The province's schools, in addition to officers and experts, also foster state management knowledge for commune-level officials and civil servants, and for district and commune-level People's Council delegates. The National Academy of Public Administration uniformly manages the development of programs, textbooks, and documents.

In particular, the training and fostering of cadres and civil servants has also made clear progress. The implementation of this work focuses on implementing the plan for training and fostering cadres and civil servants for the period 2001-2005 approved by the Prime Minister. The total number of officials and civil servants trained and fostered in the past 5 years is about 2,510,000 people, including 407,000 in political theory, 894,000 in state management knowledge, 1,076,000 in expertise, 37,000 in foreign languages and 96,000 in information technology. Another notable result is that after the election of People's Council deputies at all levels for the 2004-2009 term, in 2004, nearly 292,000 People's Council deputies at all levels were trained and equipped with knowledge and skills. functional ability.

Salary policies and social insurance regimes have had initial reforms, contributing to stabilizing the lives of officials and civil servants. The salary policy reform project has adjusted the roadmap and steps in salary reform compared to the initial goal set for 2005, which is to fundamentally reform salaries of officials and civil servants.

Although there have been some positive results, there are still shortcomings and limitations that need to be overcome. The biggest weakness is that the quality of the staff and civil servants still does not meet the state management requirements in the new mechanism. Although training and fostering work has been enhanced, the number of officials and civil servants going through training and fostering classes and courses is quite large, but in general the quality, especially new state management knowledge and skills, has been improved. Appropriate administrative skills are actually achieved at a low rate. Degrees and certificates are increasing, but the actual quality of officials and civil servants with degrees and certificates is a matter of concern. Although there have been some innovations in the content and methods of training and fostering cadres and civil servants, in general there have not been fundamental reforms as set out in the Master Program. A large number of officials and civil servants have degraded qualities and ethics, are corrupt, autocratic, lack a sense of responsibility and spirit of service, and are insensitive to the demands of the people and society.

Innovative solutions, in the direction of modernizing the management of cadres and civil servants, (such as decentralization, strengthening the responsibility and

authority of heads of public service units, construction information system for managing cadres, civil servants, etc.) was slowly implemented, leading to administrative agencies still taking on many tasks and obstructing and deeply intervening in the operations of grassroots units.

The management, recruitment, use, recruitment exams, rank promotion exams, evaluation, rotation, and promotion of cadres and civil servants are slow to change. Scientific methods in evaluating the work results of individual officials and civil servants are slowly being applied to replace mainly collective-based evaluation methods.

### **Causes of the above shortcomings and limitations**

Some expected results and products of implementing Action Program No. 4 "Program for building and improving the quality of state cadres and civil servants phase I (2003-2005) have not been completed yet." . For example, the delay in implementing the census, survey, and evaluation of officials and civil servants; The civil servant structure and regulations on evaluation of cadres, civil servants, etc. have not yet been promulgated.

Directing the implementation and inspection of the implementation of existing institutions on cadres and civil servants is very slow and lacking in resolve. To bring institutions that clearly differentiate between administrative civil servants and career public employees into life, ministries, branches and local governments at all levels are required to direct specific implementation within their scope of responsibility. which must resolve the relationship on decentralization of management of cadres and civil servants between ministries, provinces and affiliated public service units. However, in reality, the way to manage cadres and civil servants in many ministries, central branches and localities remains basically the same. Some new regulations are slowly being implemented and many tasks in the management of cadres and civil servants that should be handled by grassroots units are still in charge of ministries and provinces.

Inspection and inspection of public services and handling of officials and civil servants who violate the law are not done regularly and strictly. Deterrence and setting an example in disciplining officials and civil servants is almost non-existent. Therefore, public service ethics and attitudes to serve the people and organizations of officials and civil servants are not enhanced.

Along with the results achieved in phase I (2001-2005), the Government has provided directions to build and improve the quality of cadres and civil servants in phase II (2006-2010). that is:

Review and evaluate the team of administrative civil servants to restructure civil servants, redeploy them to each position, and clearly define their responsibilities.

### **Develop and put into practice scientific methods to evaluate the work results of civil servants.**

Develop mechanisms and policies to encourage attracting talented people to work in the public sector, creating motivation for officials and civil servants to work effectively. Strengthen discipline and administrative discipline; Develop and apply the regime of inspection and examination of public affairs at all levels, including the responsibility regime of heads of agencies and units.

The Prime Minister issued Decision No. 40/2006/QĐ-TTg dated February 15, 2006 on approving the Plan for training

and fostering cadres and civil servants in the period 2006-2010. It can be said that this is the opportunity important facility to promote the work of improving the quality of our current cadres and civil servants.

### **About advantages**

The 7th Plenum of the 7th Central Committee, term Quality is increasingly improved, gradually meeting the requirements of the period of accelerating industrialization and modernization of the country; The majority of leading cadres of the Party, State, Fatherland Front and socio-political organizations at all levels have the capacity, quality and prestige...

Based on the Party's assessment, it is possible to generalize the main advantages of cadre work, building a team of cadres in general, and the team of state cadres and civil servants has the following advantages:

Firstly, the quality of the cadres, civil servants and public employees is gradually improved and the structure is more reasonable.

The 4th Plenum of the Central Committee, term . The majority of officials and party members are conscious of training and improving their political qualities and lifestyle ethics, are conscious of serving the people, and are trusted by the people.

The 7th Plenum of the 7th Central Committee, term , quality is increasingly improved, gradually meeting the requirements of the period of accelerating industrialization and modernization of the country; Strategic-level officials have political courage, are steadfast in Marxism-Leninism, Ho Chi Minh's ideology, goals and ideals of national independence and socialism, have innovative thinking, and are capable of planning. Determine guidelines, policies and lead and direct implementation.

In fact, the team of officials and civil servants working in ministries, branches, and specialized agencies of the People's Committee has gradually improved in terms of professional qualifications, quality and work efficiency. The organization of staff, recruitment, appointment, planning, promotion, and rotation of staff and civil servants in accordance with professional qualifications, training and work strengths are of concern. , focusing on innovating the structure of cadres, civil servants and public employees.

Second, the organizational arrangement of the political system and state administrative apparatus is increasingly streamlined, operating more effectively and efficiently.

The 12th Congress affirmed: The organizational apparatus of the Party, State, Fatherland Front and socio-political organizations continues to be arranged and consolidated according to new requirements and tasks. The quality of cadres, civil servants and public employees in the political system has gradually been improved, meeting the requirements and tasks in the new situation.

The 6th Central Conference, term The Party is increasingly getting into order and achieving important results. The timely and strict handling of a number of violating organizations and individuals has contributed to alerting, warning, deterring and preventing negativity, cleaning up the staff and strengthening the trust of officials. ministries, party members and people towards the Party and State.

Report on the implementation of administrative reform in 2018 by the Ministry of Home Affairs said that a series of local ministries and branches have rearranged and

streamlined their apparatus, including a series of reductions in heads and deputy levels[1 ].

In 2018, the central agency reduced 7 general department units, 202 department-level units, more than 14,800 division-level units, 11 general department leaders, 178 department-level leaders, 881 department-level leaders, a decrease of 933 payroll due to organizational reorganization[2].

### **Third, the management of cadres and civil servants has had many innovations and advances**

In the period 2011 - 2016, the management of civil servant and civil servant payrolls was carried out uniformly across the country according to the provisions of the Law on Cadres and Civil Servants in 2008, the Law on Public Employees in 2010, and the Law on Government Organization in 2016. 2001, Law on Organization of People's Councils and People's Committees 2003

### **About weak limitations**

Firstly, the staff is large but not strong, the structure of civil servants and public employees does not meet task requirements.

The seventh conference of the Party Central Committee (term XII) affirmed: overall, the cadre team is large but not strong; The ratio of young officials, female officials, and ethnic minority officials has not reached the set target. Foreign language proficiency, communication skills and the ability to work in an international environment are still limited.

According to the monitoring results report "Implementation of policies and laws in recruitment, training and appointment of cadres, civil servants and public employees" of the National Assembly Standing Committee, taking into account As of December 31, 2012, the number of officials and civil servants in the country was 535,528 people. The situation of running for position, running for power, running for age, running for planning, running for rotation, running for degrees, running for rewards, running for titles, running for crimes..., including high-ranking officials, is slowly being prevented. , repel.

Although the recruitment, placement, and use of cadres, civil servants, and public employees have been carried out on the basis of job position requirements, the structure of cadres, civil servants, and public employees working in many ministries, Sectors and specialized agencies of the Provincial People's Committee are not reasonable, there is still a state of passivity and frustration between generations of officials. According to a report by the Ministry of Justice, the number of senior specialists and equivalent, major specialists and equivalent currently accounts for 0.8% and 9.2%, respectively, of the total number of civil servants and public employees. of the Ministry and the civil judgment enforcement system, are not commensurate with the requirements, nature and position of the job[6]. In addition, a part of officials and civil servants still have the mindset of working in the subsidized style of the past, are not competitive, lack motivation to work, have reduced ethics, are bossy, autocratic, and corrupt. interference, corruption, waste.

Second, administrative reform is still slow and lacking in uniformity; Strengthening the organization and apparatus of state agencies, organizations, and socio-political organizations associated with streamlining payrolls and improving the quality of cadres and civil servants has resulted

in low results. The number of officials and civil servants not only did not decrease but increased, especially in public service units and civil servants, full-time and non-specialized officials in communes, wards and towns. Salary policy is still inadequate...

**Third, staff work still has many limitations and inadequacies, and the implementation of some contents is still formal.**

In cadre work, cadre evaluation is still a weak step, not reflecting the true nature, not linked to specific results or products, and in many cases still emotional, condescending, permissive or prejudiced. Salary, housing policies and consideration of emulation and rewards do not really motivate staff to be wholehearted and devoted to their work... The implementation of the staff streamlining policy has not been carried out in reality, not in accordance with regulations and has not achieved the set goals.

The policy of streamlining payrolls is a major policy of the Party and State, and has been directed and implemented uniformly and synchronously by the Government across the country, creating an important basis for determining and managing payrolls. has conducted a review, evaluation, and rearrangement of the existing team of officials, civil servants, public employees, and workers to determine the number of people who need to retain long-term, stable employment and those who do not. It meets the streamlining requirements, but only initial results have been achieved, not yet substantial and have not achieved the set goals. Specifically, since implementing the staff streamlining policy according to Decree No. 108/2014/ND-CP until the end of 2016, the majority of ministries, branches and localities have not yet approved the staff streamlining plan. of ministries, branches, and localities from 2015 - 2021 and each year, leading to a situation where staff streamlining is proposed without regulations (periodically twice a year)...

**The implementation of regulations on payroll management in some ministries, branches and localities is not strict.**

The development of annual payroll plans in ministries, branches and localities has not been implemented seriously and in accordance with regulations. In addition to many ministries, branches and localities using exactly or less than the assigned number of staff, there are still ministries, branches and localities that use more than the assigned number of staff. According to the Government Report, by the end of 2016, there were still 3/15 ministries with general departments that used more than the assigned staff and 2/15 ministries used more than the assigned staff in departments. , affiliated department. In localities, using more than the number of assigned staff still occurs in some provinces and centrally run cities.

The number of people working in public service units under ministries, branches and localities increased rapidly (in 2016 it was 2,093,313 people, an increase compared to 2011 of 121,736 people (an increase of 5.8%), although Currently streamlining staff according to Resolution No. 39 of the Politburo, but the number of public service staff still increased by 5,401 people (an increase of 0.24%), including a sharp increase in public service units under ministries and branches at the Central level. .

According to data summarizing 2 years of implementing

Resolution 39 of the Politburo, the number of people working under labor contracts signed under Decree No. 68/2000/ND-CP in ministries, branches and localities exceeds the target. delivered to 45,152 people (an increase of 56.75% compared to 2015).

**3. Current situation**

Recognizing the importance of the team of administrative civil servants in the country's renovation in general and the reform of state administration in particular, our Party and State regularly take care of building a team of administrative civil servants. "both rosy and professional"(2), considering it the goal and mission of the entire political system and each agency and unit. After 05 years of implementing Resolution No. 39-NQ/TW of the XI Politburo on streamlining staff and restructuring the team of officials and civil servants and 02 years of implementing Resolution No. 26-NQ/TW dated November 19 May 2018 of the 7th Central Conference, term building an increasingly perfect institutional system of civil servants; The standard system of civil servant titles is gradually amended, supplemented, and newly promulgated. On November 25, 2019, the National Assembly issued the Law amending and supplementing a number of articles of the Law on Cadres and Civil Servants and the Law on Public Employees. According to current regulations on human resource management in the public sector, the team of administrative civil servants is gradually restructured according to ranks, titles, and job positions in accordance with functions and tasks. Innovate mechanisms and policies for recruitment, evaluation, classification, appointment, rotation, deployment and construction of job positions in each administrative agency,... The process of streamlining staff and mechanisms Restructuring the team of officials and civil servants is carried out openly and democratically, creating consensus among all levels and branches in the administrative system. Many officials and civil servants who do not meet the standards and conditions in terms of expertise, skills, health, and quality are taken out of the state apparatus; Select people with higher qualifications and professional capacity who meet job requirements to supplement agencies within the system. The quality and structure of the cadres, civil servants and public employees have had positive changes. Recruitment, appointment, planning, promotion, and rotation of civil servants in accordance with their professional qualifications, capabilities, and work strengths are paid attention and focused on innovating the structure of civil servants. of each agency and unit. Recruitment ensures order and procedures according to the provisions of law and guiding documents; Recruitment according to job position needs and development of high quality human resources. The organization of leadership recruitment exams and civil servant promotion exams is carried out regularly according to the principle of decentralization of authority and responsibility.

In civil servant management, the principle of combining civil servant payroll management with standards for titles and job positions of civil servants has been implemented quite well. Accordingly, we have gradually eliminated the way of organizing human resources based solely on the system of standard civil servant ranks and rigid staffing regimes, shifting to applying the principle of combining the professional system with the system. job position. The job

position scheme of agencies and units covers the functions, tasks, and organizational structure of the agencies and units. Basically, the evaluation and ranking of officials and civil servants ensures the principle of democratic centralism, overcoming the phenomenon of deference and formality in evaluation. The assessment of civil servants has been innovated in accordance with the requirements for assessing the capacity of civil servants, serving as a basis for agencies and state administrative units to develop training, fostering, planning, appointment, and training plans. arrange and arrange job positions in accordance with the qualifications and abilities of civil servants.

The training and fostering of civil servants is carried out in accordance with the provisions of law, with a focus on training and fostering according to job position, leadership and management title standards to help improve qualifications and skills. the strength of the staff and civil servants, contributing to the good implementation of assigned tasks. Officials and civil servants strictly comply with regulations related to rights, obligations, and things officials and civil servants are not allowed to do. In addition, agencies and units ensure full rights and conditions for performing public duties to help officials and civil servants successfully complete their assigned tasks.

Resolution No. 26-NQ/TW of the Seventh Central Conference, term sense of discipline, always striving to cultivate, train, improve qualifications and capacity, and strive to complete assigned tasks. Many officials are dynamic, creative, adaptable to integration trends, and capable of working in an international environment" (3). The team of administrative civil servants working in ministries, branches, and specialized agencies of the People's Committees at all levels has gradually improved in terms of professional qualifications, quality and work efficiency.

Besides the results achieved, there are still limitations in building and developing a team of administrative civil servants. Although the Government, ministries, branches and localities have made many efforts in perfecting the institutional system of cadres and civil servants, the work of promulgating documents detailing and guiding the implementation of laws is still difficult. is still limited, leading to "Overall, the staff is large but not strong; The situation of both surplus and shortage of staff occurs in many places; The connection between levels and sectors is still limited... many officials, including strategic level officials, lack professionalism and do not work according to their expertise and strengths; Foreign language proficiency, communication skills and the ability to work in an international environment are still limited" (4). The quality of civil servants' performance of public duties is not high, the handling of work related to people, organizations, and businesses is not satisfactory, there are also signs of causing trouble, harassment, and compliance with discipline. Administrative laws are not strict, implementation of staff streamlining policies is not drastic... Recruitment and civil servant promotion exams still have many limitations, the quality is not high, not uniform, in some places there are still violations, negative. 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. Remuneration regimes and policies are still lacking consistency and synchronization between levels and sectors;

Salary, housing policies and consideration of emulation and rewards do not really motivate civil servants to be wholehearted and dedicated to their work.

The training and fostering of civil servants is slow to innovate, not closely combining theory with practice, not linked to skills and professions according to job position, and in many places not linked to planning and task requirements. services of agencies and units; Officials and civil servants participating in training do not stem from the need to improve capacity and working requirements. The coordination of training and retraining of cadres and civil servants is sometimes lacking. The work of reviewing needs and developing plans is not close to reality, leading to the number of participants in training and retraining not reaching the target . title out. Some training programs still overlap in content, have not been updated or supplemented, and are not close to the job requirements of officials and civil servants.

Evaluation and classification of civil servants still lack quantitative criteria; There are still many shortcomings such as: the regulation must have at least 01 scientific work, project, topic or initiative to be applied and bring efficiency... not suitable for some industries and fields; Regulations on ranking and evaluating civil servants are not consistent and consistent with regulations on ranking and evaluating party members; There is still a state of subjectivity, emotion, and respect, which does not reflect the true nature of the assessment.

The cause of the above situation is that the heads of some agencies and units are not thorough and lack decisiveness in the management of cadres and civil servants. Discipline and administrative discipline are sometimes not strict; Individual responsibility for the collective, the work of inspection, supervision, and urging the implementation of tasks is still modest and not serious; The ethics and capacity of a part of cadres, civil servants and public employees are still limited and weak; The sense of responsibility and discipline of a part of officials and civil servants is not high and has not fulfilled all responsibilities; Research, proposal, and policy advisory capacity does not meet requirements; Work coordination is still slow.

#### 4. Solution

Faced with the above requirements, in order to build a team of civil servants who are "both rosy and professional", have sufficient qualities, capacity, prestige, and serve the people and the development of the country, it is necessary to consider implementing a number of solutions. following method:

Thoroughly grasping and implementing the Resolution of the 13th Party Congress on innovation, improving efficiency and effectiveness in building a team of officials to meet task requirements in the new revolutionary period, a number of solutions need to be well implemented. following basics:

First of all, strictly and consistently implement the Party's direct and comprehensive leadership of cadre work and management of the cadre team according to the principle of democratic centralism. This is both an orientation and a basic solution, aiming to concretize, "standardize", and tighten discipline along with creating an environment and mechanism to promote strong, comprehensive, and innovative innovation. create and protect officers; Assignment and decentralization are associated with delegation of authority and binding responsibilities, while

strengthening inspection, supervision, control of power and strict handling of violations in personnel work. Respect and act according to objective rules, regularly innovate staff work in accordance with practical situations. Building a team of officials at all levels must stem from the requirements and tasks of the new era; through practical activities and revolutionary movements of the people; placed in the overall work of Party building and rectification; associated with innovating the Party's leadership methods; perfecting the organizational apparatus of the political system to be lean and strong, operating effectively and efficiently, improving people's knowledge, training human resources, attracting and appreciating talented people.

Firstly, building a team of cadres is the responsibility of the entire political system, first of all the party committees and organizations at all levels, the core of which are the Party's advisory agencies, especially the organizational and personnel agencies. set. Promoting the role of the State, the Fatherland Front, unions and media and press agencies in cadre work and building a team of cadres. The Party's strength lies in its close, flesh-and-blood bond with the people; We must truly rely on the people to build the Party and build a team of officials.

Second, develop staff planning, train and foster staff in a way that meets basic, long-term mission requirements, taking into account development needs and capabilities. This is both a solution and a task of building and planning a team of officials; combining many forms and methods of training at school, in-service, through practical work, study, fighting,... of cadres with building and training a team of party members; Combine training with taking care of staff policies.

Do a good job of planning, training, fostering, arranging and using the right staff. This is a very important step in staff work. Work efficiency must be used as a measure for officials. Accordingly, staff evaluation must be from a comprehensive, historical, specific and developmental perspective. Arranging and using staff must be based on requirements, tasks, and tasks set forth. Closely combine planning, training, fostering, arranging and using qualified officials with resolutely removing from leadership positions and managing officials who lack quality and capacity in the workplace. places of stagnation, weakness, and prolonged disunity.

In the current situation, it is necessary to attach importance to evaluating the ethics, lifestyle and relationships with the people of officials, especially the spirit of fighting against negative phenomena, bureaucracy, corruption and waste. To comprehensively innovate current cadre work, party committees and organizations at all levels must be fair, objective and democratic. Based on the evaluation results, draw comments and conclusions about the level of task completion, ability, and development prospects of each officer to appoint, train, practice, and challenge in practice. At the same time, to remove unqualified, corrupt, and degenerate people from the Party's leadership apparatus.

Third, implement well the personnel management regime, especially political quality management; Firmly protect internal politics. This is both a solution and a requirement to combine proper praise and rewards for officials with achievements with resolute handling of degenerate officials who violate the Party Charter and State law. Must be trained, practiced, and challenged to have good officers. Accordingly, "resolutely fight to eliminate elements that are corrupt and

degraded in political qualities, ethics, and lifestyle; Fight against all manifestations of running for office, running for power, locally, favoring the recruitment of unqualified family members and relatives. Promoting democracy, raising the sense of responsibility, setting an example, and the spirit of serving the people of cadres, civil servants and public employees. Early research and promulgate mechanisms and policies to encourage and protect organizations and individuals who dare to innovate, dare to think, dare to do, and dare to take responsibility. At the same time, strengthen inspection, supervision, Party discipline and strictly control the power of officials. Strictly recognize shortcomings and shortcomings in personnel work at each level, each agency and unit to draw lessons for the future.

Fourth, promote the rotation of cadres to train, foster, train and challenge cadres in practice. This is an important solution in planning and staff rotation. Attention should be paid to ensuring connectivity and cohesion. The proportion of leaders and party committees who are ethnic minorities, female officials, and young officials, and the rotation and placement of some leadership positions that are not local people. "Do a better job of cadre work, especially managing, commenting, and evaluating cadres to properly select and arrange people who are truly virtuous and talented; truly "diligence, frugality, integrity, righteousness, public-mindedness and impartiality"; truly dedicated to the country and the people to hold leadership positions in the government apparatus and authorities at all levels." Along with that, the Central Executive Committee and the Politburo requested to continue to arrange a number of leadership and management positions at the provincial and district levels that are not local people.

Implement the assignment of officers in the planning to strategic-level positions to hold key leadership positions in important areas and fields, ethnic minority areas, and areas with many difficulties for training and testing. challenges and accumulate leadership and management experience.

Fifth, strengthen inspection, supervision and party discipline, and internal political protection. This is both a solution and a requirement to strictly implement inspection and control of power in cadre work, to prevent position manipulation, power manipulation and other negative manifestations. Strictly control power in each stage of staff work, especially for heads of party committees and party committees who are also heads of central agencies and chairmen of people's committees of provinces and cities. belongs to the Central Government. "Tighten discipline and discipline in staff work, regularly inspect , urge, and create strong changes in the performance of public duties; Improve ethics, culture, and professionalism of officials.

Persistently and resolutely fight against corruption, waste and negativity associated with promoting the construction and improvement of laws, mechanisms and policies so that "cannot, do not dare, do not want, do not need corruption". Resolutely not let unworthy people, who do not meet the standards and conditions, who demonstrate political opportunism, power ambition, and moral degradation, enter the team of current and former officials. strategic level planning. Strictly and synchronously handle party discipline with State discipline and handle by law violators, officials with wrong motives, parochial ideologies, factions, "group interests" ", causing internal disunity, even after transferring jobs. Implement the Politburo's direction, thoroughly grasp

and effectively implement the Resolution of the 13th Party Congress on strongly and comprehensively innovating cadre work in the new term. Accordingly: "Focus on building a team of officials at all levels, especially at the strategic level, with enough quality, capacity and prestige, on par with their tasks, ensuring a continuous and steady transition between generations of officials." set.

Enhance the political bravery, intelligence, exemplary behavior, and spirit of serving the people of cadres and party members, especially key leaders and heads of all levels." Resolutely fight against bureaucracy, corruption, waste, individualism, opportunistic lifestyle, pragmatism, factionalism, special privileges, saying no and doing... Continue to promote the implementation of reduction Payroll is associated with restructuring the team of civil servants and public employees according to job position. Research to perfect the selection, evaluation and screening mechanism to improve the quality of civil servants and public employees. Do good ideological work; Timely resolve regimes and policies for cases affected by the process of organizational restructuring and downsizing.

## 5. Conclusion

With its role and mission, the Communist Party of Vietnam plays a leading role in the State and society with the highest goal of successfully building Socialism and Communism in Vietnam. . The political power of the ruling party and state power are closely related but not identical. The Party's political power is the right to orient and plan major viewpoints, guidelines, guidelines and policies; the right to use the state apparatus to realize its political goals. The role and functions of the system of state agencies are increasingly improved, the Party's leadership role is constantly enhanced, the effectiveness and efficiency of management and administration of the State is enhanced; Reduce the situation of making excuses, substituting, and "encroaching on" between the Party and the State. State agencies are becoming more and more powerful, the Party's leadership effectiveness has been significantly improved, promoting its role and function in managing all aspects of social life. This is achieved first of all by documents of Party congresses, resolutions, directives, regulations, and conclusions of the Central Executive Committee, Politburo, and Secretariat of different sessions that have established viewpoints. properly as a basis for continuing to innovate the organization and operations of state agencies at all levels.

The weaknesses of the political system were clearly pointed out by the 11th National Party Congress:

Democracy and the power of great national unity have not been fully promoted. The people's right to mastery in some places and in some fields is still violated. The practice of democracy is still formal. Propaganda, mobilization, and attraction of people to participate in movements and campaigns of the Fatherland Front and people's organizations are still limited. The activities of the Fatherland Front and people's organizations have not penetrated deeply into the people's strata and grassroots.

The implementation of *Central Resolution 3* ( term Positive direction, achieving some results. Many corruption cases were brought to trial. In some areas, waste and corruption are gradually being curbed. Promote reform of the civil service and civil servant regime to improve the quality of cadres and civil servants, build a team of cadres and civil servants with

sufficient political qualities, ethics, qualifications, capacity and skills. work ability; Combine training and fostering with rotation for practical training. Build a team of good experts, especially a team of cadres and civil servants advising on strategic levels in Party and State agencies. Attach payroll streamlining policies to the implementation of salary policy reform, increasing income for officials, civil servants and public employees. Have appropriate policies for a team of experts and policies to attract talented people to work in agencies of the political system; attract young officials with university degrees to work at the grassroots level; Focus on training and fostering soldiers to complete their military service and enrich local elite youth supplement the team of commune-level officials and civil servants. Conduct recruitment exams for management positions at the Central level (up to department head level) and locally ( up to department director level) and equivalent . Continue to improve the quality of training and fostering, improve the quality of civil servant recruitment exams, focusing on training and fostering by title; Pay attention to training female officials and ethnic minority officials. Amend regulations on degree standards for officials and civil servants in a practical way, avoid formality and be consistent with reality.

To continue to improve the state apparatus, we need to synchronously implement many measures, including the following measures:

Renovate the organizational structure of the state apparatus, innovate the way and order of organizing state agencies. The design of the state apparatus must pay attention to differences between regions and regions throughout the country, avoiding applying a common model to the entire country. Reduce the number of state agencies, especially local agencies in the direction of expanding the scale of administrative units, especially district and commune levels. Elections, examinations, appointments... must be truly democratic, objective, scientific, avoid formality, and ensure the selection of the right person with ability and quality. Attract real and widespread participation of the people in the organization and operation of the state apparatus, ensuring that everyone really cares about their right to vote and run for office.

Innovate and enhance the role of each state agency. Enhance the role, professionalism, and initiative in the operations of the people's representative agency system. Congress must become more active. Enhancing the role of the Government as an agency exercising executive power, helping the Government to be capable of taking on the role of a development-creating Government. Ensure that the Court operates truly independently and only obeys the law. Enhance the role of grassroots government. This is the level of government closest to the people, with the conditions to fully and accurately grasp the thoughts and aspirations of the people. The initial resolution of many people's cases is carried out by the grassroots government. Reality shows that most complicated incidents that occur in society originate from the grassroots. Therefore, if the government at this level is strong and capable enough, it will reduce the burden on higher-level authorities, minimize complaints at higher levels, and contribute to maintaining social order and stability... Therefore, It is necessary to reform and improve the capacity of the grassroots government, professionalize its operations, and eliminate the distinction between commune-level civil servants in the state civil servant system...



Cadres and party members must be deeply aware that the Party is a revolutionary organization, joining the Party is to strive and sacrifice for the revolution, for the Party, and for the people, not to seek personal benefits, fame, position. The Party is not an organization to make rich officials. From then on, each Party member and cadre must self-cultivate, train themselves, uphold loyalty, accept sacrifice, and voluntarily perform their duties, obligations, and responsibilities to the Party and the State. , serve and set a good example for the masses.

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