



Received: 29-08-2023
Accepted: 09-10-2023

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Assessing the Status of the Appointment of Senior Personnel in FDI Enterprises in Vietnam

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Abstract

Since the renovation from a centrally planned economy to a model of a market economy, socialist-oriented, managed and regulated by the State, Vietnam has become the to the potential of foreign investors due to political stability, abundant human resources with cheap labor costs. In the context of the outbreak of the Fourth Industrial Revolution, the competition to attract foreign direct investment (FDI) is increasingly fierce. The speed of technological change is increasing, which will require and place more emphasis on each worker's ability to continuously adapt, learn skills and approach new things in a variety of contexts. Automated machines will replace humans, so the impact of unskilled workers from the 4.0 Revolution is not small and the possibility of being eliminated is very high. It is evidence

that competitive advantage has begun to shift from quantity to quality of high-quality human resources, which is considered one of the important factors to attract FDI enterprises to invest in Vietnam. With many foreign-invested enterprises established in Vietnam, the allocation of senior personnel in the enterprise is the most concerned issue. The article focuses on the current labor situation, the appointment of senior personnel of FDI enterprises to evaluate the achieved results, pointing out the limitations, weaknesses and causes. From there, propose appropriate and breakthrough solutions to improve the quality of human resources, appoint senior personnel in line with strategies to attract new generation FDI into Vietnam.

Keywords: Senio Personel, Apointment, FDI, Vietnam

1. Introduction to Research Problem

The contingent of cadres and civil servants at grassroots level is a part of the contingent of cadres and civil servants in general, having a very important position and role in organizing and mobilizing people to implement the guidelines and policies, policies of the Party and laws of the State; strengthening the great unity bloc of the whole people, bringing into play the people's mastery, bringing into play all possibilities for socio-economic development, ensuring the political and social stability for the successful implementation of the renovation cause. "Staff is the root of all work, success or failure is due to good or bad cadres"

The Industrial Revolution 4.0 has a great impact on economic, political, social development, national security, environment, and even the role of civil servants in general, officials and civil servants at all levels base in particular. This has brought many opportunities as well as challenges to every country in the world, including Vietnam. Therefore, one of the urgent requirements today is "to build a contingent of grassroots cadres and civil servants who are good in professional expertise, have state management qualifications suitable to the working position, have knowledge of standard knowledge of informatics and foreign languages, capable of absorbing new technology trends, knowing how to apply information technology to local state management, changing mindset from management-governance to thinking supporting, serving, creating, creating, accompanying development, focusing on building an interactive, partnership, integrity, constructive, serving government."

The team of leaders and managers have a decisive role in organizing the successful implementation of the Party's guidelines and policies and the State's laws, making an important contribution to promoting socio-economic development. Maintain national defense and security and build a strong political system. Personnel work includes stages from recruitment, employment, appointment, training, rotation, immunity, etc. In which, the stage of staff appointment has a very important role and meaning. That is one of the necessary tasks to actively change and perfect the leadership structure in a positive way to help improve the management efficiency of each agency and organization. However, the actual appointment work, in addition to the commendable positive aspects, still has many limitations that need to be overcome and changed.

Observation in an organization in general and a State organization in particular is that the entire workforce is working for the

organization and is arranged to work in a certain way to perform a certain job. In State agencies, personnel includes officials, civil servants and contract workers. In terms of quantity, State agencies have the largest number of personnel, they are "state employees" who are assigned jobs by the state and perform work in the name of the State's power (public employees). Services according to the order and procedures prescribed by law in order to ensure the effectiveness and efficiency of State management. Below we will review the current status of personnel appointment in State agencies in Vietnam.

Staff evaluation plays an important role and is considered as a decisive opening stage in staffing work. Correct assessment will be a good basis for planning, training, fostering, rotating, promoting, appointing, implementing staff policies... accurately and appropriately, helping to promote strengths and overcome problems. Staff weaknesses. This will be good for the operation of the whole organizational apparatus, in which each link will maximize its capacity to fulfill its assigned functions and tasks. In addition, the right assessment also creates a mechanism to stimulate staff's striving for progress and strengthen internal solidarity. On the contrary, wrong assessment will lead to a series of other stages of the cadre work being inaccurate, causing negative consequences for the unit and collective; The cadre who is evaluated incorrectly can actually either be subjective, egotistical, or conceited, or on the contrary, become self-deprecating, discouraged to strive, causing the organization to lose good cadres.

2. Overview of Research Issues

The world is entering the trend of globalization, with obvious development steps and rapid changes in the overall economy, technology, technology and other changes in politics and society. All have given the era its own color. In order to integrate with the world economy, countries have constantly "transformed" so as not to be left out of the development cycle, and that "transformation" is only really effective when countries expand capital sources to conduct investment activities to create new assets for the economy. Capital for economic development can be mobilized at home or from abroad, however, domestic capital is often limited, especially for developing countries (with low accumulation rate, high investment demand). investment is high, so a large amount of capital is required for economic development). Therefore, foreign investment capital plays an increasingly important role in the development of each country. Foreign investment activities are a large capital mobilization channel for economic development, on both the macro and micro levels. On the macro level, foreign investment affects the process of economic growth and transformation. economic structure and social welfare for people, the economic development of a country.

Period 2011-2020

The global economic crisis in 2008 had a negative impact on FDI attraction of Vietnam in 6 years (2009 - 2014); registered capital in 2009 reached 23.1 billion USD and realized capital reached 10 billion USD, from 2010 to 2014 the corresponding annual figures were 20 billion USD and 10 billion USD.

2015 recorded very impressive results of FDI: newly and additionally registered capital was 24.11 billion USD, up 12.5%, realized capital was 14.5 billion USD, up 17.4%

compared to 2014, there were many large FDI projects.

In 2016 newly and additionally registered capital reached 26.69 billion USD, realized capital reached 15.8 billion USD; In the next two years, FDI continued to increase.

In 2019, foreign investors' newly registered capital, adjusted and contributed capital to purchase shares reached 38.02 billion USD, up 17.2%, realized capital reached 20.38 billion USD, up 6.7%. The highlight is that foreign investors contributed capital and bought shares of 15.47 billion USD, an increase of 56.4% compared to 2018, accounting for 40.7% of the total registered capital.

FDI enterprises have export turnover (including crude oil) reaching 181.35 billion USD, up 4.2% and accounting for 68.8% of export turnover of the country; import turnover reached 145.5 billion USD, increased by 2.5% over the same period in 2018 and accounted for 57.4% of import turnover of the whole country; trade surplus of nearly 35.86 billion USD not only offset the 2 5.96 billion USD trade deficit of the domestic economic sector, but also created a trade surplus of 9.9 billion USD.

In 2020, due to the negative impact of the Covid-19 epidemic, FDI attraction decreased. As of August 20, 2020, the total newly registered capital, adjusted and contributed capital to buy shares by foreign investors reached 19.54 billion USD, equaling 86.3%, realized capital reached 11.45 billion USD, equaling 95.7% compared to the same period in 2019.

Export turnover of the FDI sector (including crude oil) reached 113.3 billion USD, equaling 95.5%, accounting for 65.1% of export turnover. Import turnover reached 90.8 billion USD, equaling 94.7% over the same period, accounting for 55.6% import turnover of the whole country. However, the foreign investment sector still had a trade surplus of nearly 22.6 billion USD, offsetting the trade deficit of 11.6 billion USD in the domestic sector, helping the whole country to have a trade surplus of 10.9 billion USD.

According to the United Nations Conference on Trade and Development (UNCTAD), the disruption of the global supply chain caused by the Covid-19 epidemic makes it difficult for international FDI in 2020 to reach 1 trillion USD; while the highest year reached 1 800 billion USD; as a result, many transnational companies (TNCs) "rethink" their global trade and investment strategies towards diversifying their supply sources to reduce risks, instead of relying heavily on China; accelerate the trend of moving FDI enterprises from China to home country as the policy of the US Government, Japan, partly to a third country, in which Vietnam is selected as the top priority. Although it must be very serious with the new trend, it should also be considered as an opportunity for Vietnam to receive a new wave of investment, join the global supply chain, and improve the capacity of the processing, manufacturing and service industries. High Quality.

From the above analysis, it can be forecasted that FDI attraction in 2020 will reach the target in quantity with realized capital of 21-22 billion USD; However, if ministries, local authorities and Management Boards of Industrial Parks and Technical Zones are fully aware of the project selection and investors can achieve the quality goals of Resolution 50/BCT.

From 1988 to the end of 2020, the total registered capital is expected to reach over 400 billion USD, the realized capital is estimated at 234 billion USD, equaling 58.5% of the total

registered capital. In which, although the period 2011 - 2020 took 4 years (2011-2014) and in 2020, FDI attraction did not increase, but in 5 years 2015-2019 continuously increased in both new investment, investment expansion and especially buying shares. Due to the share of foreign investors, the total registered capital, additional capital and share purchase reached 270 billion USD, equaling 67.5%, realized capital reached 156 billion USD, equaling 66% of over 30 years of attracting FDI of our country.

In the period of 2011-2020, the average annual realized FDI capital accounts for about 22-23% of social investment capital.

The FDI sector's contribution to GDP in 2010 was 15.15% and 18.07% in 2015 and 20% in 2019; Compared to the world average, the FDI sector's contribution to Vietnam's GDP is 9.4 percentage points higher (20% versus 10.6%).

The FDI sector paid to the State budget increased rapidly, reaching 3 billion USD in 2010, nearly 6 billion USD in 2015, accounting for 20.28% of total domestic revenue in 2019 (excluding revenue from crude oil and import and export).

Export proportion of FDI sector from 54.1% in 2010, increased to 70.5% in 2019 and forecasted to 64% in 2020; continuous trade surplus to offset the trade deficit of domestic enterprises and create a national trade surplus; The contribution of the FDI sector to Vietnam's exports follows the opposite trend in the world.

The FDI sector has a positive impact on economic restructuring towards modernization.

Industry-construction: The FDI sector accounts for about 55% of the total industrial production value, which has contributed to the formation of a number of key industries of the economy such as telecommunications, oil and gas exploitation, electronics, and chemicals. chemicals, automobiles, motorcycles, information technology, steel, cement, agro-food processing, leather and footwear, textiles, etc. FDI enterprises account for a large proportion in high-tech industries such as oil and gas exploitation. Electronic industry, telecommunications, office equipment, computers.

Agriculture-forestry-fishery: The output growth rate of the FDI sector is always higher than that of the domestic economic sector, which has made a certain contribution to the agricultural restructuring, product diversification, and value enhancement. Exporting agricultural products and absorbing a number of advanced technologies, high-yield and high-quality plant varieties and breeds meeting international standards; However, the impact of FDI is not significant because the proportion of FDI sector in this area is very small

Services: FDI has an important impact on improving the quality of banking and auditing services with modern methods of payment, credit and card. FDI in tourism, hotels, and offices for rent has changed the face of some large cities and coastal areas. Many amusement parks such as golf courses, bowling alleys, and amusement parks create attractive conditions for investors and international visitors.

Education, training, and healthcare have not yet attracted much FDI, but initially a number of high-quality educational institutions, hospitals, modern medical examination and treatment facilities have been established, serving the needs of the people. a part of the Vietnamese population with high incomes and foreigners in Vietnam.

After joining the WTO (World Trade Organization), wholesale and retail trade services developed rapidly,

creating new ways in goods distribution and consumption, and contributed to increasing export turnover of goods.

The FDI sector has created jobs for about 4.5 million direct workers and many millions of indirect workers, including tens of thousands of skilled workers, engineers and highly qualified managers, contributing to the formation of the national team. labor force in both quantity and quality to carry out industrialization and modernization of the country.

Period 2021-2025

Building a digital economy, digital business and digital society requires renewing thinking and actions to attract FDI in a more scientifically-based way, not only attaching importance to scale, but more importantly is the quality and socio-economic efficiency of FDI projects to contribute to the implementation of the new orientation on FDI attraction set out in Resolution No. 50-NQ/TW of the Politburo.

There are five key issues to keep in mind:

- Improve the quality and implementation of the plan
- Developing national norms and standards
- Targeting Transnational Corporations (TNCs)
- Upgrading the contingent of civil servants
- Institutional improvement

3. Current Status

The phrase "senior personnel" is now commonly used in Vietnamese enterprises. Although senior personnel only account for an average of no more than 10% of the number of employees in enterprises, they bring 90% of the profits of that enterprise. So, what are senior personnel like and what qualities do they have? Mr. Tran Viet Dung, General Director of GUIDEA Company, "revealed" to employers the important factors to evaluate a senior employee: The quality of a senior employee, in my opinion, needs to be assessed. based on three factors: Knowledge (Knowledge), Skills (Skill) and Attitude towards the business environment (Attitude).

Senior personnel often have a wealth of professional and social knowledge. In addition to the knowledge they learn in training schools, they also accumulate other knowledge and skills in the process of interacting with the living environment. Senior personnel are those who always tend to use data thoroughly to plan into "flows" of useful information for improving their knowledge in many aspects. In fact, we have had many opportunities to dialogue with senior personnel. They not only have good professional knowledge but also profound knowledge of culture - society - politics... Perhaps it is that "background" knowledge that helps them solve problems quickly and effectively more effective than other employees.

Senior personnel often possess the necessary skills to solve problems independently as well as in teamwork. However, they clearly show leadership and management qualities through the skillful use of "soft" skills such as negotiation and decision-making skills, analytical and problem-solving skills, and skills deal with crises and overcome cultural and lifestyle obstacles.

Senior employees in organizations are often people with a positive attitude towards work. In them, they always show the necessary optimism and calm before all problems (often revealed through solving the situations that businesses often face in a fiercely competitive business environment). Senior

people often try to overcome barriers to better interact with stakeholders to achieve goals and accomplish tasks.

When working with senior personnel at businesses, we often find that they have attitudes that are consistent with the business environment as well as the cultural environment of their business. In fact, it will be extremely difficult if we try to "draw" the portrait of senior personnel because each industry, each business often has different criteria in evaluating work results as well as potential development of each employee.

However, we can understand: Senior personnel are people with sufficient knowledge, skills and attitudes to successfully complete the main strategic tasks of the organization. And finally, senior staff should be those who have achieved certain achievements in their own work history assessment.

Recruitment method:

▪ Study:

Based on their recruitment needs, businesses need to identify and track potential and promising individuals within the previous 6-18 months. Consider marketing trends in recruitment: In this day and age, highly skilled workers have become really expensive commodities. Therefore, what they really care about is not only the salary but also the reputation and prestige of the employer. Therefore, businesses must take care of developing their brands to attract talent.

▪ Analysis:

Carefully analyze the sources of personnel recruitment as well as the methods of training them. This means that you will have to use the necessary online tools, especially human resources websites, to gather information and research the market or find and evaluate potential candidates.

▪ Online Recruitment:

Online recruitment is increasingly dominant over other conventional forms of recruitment. Currently, high-end headhunters in the US are facing many forms of non-traditional human resource recruitment: Online talent search channels are increasingly encroaching with a full range of convenient services of Even the services are still considered the strength of traditional headhunters. Thus, the piece of cake that is considered quite attractive by companies providing traditional recruitment and headhunting services is at risk of being split.

In the US today, an average of about 25% of vacancies are filled through online recruitment. In Vietnam, online recruitment is highly appreciated by employees. Quite a few online recruitment websites are operating effectively such as <http://www.vietnamworks.com/>, <http://www.kiemviec.com/...> These websites have met the job search needs of a large number of workers in the @ era because of its convenience and efficiency...

Recruitment Advertising strategy is being applied everywhere. The idea of Recruitment Advertising has been around in the US since the 1950s. This idea has been adopted by big-name companies like Hodes Advertising and Shaker Advertising. It has helped businesses map out their personnel requirements so that they can choose the best options in the mass media to advertise their recruitment. Unlike the US, companies in the UK are often affiliates of Executive Search service providers. Nowadays, companies

specializing in Recruitment Advertising will help clients choose the most effective communication strategy for posting recruitment ads, cooperate with businesses in improving the reputation and reputation of the company. employers-customers to attract good candidates for the business.

In the past few years, in Vietnam, Recruitment Advertising has started to be applied, especially in recruiting senior human resources. Not all employers have a clear view of the media market. So sometimes they threw money out the window when they put job ads in popular newspapers and magazines. To attract customers - employers, some headhunters have opened a type of consulting service to help businesses choose communication strategies; This is also one of the ways for them to keep a "win-win" relationship with customers in the context of increasingly fierce and fierce competition.

There is a shortage of senior human resources in foreign-invested enterprises in Vietnam. To address the shortage of mid- and senior-level human resources in Vietnam, foreign companies in Vietnam make a significant contribution to solving the problem of the shortage of highly qualified human resources, through various programs. Links with universities, colleges and even internal training programs. Foreign companies develop diverse training programs, not only for new employees but also for the entire staff at all levels throughout their working life at the company. The training content is also aimed at providing knowledge and skills suitable to the company's production and business activities, and at the same time keeping up with the development trend of the society. As a result, those training programs have solved the human resource difficulties that foreign enterprises face in Vietnam.

In foreign enterprises, the nature of human resources, the diversity of countries, and language factors become barriers in human resource management. Effectively managing a strong team with diverse cultures and working styles can create special advantages for foreign enterprises in Vietnam such as creating an effective and attractive working environment and retain talents, create trust for customers and partners, help promote the strategic strength of the business, increase operational efficiency and make a difference in the market. Efficiency and differentiation will help businesses compete well in the market.

Implement and expand models of connecting businesses with secondary schools, colleges, universities, and vocational education institutions to contribute to adding high-quality human resources to enterprises with investment capital. foreign investment.

4. Solution

Assessment Center:

Senior personnel are those who have the knowledge, skills and attitudes to successfully complete key, strategic tasks of the organization. And finally, senior staff should be those who have achieved certain achievements in their own work history assessment.

The qualities of a senior personnel need to be evaluated based on three factors: Knowledge, Skills and Attitude towards the business environment. Senior personnel often have a wealth of professional and social knowledge. This knowledge they not only learn at business administration training schools but also by the self-accumulation of each

person in the process of interacting with the living environment.

Appointing a senior employee is often very difficult to select a few candidates, but according to traditional selection methods, they sometimes miss candidates who have the necessary elements of the business, so a new method "Assessment Center" is able to see the full potential of the evaluators and is more comprehensive to the candidates.

The assessment center is a form of utilizing the qualifications of a number of qualified and experienced professionals to use standardized techniques to accurately identify the qualifications of the candidates, helping the candidates to opportunity to demonstrate the skills they possess in a variety of situations.

Assessment centers are often used when recruiting management and supervisory experts. Candidates are placed in situations similar to what they would normally encounter on the job, undergoing a series of group activities, interviews and tests to demonstrate that they have the necessary skills for the job with the position they are applying for.

The general principles and things to keep in mind about how the assessment center should operate have set out a number of standards as follows:

1. Employers determine a candidate's ability through a test, which allows candidates to state their perception and analysis of the job and related behaviors.
2. Behavioral observations recorded by assessors will be attributed to the candidate's actual qualifications, such as knowledge, skills or experience.
3. There are many tools to evaluate candidates, such as multiple choice, interviews, questionnaires and job simulation requirements, etc. to provide a variety of information about the candidate's ability.
4. Experts invited to participate in the assessment of candidates must be trained and agreed on the required competence requirements of the candidate.
5. Each expert can choose the most appropriate tool to use in discovering the candidate's abilities.
6. After observing, recording and evaluating the candidate's behavior, each expert has the task to write an assessment, giving his independent opinions about that candidate from different angles.
7. During a meeting of the assessment center, the experts are given a summary report on the candidate's ability (distilled from the evaluations of each expert) according to specific standards (which can be assessed). assessed by score or pass, fail or excellent). Based on that result, the evaluation center will vote to have the final evaluation result on the candidate.

Appointment process:

- Please policy appoint staff:

Conduct discussions and proposals on structure, standards, conditions, and personnel introduction process. That is to bring implementation to the need in addition to some key criteria. Implement on the basis of guidelines, requirements and tasks of agencies and units. As well as consider human resources in the planning.

Make a request to the competent authority about that need. No later than 10 working days from the date of receipt of the request. Competent authorities consider and decide on appointment policy.

With the confirmation for the actual implementation of the appointment policy. No later than 15 days after receiving a written agreement on the appointment policy of the competent authority. The head of an agency or organization conducts the personnel selection process.

- Define specific criteria:

The leadership team discusses with the work in the implementation to define more specific criteria. Implement uniformity on structure, standards, conditions and process of introducing personnel. Bringing common opinions gathered and agreed upon after the discussion process. Then proceed to introduce personnel by secret ballot.

Proposing personnel options, with implementation content for defined information. Discuss and exchange to select personnel, with agreements in content to effectively discuss. Conduct a vote on qualified individuals.

- Conduct discussions and introduce personnel by secret ballot:

The leadership collective, based on specific defined conditions and standards. Including structure, standards, conditions, requirements, duties and responsiveness of staff, etc. Based on the results of personnel introduction in step 2, with the number of people participating in this step next. Conduct discussions and introduce personnel by secret ballot. With the implementation of the comments reflected, effective evaluation.

- Collecting opinions of key personnel on human resources:

- Exchange and discuss the structure, standards, conditions and ability to meet the requirements and duties of officials. Still brings the necessary information to exchange for the purpose of staff selection.

- Announce the list of cadres introduced by the leadership team (in step 3). Provide guaranteed candidates selected after conducting voting.

- Summary of curriculum vitae, learning process, work, comments, assessment of advantages, disadvantages, strengths, weaknesses, development prospects. State the achievements, performance characteristics with appropriate advantages.

- Expected work assignment. Provide anticipation as well as definition for the expressed need. There, the appointee will proceed with the new work. Compatible with their experience, competence and qualifications.

- Record the opinion form (can be signed or not signed). Presented with information necessary for the assessment of senior personnel.

- The leadership team discussed and voted on personnel:

The leaders group analyzed the voting results at the conferences. This result is determined with the calculation for the percentage of votes cast. From there, specific information for the assessment of the appointed subject can be obtained.

Leaders verify and conclude new problems (if any). In order to solve problems that may arise in the course of work.

The leadership team discusses, comments, evaluates and votes on personnel (by secret ballot). Confirmation is needed for the opinions of these subjects to be reflected.

- Regarding state management in foreign investment activities:

Maintain a regular dialogue mechanism between leaders of the Government, ministries and sectors and investors, to ensure that projects operate on schedule and effectively. To step up the implementation of decentralization of state management between the Government and the authorities of the provinces and cities directly under the Central Government; focus on guiding, inspecting and supervising the implementation of local laws and policies to avoid the promulgation of preferential policies beyond the framework; gradually reduce the direct involvement of the central management agency in handling specific issues, in which the task of investment assessment and post-audit is enhanced; training and fostering managers from central to local levels through organizing short-term training sessions. Continue to promote the application of information technology in management in order to improve the efficiency of foreign investment activities at both central and local levels. Improve the effectiveness of anti-corruption and harassment for investors. Uphold the sense of personal responsibility in handling work, practice thrift, and fight waste in state management agencies. Innovate and accelerate promotional activities.

Continue to strengthen and innovate investment promotion, focusing on strategic partners. Along with organizing seminars to introduce the general investment environment in localities and partners that are studied and identified through investment experience, it is necessary to strengthen direct mobilization of large corporations to invest in investment projects. Invest in specific projects. Study the potential investment locations abroad to guide the overseas investment activities of domestic enterprises in order to improve efficiency.

Complete the development of detailed project information for the national portfolio to serve as a basis for calling foreign investors to invest in these projects.

Research on the development of legal documents on investment promotion in order to create a unified legal basis for state management. The solution on wage labor is to consider supplementing or promulgating policies on salary, insurance, housing and a number of other social policies, and at the same time strengthening the inspection of the implementation of such policies. Such policy to ensure legitimate interests and improve the material and spiritual life of workers and workers in FDI enterprises.

In addition, leaders need to focus on training and retraining management staff and technical workers to meet the requirements of the scientific and technological revolution and of FDI enterprises. To closely associate vocational training at schools with FDI enterprises, adopt policies to encourage enterprises to participate in the process of training and retraining the workforce in accordance with the characteristics of enterprises.

5. Conclusion

This topic comprehensively and objectively analyzes the current situation of the team of leaders and managers; status of staff assessment and planning at all levels and branches in State agencies in Vietnam. Deeply grasping the guiding ideology of the Central Committee and the Politburo on strongly and comprehensively reorganizing the cadre work; cadre building and cadre work must really become a "central" and "key" task in Party building work, related to

the survival and destiny of the country. Cadres are the decisive factor in the success or failure of a revolution. Our Party requires: "Must understand cadres, properly evaluate cadres, and focus on justice." Only then will we arrange and use it reasonably, avoiding defects and mistakes; know how to take advantage of advantages, avoid disadvantages, know how to promote advantages, avoid disadvantages. The appointment is to develop and perfect policies, to develop and use talents. There is a mechanism to protect cadres who are responsible for their work who dare to think, dare to do, need sheep and be creative. In addition, it also strictly handles violations.

This is not only a specific, "standardized" solution, with strict sanctions, but also a solution to deal with the root cause, while creating an environment and mechanism to promote strong, comprehensive and bright innovation. Decentralize powers and responsibilities, strengthen inspection and supervision of powers, strictly handle violations of the law in cadre work. The building of a contingent of cadres at all levels must be based on the requirements and tasks of the new period through actual activities and revolutionary action movements of the people, and coordinate to promote the construction and rectification of cadres. Along with the reform of the Party's leadership method. Activities to raise people's knowledge, develop human resources, attract and utilize talents.

Appointing worthy people to leadership and management positions is actually an expression of the sense of responsibility before the people, which is to bring in a qualified person to effectively carry out national benefits. benefit the people, serve the people better. However, it is not easy to appoint a person who really has moral qualities, who has power and professional qualifications, especially according to our country's career model, which is easy to remove or dismiss. Therefore, the appointment of leaders and managers needs to change to match the actual situation.

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