

Current Situation and Some Solutions for the Current Situation of the Policy on Training and Development of Commune-Level Officials in Thai Nguyen City, Thai Nguyen Province, Vietnam

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ABSTRACT: Training and fostering civil servants is always an important task in the personnel work of the Party and the State. Training and fostering activities are the inevitable and most important way to equip knowledge, skills, and methods to perform tasks in public service activities, contributing to building a team of professional civil servants with good moral qualities, political courage and capacity, meeting the requirements of serving the people and the cause of national development. The

majority of communal-level civil servants are politically steadfast, striving to study, practice and mature from the grassroots; some are trained in basic professional qualifications and political theory, contributing to the success in local socio-economic development and the cause of industrialization and modernization of the country.

Keywords: Policy, Training, fostering, commune-level civil servants.

1. Current status of the scale of commune-level civil servants in Thai Nguyen city, Thai Nguyen province

Table 1.1: Scale of commune-level civil servants in Thai Nguyen city

Target	2021	2022	2023	2022/2021		2023/2022	
				±	%	±	%
Total civil servants	634	645	652	11	1,7	7	1,1
- Staff	320	318	318	-2	0,6	-	-
- Officer	314	327	334	13	4,1	7	2,1
Gender breakdown							
- Male	337	334	337	-3	0,8	+3	0,8
- Female	297	311	315	+14	4,7	+4	1,3
Classified by age							
- Age under 30 years old	54	70	75	+16	29,6	+5	7,1
- Age 30-40 years old	248	227	229	-21	8,5	+2	0,9
- Age 41-50 years old	186	219	219	+33	17,7	-	-
- Age over 50 years old	146	129	129	-17	11,6	-	-
Professional qualifications							
- Master	48	63	92	15	31,3	29	4,4

- University	427	450	454	23	5,3	4	0,9
- College	103	89	64	-14	-13,6	-25	-39,1
- Intermediate	41	33	32	-8	-5,3	-1	-3,1
- Untrained	15	10	10	-5	-33,3	-	-

(Source: People's Committee of Thai Nguyen City)

Regarding the number of commune-level civil servants in Thai Nguyen City: the number of commune-level civil servants in Thai Nguyen City tends to increase over the years. In 2021, there were 634 commune-level civil servants in Thai Nguyen City, of which 320 were commune-level civil servants and 314 were commune-level civil servants. In 2022, there were 645 commune-level civil servants in Thai Nguyen City, of which 318 were commune-level civil servants and 327 were commune-level civil servants. The total number of commune-level civil servants in 2021 increased by 11 people compared to 2022. Of which, the number of cadres decreased by 2 people, the number of civil servants increased by 13 people compared to 2021.

In 2023, in Thai Nguyen city, there are 652 commune-level cadres and civil servants, of which: 318 are commune-level cadres and 334 are commune-level civil servants. The total number of commune-level cadres and civil servants in 2023 increased by 7 people, equivalent to an increase of 2.1% compared to 2022. Of which, the number of cadres remains unchanged compared to 2022, the number of civil servants increased by 7 people.

Regarding the size of Thai Nguyen City's cadres and civil servants by gender: The labor structure by gender includes male and female workers. The data table shows that the number of male cadres and civil servants is higher than the number of female cadres and civil servants, but the difference is not large. In 2021, out of a total of 634 commune-level cadres and civil servants in Thai Nguyen city, 337 cadres and civil servants are male, accounting for 53.2%; 297 cadres and civil servants are female, accounting for 46.8%. In 2022, out of a total of 645 commune-level cadres and civil servants in Thai Nguyen city, 334 cadres and civil servants are male, accounting for 51.8%; 311 cadres and civil servants are female, accounting for 48.2%. In 2023, out of a total of 652 commune-level cadres and civil servants in Thai Nguyen city, 337 cadres and civil servants are male, accounting for 51.7%; 315 cadres and civil servants are female, accounting for 48.3%.

Regarding the scale of cadres and civil servants of Thai Nguyen City by age: Commune-level cadres and civil servants in Thai Nguyen City

are divided into 4 age groups, namely: age group under 30 years old; age group from 30-40 years old; age group from 41-50 years old; age group over 50 years old. In the period of 2021 - 2023, the age group with the largest concentration of commune-level cadres and civil servants is the age group from 30-40 years old, accounting for an average proportion of 36.5%. The age group with the second largest concentration of commune-level cadres and civil servants is the age group from 41-50 years old, accounting for an average proportion of 32.3%. The age group with the third largest concentration of commune-level cadres and civil servants is the age group over 50 years old, accounting for an average proportion of 20.9%. The age group with the lowest concentration of commune-level cadres and civil servants is the age group under 30 years old, accounting for an average proportion of 10.3%. Commune-level cadres and civil servants in this age group are mainly newly recruited cadres and civil servants. In general, in terms of age group, commune-level cadres and civil servants in Thai Nguyen city have had succession between different age groups. The number of cadres and civil servants under 40 years old is the team that brings to the agency a dynamic working atmosphere, professional and youthful working style.

Professional qualifications of Thai Nguyen City's cadres and civil servants: In the period 2021 - 2023, the position of professional qualifications has changed over the years. In 2021, the proportion of commune-level cadres and civil servants with university degrees accounted for the highest proportion with an average proportion of 67.3%. The second largest proportion was commune-level cadres and civil servants with college degrees with an average proportion of 16.2%. The third largest proportion was commune-level cadres and civil servants with graduate degrees with an average proportion of 7.6%. In 2023, the number of commune-level cadres and civil servants with university degrees accounted for the highest proportion with an average proportion of 69.6% of commune-level cadres and civil servants in Thai Nguyen City with university degrees. The second largest proportion was commune-level cadres and civil servants with

master's degrees with an average proportion of 14.1%. The third largest proportion is commune-level cadres and civil servants with college degrees, with an average proportion of 7.2%. The number of commune-level cadres and civil servants with master's degrees is increasing in both quantity and proportion. This is a positive sign because many commune-level cadres and civil servants have realized the importance of studying to improve their professional qualifications. The number of commune-level cadres and civil servants with intermediate training and without training accounts for a small proportion. The number of commune-level cadres and civil servants with intermediate training and without training is decreasing in both quantity and proportion.

2. Current status of implementing training and fostering policies for commune-level civil servants in Thai Nguyen City

The author conducted the investigation on civil servants working at the People's Committees of wards in Thai Nguyen city, with the number of commune-level civil servants being 652 people. The author uses the Slovin formula (1960) to determine the sample size, specifically as follows:

$$n = N / (1 + N * e^2)$$

$$n = 652 / (1 + 652 * 0.052) = 247$$

The author conducts the survey with a total of 247 samples.

2.1. Develop a plan to implement the policy of training and fostering civil servants at the commune level in Thai Nguyen City

Developing a plan to implement the policy of training and fostering civil servants at the commune level is one of the important tasks to put the policy into practice. Realizing the importance of this work, local authorities have urgently carried it out.

Thai Nguyen City has based on Decision No. 01/2015/QĐ-UBND dated January 7, 2015 of the Provincial People's Committee on promulgating the Regulation on decentralization of management of organizational structure, payroll, salaries, cadres, civil servants, public employees and contract workers in agencies and units of Thai Nguyen province; Decision No. 378/QĐ-UBND dated February 9, 2021 of the Thai Nguyen Provincial People's Committee on promulgating the Plan for training and fostering cadres, civil servants and public employees of Thai Nguyen province for the period 2021-2025 to develop a plan for training and fostering commune-level cadres and civil servants in Thai Nguyen city.

According to the plan, in 2023, there will be 61 classes (some from 2021, 2022) with training contents such as Advanced political theory, Intermediate political theory, training classes for Party, government, mass organizations, leadership training, management, training for specialists and senior specialists. The classes are mainly trained and managed by the Provincial Political School, in addition, there are also training classes for the needs of the unit and coordinated with universities in Thai Nguyen University.

Table 2.1. Evaluation of planning work on training and fostering civil servants at commune level in Thai Nguyen City

Statistics		Annually, there is a plan for training and fostering civil servants.	Develop a plan to implement training policies for civil servants in accordance with practical needs.	Widely and publicly announce the training and development plan for civil servants.	There is an assessment of training needs of civil servants.
N	Valid	247	247	247	247
	Missing	0	0	0	0
	Mean	3.5749	3.2632	3.2672	3.5182
	Std. Deviation	1.21033	1.30336	1.32267	1.25858
	Variance	1.465	1.699	1.749	1.584
	Minimum	1.00	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00	5.00

(Source: Author's survey data)

Through the data table, we can see that there are 2 criteria that achieve Good: the criterion "Annual issuance of training and development plan for civil servants" with an average score of 3.57 and the criterion "Evaluation of training and development needs of civil servants" with an average score of 3.52. Every year, Thai Nguyen province issues a plan for training and development of civil servants and public employees of the province and deploys it to wards, communes and districts.

There are 2 criteria that only achieved the Average level: the criterion "Developing a plan to implement the policy of training and fostering civil servants in accordance with practical needs" with a score of 3.26 and the criterion "Widely and publicly announcing the plan for training and fostering civil servants" with a score of 3.27. In reality, the development of a plan to implement the policy of training and fostering civil servants still has some shortcomings such as: overlapping between levels and sectors in the implementation process; unclear division of labor between relevant organizations, units and individuals; limited coordination, shirking of responsibility in the implementation process. There is an assessment of the need for training and fostering civil servants but it is still formal, and no plan has been developed according to the needs.

2.2. Disseminate and propagate the implementation of training and fostering policies for commune-level civil servants in Thai Nguyen City

During the initial period of the policy's promulgation, localities focused on the preconditions for implementing the policy. 100% of the People's Committees of the Wards directed and focused on propagating, disseminating and thoroughly implementing the policy to commune-level civil servants. In addition, localities organized training for commune-level specialists and key commune-level cadres to fundamentally change the awareness of civil servants about the purpose and significance of training and fostering commune-level civil servants and to guide and implement policies on training and fostering commune-level civil servants in accordance with local characteristics.

Along with issuing specific plans, before organizing conferences on propaganda, dissemination and legal education, the People's Committee of Thai Nguyen City directed the specialized department to survey and grasp the training needs of each target group and the characteristics of each ward and commune. From there, there is a specific and concise propaganda orientation for civil servants to understand and remember easily so that civil servants at the commune level can participate in training and fostering classes to improve their professional qualifications, legal knowledge, working skills, etc.

Table 2.2. Evaluation of dissemination and propaganda work on training and fostering policies for commune-level civil servants in Thai Nguyen City

Statistics		Disseminate and propagate the policy of training and fostering civil servants to be implemented regularly.	Quality of propaganda work on training and fostering policies for civil servants
N	Valid	247	247
	Missing	0	0
	Mean	3.5061	3.3158
	Std. Deviation	1.23917	1.29000
	Variance	1.536	1.664
	Minimum	1.00	1.00
	Maximum	5.00	5.00

(Source: Author's survey data)

The dissemination and propaganda of the policy on training and fostering of civil servants at the commune level in Thai Nguyen City is regularly implemented by the establishments, with the criterion "Disseminating and propagating the

policy on training and fostering of civil servants being implemented regularly" being evaluated as Good with a score of 3.50. However, the quality of the dissemination and propaganda work has not been highly appreciated and has not been effective,

with the criterion "Quality of propaganda on training and fostering policy for civil servants" being evaluated as only Average with a score of 3.32. Some weaknesses in the dissemination of the policy on training and fostering of civil servants at the commune level in Thai Nguyen City, such as the implementation of propaganda and implementation of the policy on training and fostering of civil servants at the commune level, are not uniform. In some units, the implementation is still formal, the information is not specific and not clear, making civil servants not fully understand the spirit of the policy. Many cases of propaganda that integrate many contents and spirits in one implementation cause those in need of training and development to not identify beneficiaries of the policy, to be passive in the arrangement and planning of available training classes by superiors, and not to be proactive in the annual study plan of commune-level civil servants.

2.3. Assignment and coordination in implementing training policies for commune-level civil servants in Thai Nguyen City

The People's Committee of Thai Nguyen City has paid great attention to the assignment and coordination in implementing policies according to the set plan in order to achieve the highest efficiency of the training and fostering policy for local civil servants. Every year, the People's

Committee of the City directs the Department of Home Affairs to report and evaluate the implementation of policies for commune-level civil servants, with special attention paid to training and fostering to improve the capacity of the team, thereby adjusting and supplementing the assignment and coordination of agencies and units accordingly, specifically: Department of Home Affairs: coordinates with the People's Committees of Wards in the area to send civil servants to attend training courses when notified. At the same time, it is responsible for checking, monitoring and urging the sending of civil servants to attend training courses of organizations and units according to regulations, reporting the results of training and fostering to the People's Committee of the City and the Department of Home Affairs of Thai Nguyen province. The Department of Finance and Planning is responsible for ensuring funding for civil servants sent to study in accordance with the regulations of the Ministry of Finance. The Department of Culture and Information carries out the dissemination and propaganda work on the purpose and feasibility of the policy. Agencies, units, and People's Committees of wards are responsible for developing training plans for planned cadres and civil servants directly performing public duties in accordance with local realities.

Table 2.3. Evaluation of the assignment and coordination in implementing the policy of training and fostering civil servants at the commune level in Thai Nguyen City

Statistics		There is coordination in implementing policies on training and fostering civil servants.	Evaluation of coordination in implementing training policies for civil servants	Teaching quality of training and refresher courses of training institutions.
N	Valid	247	247	247
	Missing	0	0	0
	Mean	3.5020	3.3927	3.6194
	Std. Deviation	1.24246	1.26058	1.21345
	Variance	1.544	1.589	1.472
	Minimum	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00

(Source: Author's survey data)

Through the table of data assessing the assignment and coordination in implementing the policy of training and fostering civil servants at the commune level in Thai Nguyen City, we can see that the criterion that is evaluated as Good is the criterion "There is coordination in implementing the policy of training and fostering civil servants"

with a score of 3.50, thereby showing that in the annual training and fostering policy for civil servants at the commune level in Thai Nguyen City, there is coordination between units within the agency and training facilities outside the agency. However, civil servants believe that the coordination between management agencies,

agencies using civil servants at the commune level with training and fostering facilities is not synchronous, unscientific, and does not create conditions for training and fostering facilities in the annual implementation plan. This is shown through the criterion "Evaluation of coordination in implementing the policy of training and fostering civil servants" only reaching the average evaluation level with a score of 3.39. The criterion "Teaching quality of training and refresher courses of training institutions" is assessed at a good level with a score of 3.62. This shows that civil servants assess the teaching quality of lecturers at the institutions as satisfactory, the way of conveying knowledge is easy to understand, and the latest knowledge is updated.

2.4. Maintain the implementation of the policy of training and fostering civil servants at the commune level in Thai Nguyen City

The People's Committee of Thai Nguyen City has thoroughly grasped the Party's guidelines

and the Government's policies and proactively developed plans to implement and maintain policies to ensure effective policy implementation and promote their effectiveness in practice. The quality of civil servants has been improved over time, reflected in their effectiveness in performing public duties, contributing to improving the city's socio-economic indicators. The People's Committee of the City regularly directs the Department of Home Affairs to coordinate with the Provincial Department of Home Affairs to advise and propose ideas to implement optimal measures and solutions to implement policies to promote the effectiveness of policies and ensure that policies are maintained in the actual conditions of the province, achieving policy goals; directs the People's Committees of districts, towns and cities to deploy and maintain policy implementation in accordance with each stage and characteristics of commune-level civil servants in the locality.

Table 2.4. Evaluation of the implementation of training and fostering policies for commune-level civil servants in Thai Nguyen City

Statistics		Implementing the policy of training and fostering civil servants according to the issued plan	Civil servants seriously implement training courses	Support level for commune-level civil servants to attend training and development
N	Valid	247	247	247
	Missing	0	0	0
	Mean	3.6599	3.5466	3.3846
	Std. Deviation	1.16073	1.21511	1.22717
	Variance	1.347	1.476	1.506
	Minimum	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00

(Source: Author's survey data)

Through the survey, we can see that the two criteria "Implementation of training policies for civil servants according to the issued plan" and "Civil servants seriously study training courses" are both assessed at Good level with an average score of 3.66 and 3.55. Thereby, the planning and implementation are in accordance with the plan. Trainees basically actively exchange and discuss the content of the training course topics, actively share practical experiences and real situations during the study period, follow the lecturer's study instructions well, fully implement the regulations of the training course, training and fostering facilities, training and research facilities, 100% of the trainees meet the requirements after completing the course. However, regarding the level of support

for commune-level civil servants to attend school, the surveyed civil servants assessed it at Average level with a score of 3.38. Therefore, the level of expenditure to encourage and motivate civil servants to participate in training and development is still low, not meeting the needs of food and accommodation of students, most of the students have to pay extra personal expenses to meet the requirements. Therefore, in order to maintain the effective training and development policy, the State needs to consider a more reasonable level of support for commune-level civil servants to attend training.

2.5. Monitor, inspect and urge the implementation of training policies for

commune-level civil servants in Thai Nguyen City

Circular No. 03/2023/TT-BNV dated April 30, 2023 of the Ministry of Home Affairs guiding a number of regulations on assessing the quality of training for cadres, civil servants and public employees applicable to training courses (including direct teaching in class or remotely): training courses on state management knowledge and skills according to civil servant rank standards; training courses according to professional title standards of specialized civil servants; training courses according to requirements of leadership and management positions; training courses according to requirements of professional

positions; training courses according to standards of positions and titles of commune-level cadres and civil servants. Evaluation contents include: programs, documents; trainees; lecturers; facilities and support activities; training courses; post-training effectiveness.

Based on the results of the assessment of training quality, the Ministry of Home Affairs; agencies and units managing and using cadres, civil servants and public employees; the National Academy of Public Administration; training and fostering facilities; training and research facilities propose and implement innovative solutions to improve the quality of training cadres, civil servants and public employees.

Table 2.5. Evaluation of monitoring and supervision of the implementation of training policies for commune-level civil servants in Thai Nguyen City

Statistics

	Conduct inspections and supervision according to regulations of training courses for civil servants	Conduct regular and serious inspections and supervision	Inspection and supervision work brings efficiency in training and fostering civil servants.
N	247	247	247
Valid	247	247	247
Missing	0	0	0
Mean	3.6478	3.5385	3.3887
Std. Deviation	1.15533	1.20194	1.23744
Variance	1.335	1.445	1.531
Minimum	1.00	1.00	1.00
Maximum	5.00	5.00	5.00

(Source: Author's survey data)

Through the survey data table, we can see that in the process of implementing the policy of training and fostering civil servants at the commune level in Thai Nguyen City, the work of inspecting and urging training and fostering classes is carried out and conducted regularly. Shown in the two criteria "Is inspection and urging carried out according to the regulations of training and fostering classes for civil servants" and "Regular and serious inspection and urging are carried out" are evaluated as Good with an average score of 3.64 and 3.53. However, the inspection and urging are only formal and respectful, so they have not yet brought high efficiency. Learning still has to come from the self-awareness of the learner, not from the test to attend the full course, so the learning results have not really brought the right knowledge needed for the civil servants themselves to go for training and fostering.

3. Some solutions to improve the effectiveness of implementing the policy of training and fostering civil servants at the commune level in Thai Nguyen City, Thai Nguyen Province

3.1. Innovation in planning and implementing policies on training and fostering civil servants at commune level

First of all, Thai Nguyen City must focus on developing a plan or action program on training and fostering civil servants and public employees until 2025, with a vision to 2030. In which, training and fostering civil servants at all levels must be linked to the overall programs of state administrative reform and the national digital transformation program, the program of building e-government, towards digital government and new requirements for civil servants at all levels in the new context of the locality, region and country.

The plan needs to mobilize the participation of commune-level civil servants themselves, of agencies managing and using commune-level civil servants in determining

training and development needs, in proposing training and development programs suitable for job positions and local characteristics, attracting opinions to perfect the program, content and methods, and ways of organizing classes when implementing training and development programs for them with the aim of linking the programs with practical requirements.

Planning must ensure funding for the entire policy implementation process. Policy implementation activities include: Developing a plan to implement training and development policies; disseminating and propagating training and development policies; assigning and coordinating policy implementation; maintaining and adjusting policies; monitoring, checking, urging, summarizing, and drawing lessons from policy implementation.

3.2. Improve the effectiveness of propaganda work on training and fostering policies for commune-level civil servants

The propaganda work must achieve the goal of making civil servants understand the purpose of participating in training courses and the true meaning of new knowledge and skills in innovation and improving the quality of public service in the context of many changes as today. In addition, propaganda work also helps civil servants have a more proactive and positive approach to the courses; helps civil servants identify the correct programs they must attend to complete the requirements of the job position they are undertaking according to current regulations; helps civil servants attend training courses that meet the requirements and purposes, avoiding widespread and unintentional registration; helps civil servants effectively apply the knowledge and skills learned to their actual work.

The team assigned to carry out propaganda work must be knowledgeable about policies, grasp information about civil servants and the ability to implement policies in the coming time. The staff who mobilize and propagate must inspire the will to learn in civil servants. The training facilities for civil servants must invest well in information and recruitment work so that civil servants clearly understand the content, objectives and forms of organization. Through that, civil servants can proactively participate.

3.3. Strengthening coordination between key enforcement agencies in training and fostering commune-level civil servants

Provincial-level civil servant training management agencies need to closely coordinate with departments, branches and district-level authorities in planning and preparing necessary resources for the policy implementation process; coordinate with relevant agencies in disseminating and popularizing the content of the policy; coordinate with civil servant training facilities to unify the program content, methods and forms of organization, and funding for training courses in accordance with local orientations. Thus, as an advisory body to the City People's Committee in training and fostering civil servants at the commune level, the Department of Home Affairs needs to research, develop plans and implement coordination with relevant individuals and organizations in a reasonable manner to achieve the highest results in implementing policies at the local level.

Training facilities for civil servants must closely coordinate with state management agencies on training and education; agencies sending people to study to develop appropriate content and programs and unify quality assessment standards for courses appropriate to the characteristics of trainees' qualifications and the nature of knowledge and work skills training courses.

3.4. Strengthening the monitoring, inspection and evaluation of the effectiveness of implementing policies on training and fostering civil servants at the commune level.

Linking training and development with the use of communal-level cadres and civil servants, and at the same time strengthening inspection, supervision and evaluation of the performance of communal-level cadres and civil servants after training and development. This is an indispensable measure in the training and development of cadres and civil servants because the effectiveness of using cadres and civil servants is a direct result of the training process. Training and developing cadres and civil servants without using them effectively will cause waste of human resources, money and time. In addition, the City's Department of Internal Affairs needs to coordinate with the Departments of Internal Affairs in the districts to strengthen the review and evaluation of the performance of cadres and civil servants before, during and after training and development in order to accurately measure the effectiveness of training and development.

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