

MINISTRY OF EDUCATION
AND TRAINING

MINISTRY OF
HOME AFFAIRS

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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**EVALUATION OF THE RESULTS OF OFFICIAL
DUTY PERFORMANCE**

Major: Public Administration

Code: 62.34.82.01

THE ABSTRACT OF DOCTORAL THESIS
PUBLIC ADMINISTRATION MANAGEMENT

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HA NOI - 2015

The research project is completed at the Academy of Public Administration

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Examiner1 :

Examiner2

Examiner3:

This doctoral thesis is going to be defended with the Academy level Board of Examiners Venue: Academy of Public Administration No. 77, Nguyen Chi Thanh, Dong Da district, Hanoi

Copies of the thesis are available at the National Library Hanoi and the Library of National Academy of Public Administration

INTRODUCTION

1. Urgency of the research issue

Evaluation of civil officials according the results of official duty performance task is a critical content in personnel management in public administration, having great significance in the development of civil servants in each particular administrative agencies and the entire public administration in Vietnam. Legal system adjusting the mechanism to assess civil servants in our country has passed a lot of changes and improvement from Decree 76 / SL dated 20.05.1950 of the president Ho Chi Minh about implementing regulation of servants; Ordinance on cadres and civil servants in 1998; Decision 11/1998/QĐ - acceptable standards - CCVC promulgating regulations on the annual evaluation of government officials of the Board of government official dated 12.05.1998; Law of officers and employees in 2008; Decree 24/2010 /ND - CP dated 15/3/2010 on the recruitment, use and management of public employees; Consolidated Decree No. 01/NDHN - BNV dated 03/10/2013 provides for the recruitment, using and management of civil servants The above text has created the basic legal framework to ensure effective implementation, proper purposes to analyze the servants looking towards the link with the performance of assigned tasks and improvement of accountability responsibility of the head of the agency employing them.

However, the practical assessment in evaluating the officers also has many restrictions on the criteria, procedures, methods and the use of evaluation results. Therefore, it is necessary to study the formation mechanism of evaluation, study the potentially identification with precise and objective dedication of both officers to promote competence, autonomy, and express their accountability with the results to increase enforcement activity, to complete and to renovate the management practices for civil officials to create a fair evaluation mechanisms, competency and performance of their duties. Also, as a basis for using or appointing, payment, apply adequate remuneration and increase motivation to perform duties of public servants, contributing to improving the efficiency and adaptability of each work and the entire civil administration, I choose the topic "Evaluation of the results of official duty performance" to perform.

2. Research Hypothesis

Evaluation of civil officials according the results of official duty performance is a reform movement since the late 1970s in the OECD countries with the aim of increasing effectiveness and efficiency in performing official duties. Currently, the assessment office in Vietnam is still limited, failing to meet the requirements of development of civil servants, so there is a need of

thinking in this trend to recognize contributions on the basis of product final value by performing of the civil servants. At the same time, How to innovate mechanism to evaluate civil officials according the results of official duty performance in the overall management of civil servants in general to comply with the purposes and ensuring the credibility of evaluation results is essential to put the issue finishing the study in the evaluation of the current officials in Vietnam after 2008 Law takes is effective

3. Research objectives and tasks of the thesis

The thesis is done with the purpose of the study rationale and practices for the application of assessment of evaluation of civil officials according the results of official duty performance in Vietnam. From there, propose solutions to create a system of evaluation of civil officials according the results of official duty performance in our country.

To accomplish the purpose of the study, the thesis must perform the following tasks: Study rationale for of evaluation of civil officials according the results of official duty performance; Empirical research of evaluation of civil officials according the results of official duty performance of developed countries; The study evaluated the situation of civil servants in state administrative agencies in Vietnam; Proposed solutions to applied the evaluation of civil officials according the results of official duty performance according to the conditions of Vietnam.

4. Objects and scope of thesis research

- The object of the dissertation research is the criteria, methods and evaluation of civil servants.

- Scope of the study: the dissertation research evaluation activities launched civil servants at national, provincial and district level. In terms of content, the thesis studied the theory of performance evaluation, according to the results, the research focused on the basic content: assessment criteria, assessment methods, subject evaluation and use the results of reviews old.

5. New contributions of the thesis

- Systemize the theoretical of the evaluation of civil officials according the results of official duty performance on the main content is subject to evaluation, assessment criteria and assessment methods as a basis for research on the status and recommended solution;

- Research overall the practical circumstances of evaluation of civil officials according the results of official duty performance in some developed countries

in order to draw the lessons learned to apply appropriate recommendations for Vietnam;

- Propose job standards and assessment methods as a basis for applying for the position of civil groups;

- Recommend conditions to ensure the objectivity and substantive and credible assessment when applying the results of civil servants duty performance in Vietnam.

6. The significance of theoretical and practical thesis

- The results of the thesis makes sense in the overall gradually changing the management and evaluation of officials towards moving from evaluating individual characteristics servants to evaluate their achievements which attached with performance results. From there, create the basis for classification of civil servants and apply relevant policies to ensure the "right person, right job";

- The results of the thesis have significance in the study and complete the provisions of the current legislation in our country on the assessment criteria, evaluating civil servants methods. Thereby, contribute to the process of deploying the content evaluation is stipulated in the Law on officials and public employees;

- The results of the thesis can make supporting documents directly to the study and teaching of subjects: managing public sector enforcement, civil service officers, administrative comparisons, resource management public sector human resources at the National Institute for Public Administration NAPA. At the same time, can be used as a reference in research, teaching and learning about state management in general.

7. Structure of the thesis

The thesis includes an introduction, content, conclusions and an appendix. The contents of the thesis consists of 4 chapters: Chapter 1. Overview of research and research methods; Chapter 2. Rationale theory of evaluation of civil officials according the results of official duty performance; Chapter 3. The situation evaluation of officials in Vietnam today; Chapter 4. Proposal the methods to evaluation of civil officials according the results of official duty performance in Vietnam

CHAPTER 1. OVERVIEW OF THE STUDY AND METHODS

1.1. OVERVIEW OF THE STUDY

The evaluation of civil servants is an important element in managing human resources. Therefore, this content has been studied under many angles in some scientific work groups inside and outside the country concerned the following: Firstly, the study evaluated activity of the organization of human resources office; Secondly, the study on the evaluation of public employees; Thirdly, the study management model and evaluated the results. From the research in Vietnam and abroad on the evaluation of human resources mentioned above can indicate gaps in the assessment should be continued to be researched and become oriented research content of the thesis as follows:

Firstly, it should focus on the evaluation of those civil servants working in the public agencies to form specific criteria associated with job placement;

Secondly, the need to study the theory and practice of evaluation of civil officials according the results of official duty performance applied in many countries with developed civil service. Since then, compared with the evaluation of civil officials according the results of official duty performance in Vietnam to underpin the learning experience of countries and propose measures to apply this evaluation method for Vietnam.

Thirdly, to study and analyze the system of legal documents adjusted evaluation of civil officials according the results of official duty performance after the Law 2008 was enacted. The change in institutional evaluation of civil officials according the results of official duty performance virtually hasn't analyzed other works written by the latest deployment which are newly issued in 2012 - 2013. On this basis, pointing out the necessity of rated servants towards focusing on results with those criteria, assessment methods of emphasizing results. From there, create a basis to propose immediate solutions to perfecting the evaluation of officials by changing and applying a new evaluation system requires a long process associated with the preparation of articles meticulously conditions are likely to succeed.

Fourthly, the need to study the conditions required for the application of evaluation of civil officials according the results of official duty performance in order to ensure substantive, objective and reliable circumstance. These conditions are the foundation for gradual application of the evaluation of civil officials according the results of official duty performance in our country. From

there, create the basis for direct use evaluation of civil officials according the results of official duty performance

1.2. METHODOLOGY AND RESEARCH METHODS

This research was based on the methodology of dialectical materialism of Marxism-Leninism and Ho Chi Minh ideas, the views, guidelines and policy of the Party. This research and policy and laws of our State through the historical period of the regime to manage public employees in general and evaluation in particular civil servants.

To clarify the contents of the study, the thesis uses specific methods, including methods of analysis; statistical methods; integrated approach; comparative method; expert method; methods of sociological investigation. In using sociological surveys, the authors conducted surveys through vouchers for public employees in four administrative levels in 8 ministries and 12 localities on the basis of ensuring the choice of local representatives the nature of urban and rural areas, plains and mountains. The investigation over the survey was conducted from August 2012 to December 2013. The time of the survey are selected as civil servants at all levels were Ministry of Interior and the Department of the Interior at the local guidelines on assessment under Law about officers and employees in 2008 and Decree No. 24 on recruitment, use and management of public employees.

The authors build 03 form corresponding survey respondents at all levels. The number of ballots issued based on the total payroll of administrative employees nationwide central division and local as reported by the Ministry of Interior (270 262 personnel, including 110 256 civil servants central payroll, payroll 158 752 local officials, not civil servants). The number of ballots issued and collected on ensuring equal 0,3% of administrative officers present levels

CHAPTER 2. RATIONALE REVIEW BY PUBLIC PERFORMANCE RESULTS OF SERVICE

2.1. FORMING THE THEORY OF EVALUATION OF CIVIL OFFICIALS ACCORDING TO THE RESULTS OF OFFICIALS DUTY PERFORMANCE

Approach to evaluation of civil officials according the results of official duty performance associated with implementing management systems as a result of the civil service or performance management based on results in the context of the countries of the Organization for Economic Co-operation and Development (OECD), implementation of the strategy to improve operational efficiency and service quality of service drain.

2.2. CONCEPT, CHARACTERISTICS AND SIGNIFICANCE OF EVALUATION OF CIVIL OFFICIALS ACCORDING TO THE RESULTS OF OFFICIALS DUTY PERFORMANCE

2.2.1. Some related concepts

Introducing the concept of public service, civil servants, civil service exam results, evaluation of officials

2.2.2. Characteristics and concept of evaluation of civil officials according the results of official duty performance

Evaluation of civil officials according the results of official duty performance has the following basic characteristics: First, the content evaluation focused primarily on the results of the work which was completed; Second, the assessment criteria are specified by the index to measure the results; Third, there is a cause - effect relationship between inputs, process implementation and execution result of civil service employees; Fourth, the purpose of evaluation in order to measure and classify the exact level of dedication of public servants and thereby increase motivation.

From the basic features listed above may draw concepts of evaluation of civil officials according the results of official duty performance as follows: evaluation of civil officials according the results of official duty performance is to complete the task level and dedication of civil servants through the comparison between the results of the tasks and assessment criteria for classification and management of civil servants.

2.2.3. Significance of evaluation of civil officials according the results of official duty performance

Evaluation of civil officials according the results of official duty performance has great significance for the management regime of public

employees. For management agency, it enhances the control over the results of their work; Increase predictability of risk in implementation; Ensure fairness in reward objective, salaries, appointment, transfer or termination of office by limiting the dominance of the personal views based on specific measurement criteria; Identify training needs, the development potential of civil servants to plan zoning of nearby public servants; Close connection between the execution result of individual and common goals of the organization; Building information systems smoothly and improve communication processes in organizations ...; For individuals, public officials, assess the results of self-awareness helps civil servants are required by the job and help them identify their own weaknesses in knowledge, skills and experience. Thereby identifying value and its contribution in the overall operation of the organization, increase public confidence in state officials, providing incentive offer.

2.3. THE ELEMENTS OF EVALUATION OF CIVIL OFFICIALS ACCORDING TO THE RESULTS OF OFFICIALS DUTY PERFORMANCE

- Evaluation criteria and indicators to measure the results of the implementation of civil service: Evaluation Criteria of evaluation of civil officials according to the results of official duty performance include: quantity, quality, time; The index measures the implementation of a tool attached to the evaluation criteria, and be used to answer the question: How do organizations /departments or officials themselves know what they have or not achieved under the standard by which the organization raises.

- The evaluation may include two groups who are actors in the process of evaluating (individual/organization) and competent actors who decide the outcome assessment.

- Method of evaluation is how to assess the public servants. Include the following methods: Method of evaluating results of work standards; Methods of evaluation results by the scale; Methods of evaluation by objectives; Evaluation method through key events; Methods of evaluation by 360o feedback.

2.4. EXPERIENCE OF EVALUATION OF CIVIL OFFICIALS ACCORDING TO THE RESULTS OF OFFICIALS DUTY PERFORMANCE IN SOME COUNTRIES IN THE WORLD

Introduction Evaluation of civil officials according to the results of official duty performance of OECD countries and some Asian countries institutional, evaluation criteria, assessment methods and the use of evaluation results.

Past research shows that Evaluation of civil officials according to the results of official duty performance are becoming increasingly common in OECD member countries and other countries but there is no common pattern in the

process of implementation. The differences between countries depending on institutional, civil service management model, the level authorized in the financial management and human resources. However, this method proved to be much more dominance in changing the values of the traditional administrative model as decentralization, accountability of individual officials, specific criteria and are able performance measurement, especially evaluation tied to outputs and not tied to rank and seniority. However, to Evaluation of civil officials according the results of official duty performance need to analyze, design work in a systematic way to determine specific criteria for each job position and design of measurement tools to ensure the identification of evaluation results.

CHAPTER 3. STATE OF PUBLIC REVIEW IN VIETNAM TODAY

3.1. GENERAL CHARACTERISTICS OF CIVIL SERVANTS AND INSTITUTIONAL EVALUATION OF CIVIL SERVANTS IN VIETNAM

The structure of civil servants Vietnam can divide by rank and job placement. Rating servants in our country today based mainly on law officers and civil servants in 2008 and documents guiding the implementation; Regulation evaluation officers and employees (Issued together with Decision No. 286 - QD/TW of the Politburo dated 8/2/2010).

3.2. PRACTICAL ASSESSMENT CARRIED OUT BY PUBLIC LAW PUBLIC OFFICIALS

3.2.1. Generalizing the implementation of evaluation civil servants

At the central level, the assessment and classification of annual public servants comply with the provisions of the Law on Cadres and civil servants, Decree No. 24/2010/ND-CP dated 15/3/2010 of the Government providing the recruitment, use and management of public employees; In 2013, the Interior Ministry issued an official letter No. 4375/BNV-CCVC date 12.02.2013 send ministries, branches and localities to urge specific guidelines in order to improve the quality of evaluation, classification Public servants. Accordingly, content and assessment conducted under the provisions of Paragraph 1 of Article 56 of the Law Officers, including 06 officers review content for public employees and 09 professional review content for leading public servants (Item 2 Article 56 of the Law on Cadres and civil servants).

Hanoi assessment work results associated with achieving implementation of this Directive 01/CT - Committee Chairman dated 01.04.2013 of the city for the performance year 2013 administrative disciplines.

Lao Cai province build expression content, evaluation criteria and civil servants, including further clarification of the expression does not reach its intended results and are deducted from the score; specific description level demerit points;

Model assessment work results in Da Nang City was conducted from May 7/2012 by Official Letter No. 908/18.03.2013 of the day BNV- CCHC agree deploy large scale evaluation model work performance of civil servants in Da Nang City and Official Letter No. 2035 / Committee - NCPC dated 18/03/2013 of People's Committee of Da Nang city on the deployment of evaluation results of public servants working in Da Nang . Accordingly, the pilot with 600 employees of 10 administrative units (7 and 3 county basis), divided into 4

groups: head and equivalent, vice president and equivalent basis, as a general staff officer ; support civil servants, service.

3.2.2. The subject who evaluating civil servants

Based on practice, I could show that although there are many stakeholders involved in the evaluation process, but there are three basic subjects is now self-assessment officers, colleagues and the immediate superior rating. The assessment results were a combined civil servants reviews of these subjects but special emphasis to the decisive role of the head of the agency managing civil servants. The subject is a national assessment/social organizations new approaches recently proposed and applied. However, besides Da Nang City, most new local use only is feedback channel for reference but not formalized in assessment criteria servants.

3.2.3. Content and criteria for evaluation of civil servants

At the local level, after the Da Nang City People's Committee issued Decision No. 7786/QD - People's Committee dated 18/11/2006 issued detailed regulations evaluating officials and public servants have annual certain changes in the evaluation criteria as standards are made under the Law on civil servants not really fit with the reality content uniformity assessment on the same level of importance of the criteria. Accordingly, forming three main criteria: (1) abide by guidelines and policies of the Party and State's law; Political quality, ethics, lifestyle, behavior and work practices; (2) The sense of responsibility and coordination in the implementation of tasks; The attitude of serving the people; (3) The capacity, expertise and professional; Progress and results of the mission.

In Hanoi, on the basis of the provisions of the Law on civil servants on 6 criteria evaluation framework servants, Hanoi specified evaluation criteria moral quality, lifestyle, behavior, style of work communication over the group following criteria: (1) Results perform assigned tasks; (2) political qualities, execution guidelines and policies of the Party and State's law; (3) morals, lifestyle, behavior and work practices; (4) The sense of organization and discipline.

In Lao Cai, Lao Cai province has developed expression content, evaluation criteria and civil servants [68], which further clarified the expression not achieve its intended results of our organization will be deducted from the score and specific description level points are subtracted.

3.2.4. Evaluating civil servants methods

In Da Nang, the standard method of work is done on the basis of the provisions of the Law on civil servants and classified into 3 groups with how the

scoring (scale of 100). In Hanoi, the standard methods work categorized into four main groups; scoring method applied under stairs 100, in each scale divided into 4 levels: good/pretty/medium/weak as basis for grading

Table 3.6. Comparing the basic content of the theoretical evaluation of the results of official duty performance and practical evaluation of officials in some localities

The theory of Evaluation of civil officials according the results of official duty performance task		Lao Cai	Ha Noi	Đa Nang
1. Criteria of evaluation	- Number	X	X	X
	- Quality	V	V	V
	- Time	V	V	V
	- The measurement	-	-	-
2. Objects of evaluation	- Civil servant	X	X	X
	- Colleague	X	X	X
	-Direct boss	X	X	X
	- Group	-	V	V
	- Director	X	X	X
	- Citizens	-	-	V
	-Human resources person	-	-	-
3. Methods of evaluation	- Job standard	V	V	V
	- The level of scale	V	V	V
	- Compared with the objective	V	V	V
	- Important event	-	-	V
	- 360 degree feedback	-	-	-
4. The use of evaluation	- Salary	-	-	-
	- Policy	-	-	-
NOTE: X: YES V: NOT ENOUGH - : NO				

Table compare between the provisions on the legal system and practical Evaluation of civil officials according the results of official duty performance in countries around the world. The fact shows that the evaluation of public officials in Vietnam has expressed the orientation in evaluation and classification based on the results of implementing public service. However, to make the orientation become a reality requires criteria, indicators and evaluation methods tied to the results and outcome evaluation, which should be used directly for the relevant remuneration policies. These things are not reflected in the official assessment system in our country.

3.3. SOME OBSERVATIONS ON THE EVALUATION OF CIVIL SERVANTS IN VIETNAM TODAY

3.3.1. The results: Firstly, the formation of a common legal basis for the evaluation of civil officials according the results of official duty performance; Secondly, highlight factors in assessment and classification of public employees; Thirdly, the evaluation result classify more clearly the degree of public servants devoted.

3.3.2. Restrictions

- No agreements on the text of evaluation activities of civil servants and the State Party;

- Evaluation criteria as a basis to measure the results has not determined, there is no indicators to measure the content.

- When using 360-degree feedback with the participation of the "customers" are people or businesses assess civil servants, they must be people who have contact with public servants who are in the process of settling the administrative record or work related. However, not all the activities of civil servants are related directly to organization/citizens

Table 3.8. Results of the survey's confidence level officials evaluations

Unit: %

Level	National level	The provincial level	The district level
Reliable	09.06	09.70	10.74
Relatively reliable	48.94	57.76	41.48
Not enough reliable	35.34	24.27	43.70
Not reliable	06.64	04.36	0.37

Source: Author

Therefore, if we use this subject to the evaluation for all civil servants will be rigid, lack of conformity and evaluation results will be inaccurate due to organization / citizens, and we can not evaluate what they do not grasp and do not exposure. The survey results show that a large proportion of civil servants for that evaluation results are mainly civil servants who present at relatively reliability, which means that they have not really believe that this result is correct. Some argue that the evaluation results are unreliable; civil servants are lack of confidence in the results of the evaluation of their bodies.

- Regarding the use of evaluation results for operations officer manager, the results of annual assessment is not used directly and it is only used as a basis for the assessment which is stored the record of civil servants as a basis for determining the honorable titles. This can lead to the fact that the entity and the object who are evaluated don't value the essence of the evaluation results by the evaluation.

3.3.3. The cause of the limitations

Firstly, the system of working position in public services is not completely formed; Secondly, the use of the ballot in the process of collective appointment and re-appointment of the leadership leads to the fact that the subject of competent assessment don't want to "collide" with subordinates; Thirdly, the valuation of civil officials according the results of official duty performance is not the fundamental basis of the application of relevant policies such as pay, training - training, planning, appointment, transfer and training civil servants.

3.3.4. The issues

To be able to gradually adopt evaluation of civil officials according the results of official duty performance, we should address some key issues: Firstly, to develop criteria for evaluation simultaneously with the construction of the index Measurement results of the assessment; Secondly, there should be practical measures to ensure that the role and responsibility of the head in the decisive results of the assessment; Thirdly, measures should be taken to align the assessment and classification of positions with compensation mechanisms to provide incentive to ensure substantive appreciation. At the same time, ensure that the conditions for the application and have long-term effort, continuity of the system, the determination and bravery of the subject firm authorized officials assess the application.

CHAPTER 4. PROPOSED APPLICATION REVIEW RESULTS BY PUBLIC PERFORMANCE OF SERVICES IN VIETNAM

4.1. ORIENTATION FOR RENOVATION THE CIVIL SERVANT EVALUATION

To innovate the evaluation of civil officials according the results of official duty performance in our country, we should study ideological successor to Ho Chi Minh City to assess academic staff thus bringing this content to the specified evaluation criteria to ensure civil servants security team will be formed talented and virtuous. At the same time, comply with the views of the Party and State's laws on improving the quality, renewing civil servants as the basis for the formation of professional, modern civil servants in the integration process international.

4.2. Application of the evaluation of civil officials according the results of official duty performance in Vietnam

4.2.1. Process of the evaluation of civil officials according the results of official duty performance

The evaluation of civil officials according the results of official duty performance is an approach, a method of holistic management shifted from management and assess personal characteristics of civil servants to assess directly the results that they have made in the process. Therefore, to ensure the conversion of this approach need to take these steps in the Public Service:

Step 1. Perform analytical work to locate jobs in the system administrative departments

Step 2. Describe the work placement jobs

Step 3: Determine the job performance standards and indicators for assessing the job done

Step 4. Measurement results of work and determine how to complete the task to classify civil servants

Step 5. Using assessment results for management systems

4.2.2. Entity to evaluation of civil officials according the results of official duty performance

Public servants who perform work involving multiple objects with different scope of competence assigned as co-workers, immediate superiors, leaders of agencies, organizations and citizens Therefore, only the owner can apply a rating for all job positions will be difficult to measure accurately and objectively contribution levels. The diversification of actors involved in evaluation in

conformity with the nature of each group work is necessary in evaluation of civil officials according the results of official duty performance. Include the following subjects: self-assessment officers; Colleague evaluation; Superior to assess; Citizens/organizations for evaluation of job positions in direct contact with people.

4.2.3. The criteria for evaluation of civil officials according the results of official duty performance

Criteria for evaluating public servants are requirement of job performance, as a basis for measuring work performance of civil servants in a certain time period, as well as a basis for comparison and classification completion rates of duty of public officials together with apply the mechanisms and policies related. To assess Vietnam servants under evaluation of civil officials according the results of official duty performance these criteria should be developed in a way directly related to the "results of the work" not only associated with "capacity" of civil servants. Because only through the results achieved in relation compared to established criteria, the measurement and classification of new civil servants have the "standard" objective, accurate, authentic and grounded restrictions driven by factors "subjective, emotional," in view of the subject individual competent assessment.

When we evaluate the results of labor, we should think about civil servants, who are a special type of labor, in the name of the State and use State power to tackle the job. That is why the evaluation of officials is indispensable content evaluation of the quality, which has been raised from the experience of countries have applied for recognition efforts, particularly for positions that the results are not really clear.

However, when applied to evaluate civil servants evaluation of civil officials according the results of official duty performance, we should bring this content into nature. Due to political quality and morality of public servants will control the orientation, the prestige of the Party and the State, the public agencies may consider this condition to determine the quality of work to the specialized public positions technical and functional performance of the overall organization / department for the leadership. Accordingly, the conversion plans are as follows:

- If both the content of all quality levels reach or just a content at achieving a share, the level of work quality assessment / performance general functions remain;

- If either content or both did not reach the content was only a part, the quality of work / performance overall reduced functional level 01 (from good to pretty, well down on average, from the pitcher less)

- If a content achieved in part, a content not achieve or both contents are not up to the quality of work/performance overall reduced functional level 02 (from good to average, well down zinc)

On that basis, the assessment criteria for public servants according performance Vietnam should be designed to ensure the following: The workload; Job quality; Process, technology and real-time work; The standards of behavior. Standards of behavior are essential for work placements that output difficult to quantify. For example, to work with nature serving "customers" as for citizens, organizations

Table 4.1. Proposed criteria for evaluating public servants

No	EVALUATION CRITERIA	Job result measurement			
		Poor	Fair	Good	Very good
Specialized civil servants					
1	Workload				
2	Quality of work				
3	The order and procedures, how to do the job				
4	Idea to do the work				
5	The sense of responsibility				
Leadership					
1	Results of perform general functions of the agency / department				
2	Results of planning				
3	Results of the organization				
4	Results of management the resources under their jurisdiction				
5	The sense of responsibility				

However, if the evaluation criteria of professional organizations associated with job characteristics are the main evaluation criteria of leadership the organization tied to environmental and human development. Leadership is the

process of influencing others to them voluntarily and enthusiastically striving for the goals of the organization.

4.2.4. Methods of evaluating public servants are requirement of job performance

4.2.4.1. Diversify assessment methods associated with specific officials of job placements

On the basis of the requirements, authors propose using assessment methods servants of our country as follows: Firstly, using the combined method of evaluation by objectives and assessment work standards for management positions and position of advising and counseling; Secondly, the construction and application of enforcement indicators specific to the position of professional and technical; Thirdly, the combined use of 360 degree feedback method and work standards for job placement in direct contact with people; Fourth, using comparable methodologies to screen pair inferior officers.

4.2.4.2. How to use the measurement results of the work done to classify the degree of completion of the tasks of civil servants

On the basis of 5 criteria (description in paragraph 4.2.2) and assessment methods are applied to each group working position (description in paragraph 4.2.3.1), the competent entity shall determine complete the task level of civil servants. To ensure consistency in determining the results and as a basis for classification, all the way assessment must be provided of the degree of completion of work include: poor / average / pretty / good. Based on the number of levels achieved to move to classify civil servants under 5 levels: not completing tasks, completing tasks at the average level, completing tasks fairly, to complete the task in good level, completing tasks at the level of excellence.

Accordingly, for the degree of fulfillment of a mission, the civil servants have not been rated content or less inadequate and reaches 04/05 criteria further upwards. Examples of professional civil servants to ensure assessment results or achieve the 05 criteria are rated good or 04 criteria are rated good and 01 is fairly new is defined as successful completion of tasks; by contrast, just have a content assessment poor level shall be determined not complete the task without considering the results were pretty good, other.

4.2.4.3. How to transfer classification results into ranking civil servants and civil servants used to pay civil servants under civil service exam results

After sorting, the level of this evaluation will be converted correspond to the ranking officials, according to which:

- Public servants Class A = Complete duties with excellence
- Public servants Class B = Complete missions at a good level
- Public servants Class C = Completed tasks fairly
- Public servants Class D = Complete missions inadequate
- Public servants Class E = Not complete tasks

Real wages = Basic salary x coefficient x Level completed the task (percentage as prescribed)

Table 4.4. Salary due to Evaluation of civil officials according the results of official duty performance task

Kind of public servants	Salary	Salary due to the evaluation of civil officials according the results of official duty performance task
Public servants Class A	120	= basic salary x coefficient x 120%
Public servants Class B	100	= basic salary x coefficient x 100%
Public servants Class C	80	= basic salary x coefficient x 80%
Public servants Class D	60	= basic salary x coefficient x 60%
Public servants Class E	40	= basic salary x coefficient x 40%

4.3. CONDITIONS FOR APPLICATION OF EVALUATING PUBLIC SERVANTS ACCORDING TO THE RESULTS OF OFFICIALS DUTY PERFORMANCES TASK.

4.3.1. Conversion strong management model from career civil service to job system

The change of the system of measurement, evaluation and classification of public employees is a difficult process, in long term it requires a lot of effort and determination of the system associated with the legal and institutional capacity of the apparatus. To gradually built as part of the conditions mentioned above, the immediate evaluation of officials in Vietnam may gradually renewed with the following measures:

4.3.1.1. Environmental analysis to analyze job

Job analysis is process of gathering systematic information relating to the work, identify the skills, abilities and responsibilities required to do the job. To analyze the job result, the administrative departments conduct environmental analysis organization. This activity is especially important in determining the structure of employment positions. To analyze the organizational environment, managers can use the SWOT analysis of the elements inside and outside the building to its development strategy.

4.3.1.2. Gather information on the system of work of the organization

This is the process of collecting, analyzing, synthesizing and organizing information related to the system of work of the agency. Job analysis helps determine the precise contents of the workload, the relationship between the job requirements of virtue, knowledge, qualifications, skills and experience of each work for (those) who are assigned to undertake and the conditions guaranteed to perform well at work. Since then, the agencies and organizations with information on the actual amount of work, the mission requirements, the competencies and skills necessary for each job position and on the selection criteria, pepper evaluate the degree to complete the task.

4.3.1.3. Sort of work in organizations

Implementation of mergers, job classifications is conducted after checking validity of data. Job splitting process is broken down to identify the components of work. The split is as detailed as possible until the identified components. However, it also depends on the purpose and location of the organizations that work.

4.3.1.4. Determining the structure of the work of a working position

The nature of the determination of the structure of employment positions is allocated the functions, duties and powers to the collectives and individuals associated with the organization chart and cadre structure of the agencies and units. Typically, on the basis of the volume of work to be done, the agency conducting the analysis, design work towards specialization of each class (group) and assigned the responsibilities associated with each position competent Working position - either from an individual or group assignments, implementing or coordinating mechanism between exercise flexibility and individuals depending on specific job requirements, the capacity of public servants civil and environmental characteristics of the organization.

4.3.1.5. Develop job descriptions

The description of working positions represent the commitment of the two parties of responsibility, job goal, which the labor contract has not been clarified. Based on the responsibility and workload, complexity, intensity, conditions and working environment ... have been described to evaluate, compare and analyze labor groups. These positions have the same value of work to be classified in the same wage group. Any change in responsibilities, workloads is updated and reassessed in accordance practice, ensure fairness and objectivity in salary. On the basis of the mission and business goals, periodic managers and staff will be conducted to discuss and evaluate the job performance. Achievements, shortcomings and unfinished cause are two sides clarified. Since then, work goals in the next period under review and the weaknesses must be addressed, knowledge, technical skills need to be trained will be mutually determined and committed to concrete. Evaluation results are also the basis for considering the salary and promotion of staff.

The job description of the individual should meet the following requirements:

Firstly, ensure classification and characteristics of each job group; Secondly, the job description to ensure flexibility; Thirdly, to ensure the participation of stakeholders with expertise and responsibility.

Due to the nature of the scale, the level and method of organization of the institution and thus the purpose of different job analysis should in fact no unified form for the job description. However, the job descriptions often have the following basic content: (1) Identify the job: Job title; Level of employment; Name parts do the job; Direct managerial positions; People must be managed under the authority (if any); Wage; (2) Indication of the work: Description of common functions; The duty; The competence of the person doing the work; Relationships; (3) Working conditions; (4) The standards work.

4.3.2. Construction and the thinking of evaluation of civil officials according the results of official duty performance task

The paradigm shift of management and evaluation is essential. However, such changes will be difficult to perform if management thinking and assessment in the civil service people do not change. In fact, if the managers themselves do not change management perspective and judge people insist on the execution result of the adoption service tools, new management methods will be very difficult to success. Also, if each public agency itself does not change the thinking towards responsible for the results, the process is also hampered. Because after all, factor models that can be applied or not applied to some extent. Thus, a change of thinking, including the manager's thinking and people

with special management emphasizes the role of management entities. A management system offers Vietnam to much though it is difficult to make good if the lack of consensus between subject and object in receiving and responding to it, voluntarily and actively participate in an active way and have responsibility. The transformation point, the attitude of management to manage inputs mainly through output, the actual results on the basis of an information system support is transparent conditions is a challenge and the biggest in applied in our country today. This is an important element of formation and change the "culture" in the management and evaluation of officials.

4.3.3. Building information systems to support and enhance education in service of evaluation of civil officials according the results of official duty performance task

Evaluation of civil officials according the results of official duty performance task requires an information system to monitor the activity and officially recorded results. In particular, with the application of new methods of assessment such as 360 degree requires the active support of computer software. So the investment, construction or upgrading of electronic information systems are essential. In particular, it needs a system connected to the text, the data on the basis of inheriting the "one-stop e" has been applied at the local level. The connection between the evaluation of officials with the information technology system will allow for tracking, a simple declaration, quick and convenient. Thereby, increasing the accuracy and efficiency evaluation software. In the assessment of civil servants as evaluation of civil officials according the results of official duty performance task needs a huge support system of monitoring information to ensure that the correct results are output to an implementation process of a personal work officer. Without building effective information system, it will be difficult to ensure the management chain as a result. Information systems should ensure confidentiality by a feedback process will ensure objectivity when all participants feel safe to provide anonymous comments. This ensures a balance between the power of management and nature reluctant to speak to think of many people. Therefore, build and gradually perfect evaluation software public servants as a result of work are effective aids in the evaluation of officials. In particular, the software must have a connection with the document management system operator, an electronic door; inheritance, use, reference the data from this software.

4.3.4. Construction wage fund and salary structure as a result of duty performance

If not associated with paid assessment and elimination mechanism incompetence civil servants, the reform of this mechanism is only superficial.

Therefore, to successfully implement the evaluation system according to evaluation of civil officials according the results of official duty performance task duty officer is a system of salary and bonus based on performance is an important factor because the evaluation results tied to incentive mechanisms that work systems organizations must evaluate responsibly and objectively on the basis of a public competition for achievement. A compensation system based on merit is extremely important tool to guide the efforts of the department and staff in the implementation of strategic objectives, creating incentives from outside in the form of salaries worthy and encouragement from within through a new recognition of the civil servants have devoted efforts. At the same time, this is an important method to help the Government curb costs through cutting wage fund wage increases automatically on rank, seniority without improving the results and work efficiency.

The mechanism should be adjusted salary towards the allocation of funds under evaluation of civil officials according the results of official duty performance task salary based on how complete personal goals and parts. In order not to increase the burden on the state budget in the salary fund formed under the immediate evaluation of civil officials according the results of official duty performance task can be done by reducing the number of stacks and salary levels in a current public servants. Accordingly, specialist class should have no more than 3 kinds of wage ; class principal specialist only 2 wage and senior specialist class has only one salary. It not only creates a simple formula for calculating salaries in the whole system, but also the basis for simplifying procedures and saving wage increases resources for this process. At the same time, to create a clear differentiation than the people who get paid on the nature and extent of work required. This adjustment process is formed by payroll according evaluation of civil officials according the results of official duty performance task limit automatic salary increases of public servants increased by seniority and shift to wage employment under evaluation of civil officials according the results of official duty performance task

4.4. PROPOSED ROADMAP OF APPLICATION THE VIETNAM PUBLIC SERVANTS REVIEW UNDER CONSTRUCTION SERVICES RESULTS

Stage 1. Amending Law of civil servants and issued a decree to guide and direct adjustment of evaluation and pay civil servants under civil service exam results

Stage 2. Analysis of the organization, locate the job, the job description for the evaluation serving civil servants under civil service exam results

Stage 3. Implementation training professional team work assessment as a result of civil servants duty performance

Stage 4. Construction payroll according to the pilot results and ranking, paid public servants as a result of service execution

CONCLUSION

Evaluation of civil officials according the results of official duty performance task is a basic content in the overall management and civil servants. Through analysis, the thesis has shown evaluated according evaluation of civil officials according the results of official duty performance task civil servants may apply in Vietnam in order to improve the quality of public duty performance, increase accountability of actors assessment, thereby creating real momentum construction and better service for civil servants. Pursuant to the requirements set for the application evaluation civil servants as a result, the thesis has described the overall system evaluation criteria, the evaluation methodology is currently being implemented across the country in the administrative level, how to handle the results of the assessment and also point out inadequacies and explanations direct cause that led to the current situation.

Since then, the thesis gives some suggestions to apply to Vietnam evaluation according evaluation of civil officials according the results of official duty performance task officer duties. These recommendations include: (1) the proposed process steps must be taken when assessing applications under evaluation of civil officials according the results of official duty performance task official Vietnam; (2) the proposed evaluation criteria when evaluating applications under evaluation of civil officials according the results of official duty performance task official Vietnam; (3) proposed the actors to assess the application evaluated according evaluation of civil officials according the results of official duty performance task civil servants Vietnam; (4) recommended assessment methods associated with employment positions when assessing

applications under evaluation of civil officials according the results of official duty performance task official Vietnam. At the same time, to be able to evaluate applications Vietnam servants under evaluation of civil officials according the results of official duty performance task thesis and analysis indicate the conditions necessary to gradually bring rated servants under the evaluation of civil officials according the results of official duty performance task in our country

With the findings of evaluation such civil servants as from practical performance task, Vietnam have confirmed that theory and experience evaluated according evaluation of civil officials according the results of official duty performance task civil servants can apply in our country in order to improve quality, efficient duty performance through the establishment of a measurement system reliably and objectively. The research process of the thesis has analyzed, interpreted and evaluated in detail various aspects of the assessment and prove the research hypothesis. Thereby, the research purpose of the thesis has been achieved with the proposed solutions and recommendations applicable assessment under evaluation of civil officials according the results of official duty performance task officers attached to the request in accordance with the political environment - legal in Vietnam to sorting, ranking, managing and increasing motivation duty performance.