

**MINISTRY OF EDUCATION AND TRAINING**

**MINISTRY OF HOME AFFAIRS**

**NATIONAL ACADEMY OF PUBLIC ADMINISTRATION**

**LE XUAN CU**

**QUALITY OF CIVIL SERVANTS IN LABOURS, INVALIDS AND  
SOCIAL SECTOR IN HANOI**

**SUMMARY OF DOCTORAL STUDY  
PUBLIC ADMINISTRATION MANAGEMENT**

**HANOI, 2016**

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**Major: Public Administration Management**

**Code: 62 34 82 01**

**Supervisors:**

- 1. Assoc.Prof.Dr. Nguyen Tiep**
- 2. Dr. Hoang Quang Dat**

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## A. INTRODUCTION

### 1. The significance of topic

Civil servants play an important role in the political system in general and in the administrative system in particular. If the state is the pillar of the political system, civil servants are supposed to be the “backbone” of government and regime; play an important role in managing and motivating the development of society; assure that the administrative system works effectively.

During the past time, civil servants have been contributing to the progress of reforming the administrative system to a more contemporary and professional one which is decided by the Party and the people in new period. However, in the face of market economy’s challenges, a considerable part of civil servants show some weaknesses in both specialized knowledge and political consciousness. In fact, many civil servants work inactively. Many of them keep conservative thoughts and methods; lack in creativeness and dynamic; have dull manners and irresponsibility. Those leads to the depression in the operation methods of administrative offices.

Civil servants in the field of Labor, War Invalids and Social Affairs (LISA) in Hanoi city are consolidated to meet the requirements of the integration era. However, there are various restrictions in the quality of civil servants. Appropriate authorities of Hanoi city need to find solutions to those problems.

Thus, I chose the thesis entitled “*The quality of civil servants in the field of Labor, War Invalids and Social Affairs in Hanoi City*” as the dissertation on public administration management.

### 2. Research objectives and duties

The central objective of this PhD thesis is to clarify theoretic and practical issues about LISA civil servants in Hanoi City along with their qualities in order to propose solutions to improve them.

In order for a successful achievement of this central objective, a series of specific duties constitute an integrant part of this paper namely:

- Overviewing and evaluating the preliminary results concerning the thesis topic.
- Building a criteria system to evaluate the qualities of LISA civil servants in Hanoi city.
- Analyzing the quality of LISA civil servants in Hanoi through the criteria system.
- Proposing the solutions to improve the quality of LISA civil servants in Hanoi.

### 3. Research object and scope

#### 3.1. Research object

The main object is LISA civil servants in Hanoi on these aspects: recruiting, employing, planning, training and concerning issues such as: standards, evaluation and factors which affect the quality of LISA civil servants in Hanoi.

#### 3.2. Research scope

##### 3.2.1. Contents

Creating a theoretic form of criteria to assess the quality of LISA civil servants in Hanoi.

Analyzing and evaluating the real state of the quality of LISA civil servants in Hanoi to find out the weaknesses and their reasons.

Proposing the solutions to improve the quality of LISA civil servants in Hanoi to the year of 2020 and the next years.

##### 3.2.2. Research space

Divisions and units directly under Hanoi Department of Labor, War Invalids and

Social Affairs and Office of Labor, War Invalids and Social Affairs; postgraduate had searched in a range of 230 questionnaires which were sent to civil servants of Hanoi Department of Labor, War Invalids and Social Affairs and Office of Labor, War Invalids and Social Affairs in 15 districts and towns all around Hanoi.

### **3.2.3. Research time**

This PhD thesis has researched the quality of LISA civil servants of Hanoi from 2008 until now; the statistics in the past 5 years.

## **4. Research methods**

### **4.1. Statistical and descriptive method.**

### **4.2. Comparative analysis and summarizing method.**

### **4.3. Expert method.**

### **4.4. Sociology survey method.**

### **4.5. Data processing method.**

To half-structured questionnaires, in-depth interview contents are summarized according to research issues.

Survey questionnaires are processed and analyzed by professional software named SPSS.

## **5. Signification of the thesis**

### **5.1. Theoretic signification**

The thesis is supposed to enrich the theoretic and experiencing sources for author's future works, as well as provide necessary information for other researchers.

### **5.2. Practical signification**

Most of LISA civil servants of Hanoi are raised from experience and contribute to the results of the Capital civil servant strategies. However, in the industrialization and modernization era, the requirements of the quality of LISA civil servants has been rising. The training for civil servants is not connected with using them properly and the policies to attract experienced ones are not satisfying. Therefore, the thesis will clarify the quality of LISA civil servants of Hanoi as well as point out factors which affect those qualities and how to improve them.

## **6. The new contributions of thesis**

(1) The thesis systematizes and clarifies in-depth theories about the quality of LISA civil servants base on the following criteria: (1) Mentality: i, knowledge; ii, specialized levels; iii, job skills; (2) Physical health; (3) Intellect: i, work attitude; ii, work psychology and ability to work under pressure.

(2) The thesis researches the experiences of developed countries in recruiting, training, attracting, motivating civil servants and shows some experiences of improving their qualities.

(3) The thesis analyzes and clarifies the differences among civil servant groups in administrative units of labor field.

(4) The thesis' author directly examined throughout 230 questionnaires and interviews towards 4 groups of civil servants includes leaders and specialized officials of Hanoi Department of Labor, War Invalids and Social Affairs and district-level offices; used SPSS Version.15 software to update information and analyze 230 questionnaires; thus the thesis analyzed and assessed the real situation of the quality of LISA civil servants in Hanoi, pointed out the existing drawbacks of them and added scientific basis to definitions. This is a useful contribution to the researchers.

(5) Derived from evaluating the quality of LISA civil servants in Hanoi, the thesis

proposes basic views of the postgraduate about improving the quality of LISA civil servants in the coming period; proposes some solutions to improve the quality of LISA civil servants in Hanoi in the near future; these solutions have good reference value in building, planning and implementing policies to create LISA civil servants in general and LISA civil servants in Hanoi in particular.

### **7. Title and structure of the thesis**

- Thesis' title: *"The quality of civil servants in the field of Labor, War Invalids and Social Affairs in Hanoi City"*.

- Structure of the thesis: Besides the introduction, conclusion, list of tables and charts, lists of acronyms, lists of references, appendices, the body of the thesis is disseminated across four chapters.

## **B. CONTENT**

### **Chapter 1**

#### **OVERVIEW OF THE STUDY**

##### **1.1. Analyzing and evaluating thesis – related research projects**

###### *1.1.1. Overseas studies*

In developed countries, the civil service system and civil servants have been established for a long time and have had high stability, so in a world of changing, the authors focus on the societal feature and the flexibility of the civil service system to ensure that "citizens are customers." The recent works of the authors from developed countries focus on social assessment of implementing duties of civil servants. Besides, there are a lot of works and studies which mention the act of raising the quality of administrative civil servants.

###### *1.1.2. Domestic studies*

In recent years there have been various studies which have been published concerning the administrative civil servants such as: organizational - apparatus, civil servant payroll administration, training and retraining administrative officials, building policies for public employees. Thereby research gaps are identified.

###### *1.1.3. Studies that mentioned about creating human resources and staffs of LISA public servants*

Studies on building human resources for the sector focus on defining six basic tasks in the field of LISA until the year of 2020. To perform effectively those tasks, the prerequisite is that public servants are qualified enough to perform the task level; assessing the situation of working capabilities of civil servants, sector mission requirements until 2020, a number of policies on the managing and using public servants and demand of the field up to 2020; then proposing solutions to improve staffs' capacity in order to meet the sector's political duties in the period 2011-2020.

###### *1.1.4. The research process of author*

Since being a master student of public administration management, the author has always pursued the issue of LISA civil servants, training and retraining civil servants and the quality of them. So far, the author has chosen this approach with the thesis entitled *"The quality of civil servants in the field of Labor, War Invalids and Social Affairs in Hanoi City"*.

##### **1.2. Problems need to be solved by the thesis**

Studying the scientific works about the quality of staffs and civil servants at various levels, both domestically and abroad showed that:

Those studies showed the author a comprehensive view of public employees and the quality of them. Each author has had different interpretations and arguments, in accordance with the objects of studies, research tasks and proposed appropriate solutions to improve the quality of civil servants to meet the requirements of reform administrative system towards modernization.

Although achieving convincing results, in fact, there are still issues that need further study, namely:

First, the works about public servants and public servants quality often approach to the direction from the state administration which bases on the opinion of the state administration management or from the Administrative Law; there is just a few ones which approach towards human resource science. Therefore, in this PhD thesis, the author researches and assesses the quality civil servants and gives solutions on the basis of the science of human resources management.

Second, the studies mainly discussed the definition of administrative officers and civil servants and often focused on analyzing and assessing state civil servants in general rather than focusing on a particular group of public servants. Therefore, in this thesis, the postgraduate researches and evaluates in-depth issues of the quality of LISA civil servants.

Third, the studies used to assess the quality of civil servants based on the requirements of the public service in the State administrative apparatus, solutions are often interested in raising the quality of public sector staff to improve the capacity, efficiency and effectiveness of the national administration; there is little research on the change of the external factors affecting the quality of civil servants as well as the management apparatus. In this subject, the author's thesis research, evaluate the quality of civil servants in the state under the impact of external factors, especially the process of industrialization and modernization of the country and international integration.

Although there have been many studies of the authors domestically as well as internationally referring to different aspects of the problem of civil servants and their quality but most of the research projects just mention the most common aspects about building civil servants staff attached to the situation of specific local conditions.

For issues which are related to LISA public servants, there is little research. Therefore, there is currently a gap in both theory and practice in the thorough study of the quality of LISA civil servants in Hanoi. This thesis research is to contribute to the explanation those gaps. This is the difference between this thesis and other scientific works which have been published. With such significance, the questions of the thesis are:

Firstly, the quality of LISA civil servants in Hanoi; indicators which reflect the quality of them; factors which affect those qualities.

Secondly, the issues are raised about the quality of LISA civil servants in Hanoi.

Thirdly, detailed solutions to help improve the quality of LISA civil servants in Hanoi.

To achieve above questions, the content of the dissertation is based on the following assumptions:

First, the quality of civil servants in general and LISA civil servants in Hanoi in particular is shown on multiple criteria which consistent with the stages of development of the country placed in an international background.

Second, the quality of civil servants will be affected by both external and internal factors in proportion to the level of development of each country, so it can not be

improved subjectively and voluntarism.

Thirdly, in the context of deeply international integration, the process of analyzing the content of the thesis will be mainly based on the above research questions and assumptions. In addition, the thesis also will take appropriate content to analyze the quality of LISA civil servants in Hanoi.

## **Chapter 2**

### **SCIENTIFIC BASIS ABOUT THE QUALITY OF CIVIL SERVANTS IN THE FIELD OF LABOR, WAR INVALIDS AND SOCIAL AFFAIRS IN HANOI**

#### **2.1. Definition, characteristic and role of LISA civil servants**

##### ***2.1.1. Basic definitions***

###### *2.1.1.1. State administrative office*

State administrative office is an integral part of the administrative apparatus, established by the respectively elected bodies which is dependent and under the leadership and supervision of the respectively elected bodies, is an office which perform administrative activities and is primary subject performed executive power and also the basic subject of administrative law[58].

###### *2.1.1.2. Civil servant*

Civil servants who are Vietnamese citizens, are recruited, promoted to the rank and position in the organs of Communist Party of Vietnam, the State, political – social organizations at the central, provincial, illusory; in agencies and units of the People's Army, which is not the officers, professional soldiers, defense workers; in agencies and units of the People's Police without the officers and non-commissioned officers and professional in leadership, management of public service unit of the Communist Party of Vietnam, the State and organizations political - social, payroll and paid from the state budget; for public employees in the leadership and management of public service units are guaranteed salary from the salary fund of public service units in accordance with the law [89].

###### *2.1.1.3. Administrative civil servant*

State administrative civil servant is an important part, the subject of the state administrative apparatus. They are trained, appointed under a separate system to bring stability, perform the function of state management, ensure administrative enforcement power of the state towards society.

###### *2.1.1.4. Civil servant in the field of LISA*

Civil servant is a human resource part of LISA which includes people who are employed, appointed or assigned regular public duties in the system of bodies and heads of industry business units from the central and local LISA sector, are classified according to the level of training and specialization and put in an administrative ranks; LISA civil servants hold an important position in the organs of the sector.

##### ***2.1.2. Characteristics and roles of LISA civil servant***

###### *2.1.2.1. Characteristics of LISA civil servant*

In addition to the common characteristics of civil servants including employees of public employees are intellectual labor, professional fields linked to the state apparatus under the aspect of social life, is the professional workforce, with highly specialized properties; activities of public servants is routine, ongoing and wide-ranging and highly complex; compared to the state management of civil servants belonging to different

sectors and public sectors can be basic characteristics as following:

First, the state management sector is the field of labor, social and public persons. Field operational or functional branches career public servants is done state management aspect related to the work of the employees, who have contributed and society. This is a specific sector compared to other sectors of social life.

Secondly, state management activities of public servants is integrated management activities, is interdisciplinary.

Economic sector is industry - synthetic society, interdisciplinary: implement policies on labor, who have contributed to social and civil servants are also very diverse sector; trained civil servants of different fields such as economics graduates to perform the duties of salaries, wages, social insurance; engineering graduates to perform the duties of protection, workplace safety, job training, graduates of psychology, sociology, social management, social work ... the job done on social protection, gender equality, social evil prevention, protection and care of children, poverty reduction, public persons of law, international relations in the field of labor export operation.

Of all civil servants and public servants in general unprofessional: the former because of the concept and the actual conditions should be no rotation of public servants from agencies and other entities such as armed forces and some other areas moving industry; some mature work from grassroots movement into the labor, invalids and social affairs sector. This team can be considered "horizontal hand" have not been trained or patchy training, lack of industry knowledge to perform the tasks unprofessional.

Social sectors recently been interested Party and State: The Government has recognized the social work as a profession, but the process of training of field officers have the knowledge, professional skills not meet the requirements, particularly the civil servants in the base unit.

Third, the work environment of branch officers of Labour is primarily provided services for those who can work, the unemployed, the elderly, drug users, sex workers and vulnerable groups other injured . So, in addition to professional knowledge, practical skills providing essential public services of the sector requires public officials to have passion (with heart, have empathy with the vulnerable groups ) and must have life skills.

#### *2.1.2.2. Roles of LISA civil servants in Hanoi*

As a type of state management functions, firstly public sector can also play the role of Labour of the State management of civil servants, while reflecting the unique role of the LISA field, namely:

Management, advising the City Party Committee, People's Council, People's Committee of Hanoi City in the field of labor, social and public persons.

With its unique functionality, the public servants LISA sector is an important force in advising and implementing activities for the agency sector of Hanoi. It is these aspects as:

Implementing policies to create jobs associated with the development of labor market; strengthening the role of the state in regulating the labor supply and demand; improve the quality of forecasts and labor market information of the city; strengthening the consultancy, job placement; frequency enhancement, improve organizational efficiency employment exchanges; information system connecting the labor market of the city with the information system of the national labor market.

Coordinate with the social insurance agencies in the implementation of city regulations, unemployment insurance policy; good governance and participation resident



for unemployment insurance; implement solutions expand participation and improve the efficiency of implementation of the unemployment insurance policy.

Implement labor and wage policies, social security, building harmonious labor relations, improve labor relations, working conditions.

Improving the quality and efficiency of vocational education; improve the efficiency of training, vocational training linked to employment; Training provides skilled workers with high qualifications for the sector, industrial parks and large projects with the significance of the city; promoting vocational training for rural labor, vocational training associated with the strategy of socio-economic development of the city.

Improve the material life, his spirit has on the city;

Implementing sustainable poverty reduction objectives; strengthening the social protection activities, social assistance; creating a safe environment, friendly to children;

Gender equality and for the advancement of women; deflation new born social evils, improve the quality of drug treatment and rehabilitation, post-detoxification management, prevention of prostitution.

### ***2.1.3. Classifying LISA civil servant***

Classification by job function:

- Industry leadership: who performs the function of managing and administering the work of the civil servants under the covers.

- Public employees do not hold leadership positions, management: Includes: professional civil servants and professional; professionals and civil servants; engineering practice civil servants.

Classification by categories of public servants appointed.

Category A includes those who are appointed to the rank of senior specialists and the like; Type B consists of the persons appointed to the rank of chief specialists and the like; Category C includes those who were promoted to the rank of specialists and the like; Type D include the persons appointed to the rank of officer or equivalent and staff turnover.

Classification under the system of administrative organization.

State management of civil servants working in the Ministry of Labour; civil servants working in the Department of Labour of the provinces and centrally-run cities; civil servants working at the Department of Labour district.

## **2.2. The quality of LISA civil servants and evaluation criteria**

### ***2.2.1. The quality of LISA civil servants***

Quality is expressed in civil servants professional qualifications, professional, career skills, methods of teamwork, the ability to gather, unite people, foreign language skills, information about political understanding social, moral quality, loyalty to the Party, State, dedicated spirit of serving the people, work experience, adaptability to the context of political, economic, social.

The quality of public servants is a state sector certain teams are evaluated through operational efficiency of state management in the field of labor, war invalids and social as well as the qualifications and capacity on the basis of activities carried out functions of the civil servants, while reflecting the relationship of coordination, synergy between the elements, the members constituting the skills, methods of dealing with the public LISA sector jobs related to specific conditions.

### ***2.2.2. The criteria to evaluate the quality of LISA civil servants***

### *2.2.2.1. Criteria group shows specialized levels and skills*

- Criteria for assessment of qualifications:

Group criteria for evaluating the qualifications of civil servants including criteria on education, on political qualifications, expertise. Where: Education and expertise of civil servants has been mainly through training, can be trained in specialized industries or before performing the work; That is the secondary school level, college, university and graduate. The education level is largely outside the job training and retraining of civil servants in work that is done through training courses or short-term training expertise and professional. It is equipped with the expertise to civil servants. Any one position in agencies and organizations are required to do the job with certain qualifications. When reviewing, assessing the quality of public sector organizations should also consider LISA requirements of state management qualifications, language proficiency, computer skills of each subject public servants stipulated by Circular No. 11/2004 / TT-BNV dated 09/10/2014 of the Ministry of Interior prescribing, revenue codes, professional standards of administrative categories of public servants.

- Criteria for professional skills:

Professional skills is one of the important criteria of quality assessment of the labor sector officials, war invalids and social. This criteria reflects the professionalism of civil servants while performing their duties. Public employees should have the skills to manage respectively to perform the role, his duties. There are many different skills, to assess the quality of civil servants based on skills groups and groups of soft skills. Professional skills is an indicator not only an assessment of capacity to implement specific job sectors and civil servants but also is an indicator of Labour reflect the professionalism of civil servants. To help civil servants to undertake the job, the specialized agencies of Labour should focus more on training and retraining of skills for civil servants to carry out work.

### *2.2.2.2. Criteria of work experience and length of service of civil servants*

Work experience demonstrate work experience in working overtime, can call that senior civil servants have been. Public employees have more work experience can tackle the job mature faster and less experienced people. Work experience combined with the qualifications and skills of handling at work forming the skill level of each public servant. Skills are endless creativity, the capacity of civil servants expressed thinking in making initiatives, ideas and quick decisions, flexibility in solving the problem. This capability does not depend on age or gender. Therefore, a civil servant who had the creativity, both have experience in the job skills they may have to work to surpass and are valuable assets of the agency or organization.

### *2.2.2.3. Group criteria for evaluating implementation capacity actual duties of civil servants*

Group criteria reflecting the completion of tasks and assume the level of responsibility of civil servants LDTBXH sector. To assess public employees according to criteria based on the quality of work done, but that civil servants perform. The assessment is not only meaningful evaluation of work performance, recognizes the achievements of public servants in the given time, but also meaningful evaluation results of operations of the organization.

### *2.2.2.4. Group criteria for cognitive ability and readiness to meet the changing work of government employees*

This is a group of quality criteria for evaluating public servants on the basis of Labour sector meet changing jobs in the future. Most of the analysis and evaluation of the

quality of officials are assessing the quality of civil servants on the basis of the static state of civil servants. Practical work (and even public servants themselves) are also changing. Tasks, content and requirements of the job is always changing due to objective factors. Especially for 'tasks always change policies on employment, salaries and wages, the main earners of public, who enjoy social protection policies. So if public servants are not aware of industry changes on its work at the request of the development will not have an investment update knowledge, skills, attitude and behavior change their behavior can not be the work undertaken in the future.

#### *2.2.2.5. Criteria health (physical) sectors of LISA civil servants*

Health officials are considering is an important evaluation criteria of quality public servants. A healthy person who does not have a physical illness and mental clarity. A mental "illness" is the spirit always spiteful thoughts, anger, anxiety, sadness, stress, thinking that pent-affected people, can not control the behavior of best friend. Health showed physical toughness of civil servants during working. Quality public servants not only expressed through the level of human understanding, but also the health of the person themselves. Without health, how much knowledge and skills are also in the human body there. Good health and good new work, dedication is our gray matter.

Health criteria for civil servants in general and in particular civil servant in LISA sector is not only a common standard, universal need for all officers, which, depending on the operational characteristics of each unit there are love bridge, its own standards. Requirements on health is not only a mandatory provision in recruitment of civil servants, but also is required to be maintained throughout the life implementation of the official duties.

Health officials should be considered, evaluated through frequency sick, to see a doctor when sick, weight loss due to illness or accident during work. Frequent sickness or not.

#### *2.2.2.6. Group criteria of work attitude, work psychology and ability to work under pressure*

Working attitude is aware of public servants working in the process. This entirely depends on the temperament and personality of each individual. When standing in an organization, they are forced to comply with the rules, certain work rules. Working attitude is the external manifestation behavior, psychological work is the inner feelings of the people. When emotions fluctuating sentiment and business fluctuations influence the attitude of civil servants, make behavioral changes in employment of civil servants. When officers control emotions, moods expressed by attitude, by proper behavior is to show civil servants have the knowledge, have a certain understanding, and that section is considered to have the quality in terms of mind power. Ability to work under pressure of potential is hidden in each individual public servants. It is the persistence of the work of civil servants in terms of both mental and physical. Mentality is the basis for civil servants capable of withstanding the pressure, but the fitness is a necessary condition for public servants indispensable solve daily work and prolonging working if required.

### **2.3. Basic factors which affect the quality of LISA civil servant**

#### ***2.3.1. Objective factors***

##### *2.3.1.1. Globalization and international integration*

Globalization and international integration that affect the quality of human resources in general and the quality of civil servants in particular sector, because these factors have created an opportunity for the country, the power industry the best

combination nations with strong international strength, promote inner strength and creative potentials; concurrently, the maximum use of external resources for development to serve. International integration trend has an impact on many aspects and put forward new requirements for civil servants of sector.

#### *2.3.1.2. The advancement of science and technology*

The progress of science and technology changing the labor structure of each country, each local and each economic sector; alters the nature and content of the professional labor make ascending intellectual labor and manual labor increasingly tend to decrease; scientific progress and technology gradually internationalized creates fierce competition in terms of productivity, quality and cost. Many emerging industries, many lost their previous jobs, knowledge and professional skills of the employee worn out quickly; Advancement of science and technology also changes the content, teaching methods from general education and vocational training to higher education.

#### *2.3.1.3. Historical traditions and cultural values*

Historical traditions and cultural values including the national consciousness, pride in the traditional values is fundamental, cross-cutting significance not only today but also in the future. These are traditional values that govern the lives of each of us, is the most significant factor in the need to promote. The pace of life according to the market mechanism has no impact at altering the traditional values, the effects on the quality of human resources in general and in particular civil servant.

### **2.3.2. Subjective factors**

#### *2.3.2.1. Recruitment of LISA civil servants*

It is considered as the first factor, is an important factor determining the quality of civil servants of LISA sector. Practical experience shows that the selection, recruitment standards officers, who are qualified for qualities will complement the sector forces officers. Conversely, if the recruitment of civil servants of the industry is not properly concerned they will not choose the qualified person and the supplements to the force.

#### *2.3.2.2. Using LISA civil servants*

Using civil servants must be associated with other phases of the organization of staff, it is the job performance evaluation of civil servants, training and retraining of civil servants. When using the right people and expertise not only improve work efficiency, personal promote their capabilities but also create a positive sentiment for the struggles of the civil servants. That is the importance of knowledge and skills can be of public servants. Conversely improper use planning officers training will cost huge waste of training and retraining of civil servants.

#### *2.3.2.3. Job analysis of LISA civil servants*

Job analysis is the process of information gathering and analysis and evaluation of the work of the agency. Results of job analysis is to build job descriptions of civil servants, the civil servants title criteria for each type of work and evaluation criteria system do the work of public servants. As such, job analysis is the basis for the recruitment of civil servants and is also the basis for assessing the work done by civil servants, makes policy on training, improving the quality of civil servants, as one of the basis for ranking jobs and implement fair labor remuneration, reasonable.

#### *2.3.2.4. Job performance evaluation of LISA civil servants*

Job performance evaluation of civil servants of LISA sector plays an important role in human resource management in general and in raising the quality of public servants LDTBXH sector in particular. Assess the level of work done is not only assessed on the

subordinate level but also the self-assessment of work done by each official and the evaluation of subordinates to superiors. Evaluation conducted to determine the result of the work of each individual public servants in the performance of assigned duties.

#### *2.3.2.5. Training and retraining for LISA civil servants*

Training and retraining is the only way to raise the level of knowledge of the conditions of civil servants of LISA sector deficit more in knowledge and skills current. Implement training and retraining of civil servants frequently make solid expertise, level of political theory and management skills to meet state standards. On the other hand, training and retraining contributing to improve the efficiency of duty performance of public officials is essential to LISA sector. It is the knowledge of labor relations, employment, policies on social protection, social security in the context of deep integration of international issues mentioned above requires all public servants who have knowledge extensive, updated, knowledgeable international law; the civil servants in the integration stage must have a good command of foreign languages to actively cooperate with foreign partners. Training and retraining are not limited to training to improve professional skills and professional qualifications of political theory which need special attention to training to improve job performance skills and relevant knowledge relating to the work of public servants and contribute to the professionalism of the sector's civil servants in performing duties.

#### *2.3.2.6. Motivating LISA civil servant*

Motivating employees for civil servants are formed in the course of work. To motivate public servants in the villa construction services, need to perform effectively some following contents: Working arrangements in line with the ability and qualifications of civil servants. This is very important, because public servants are located right capabilities, qualifications, they are conditions to develop the ability to complete the task assigned to receive equitable remuneration for their efforts let go. From there, create the comfort of employees, motivate public officials are eager to work and creative premise that arise at work.

Basic innovation policies matter for civil servants in LISA sector. Pursuant to each civil servant, level, quantity, quality and efficiency of individual civil servants and civil servants to ensure the regime of salaries, allowances and conditions and the working facilities and material support another for civil servants. Salaries of civil servants in industry must truly become fundamental parts of the income of civil servants. Wages must ensure expanded reproduction of labor power and civil servants. Strict wage policy is an indispensable job in creating motivation for working civil servants. In it, a reasonable salary is a measure of the most obvious manifestations of economic interests of public officials in LISA sector. Wages are powerful economic levers to stimulate civil servants to work with productivity and efficiency.

In addition to the above issues must also mention the motivation for civil servants labor sector, social invalids and mentally. To encourage civil servants to improve vocational love, passionate work, self-discipline improve the surface, preserving moral qualities; timely reward government employees with outstanding achievements in their work and in scientific research; complete the organization of staff in the unit, creating democratic atmosphere, respect, trust, mutual support and mutual assistance in the collective. From there, create a comfortable environment at work, reduce the level of stress in daily work.

### **2.4. Experience in enhancing the quality of the civil servants around the world**

#### ***2.4.1. Experience in recruiting civil servants***

The postgraduate learned about servant system in Japan, France, Singapore, the US and identified as: The recruitment of civil servants in the country are conducted to ensure publicity, unfair and mostly through contests . Perform reward regime, discipline, deserves preferential treatment to public servants working safely and promoting their full potential.

#### ***2.4.2. Experience of training and retraining civil servants***

The nations of the world are aware of the importance of human resources in the cause of economic and social development of the country. As a person performing official duties at the organizations providing public services, civil servants is an important force, to advise policy makers for the construction and economic development - social. Therefore, the training and retraining of cadres, management is always an important issue is a priority in many countries.

#### ***2.4.3. Experience in the use of tools salaries to attract talented people***

Principles of wage policy in developing countries are: + Equal wages for equal work is done in the same conditions + Different wage differences based on the work already completed, assigned responsibilities, the requirements, the nature of the job requires. + The salary of civil servants should be paid commensurate with the wages of the private sector (note here matched by no means equal).

#### ***2.4.4. Experience in incentives***

In addition to salary, the civil servants are also entitled to various benefits such as allowances, retirement and other benefits. The non-wage benefits can play a positive role in the overall remuneration if well designed. However, there are some non-wage benefits may undermine motivation and distorting the incentives. One of the important measures to address possible non-wage benefits that are required to identify and quantify these benefits can be used as a basis to compare remuneration between public sector and private sector and limit the effects of inflation as real wages decline. Can determine the relative levels of total payroll in the state defines it as a share of GDP or of total expenditure is reasonable and more plausible.

In addition to cash incentives, rewards and recognition form of emotional as well as a very useful tool in promoting effectiveness, as long as these measures are used wisely, avoid ostentatious.

#### ***2.4.5. Some significations drawn from international experience to improve the quality of civil servants***

About recruitment of civil servants: The experience of the civil service examination of water in the world is diverse and plentiful, so do not have a unified model, optimization applies to all countries. However, most general purpose of the civil service examination is selected by talented people, with real power for the Public Service. The adequate wage policy and the remuneration policy of social welfare is one of the important measures to redress the biological activity of inefficient state apparatus as well as limiting corruption.

### **Chapter 3**

#### **THE REAL SITUATION OF THE QUALITY OF CIVIL SERVANT IN THE FIELD OF LABOR, WAR INVALIDS AND SOCIAL AFFAIRS**

## IN HANOI

### **3.1. Overview of natural, economic and social features and characteristics of LISA civil servants in Hanoi**

#### ***3.1.1. Natural and economic – social features of Hanoi City***

##### *3.1.1.1. Natural features*

Hanoi is the capital and the second largest city of Vietnam following the urban area of Ho Chi Minh City, local as well as the second largest population with 7.2 million people (2014).

After the changes in boundaries and administrative 2008, Hanoi now has 30 district-level administrative units - including 12 counties, 17 districts and 1 town - and 586 commune-level administrative units - including 386 communes, 177 21 wards and townships. Government dated 12.27.2013 issued Resolution No. 132 / NQ-CP adjusted administrative boundaries to establish Tu Liem District 02 and 23 wards.

##### *3.1.1.2. Social and economic features*

Five years (2010 - 2015), Economic Capital continues to grow and has a high growth rate. Gross Domestic Product per capita is estimated to increase 9.23% 5-year, nearly 1.6 times the average rate of the whole country. Scale total locality product (GRDP) in 2015 is estimated at over 27.6 billion dollars; per capita income is estimated at \$ 3,600, up 1.8 times compared to 2010. Inflation is under control, consumer price index dropped sharply from 17.1% (2011) to about 6,3% (2015). The total state budget revenue in the province reached 714.5 trillion VND on average, by 7.1% / year.

The economic structure shifting the right direction, the economic sectors are encouraged to develop. Linking, regional economic cooperation and integration of international economic development are extensive deployment and achieve positive results.

#### ***3.1.2. Overview of the organizational structure of the People's Committee of Hanoi city and public servants of Hanoi***

Organizational apparatus of the administrative offices of the city People's Committee has 24 municipal and equivalent professional bodies; District People's Committees, the town has 30 units; Communes, wards and towns have 584 units. 2015, the city has established a new Department of Tourism on the basis of separation of functions of state management of tourism from the Department of Culture, Sports and Tourism. Administrative staff under Resolution No. 07 / NQ- days of administrative civil servants 05/12/2014 in the specialized agencies of the People's Committee and People's Committees of districts, towns are payroll 9408 (2015 ), which has added 115 new staff to the two districts of South and North Tu Liem made payroll delivery with delivery planned economic indicators - social and revenue estimates, the annual expenditure is the basis for the implementation of the recruitment unit, arranged servants do their duty.

#### ***3.1.3 Overview of the Labor, War Invalids and Social Affairs field in Hanoi***

To perform management functions in the fields of labor, social devotees and over time, at the local level have also organized formation process, split, merge the relevant functional agencies this area corresponds to the central vertical. Departments provincial and district level and the local level rooms have the specialized production. The branch offices of labor, war invalids and social aspects of the city of Hanoi recently under management by sector (Ministry of Labor - Invalids and Social Affairs), and under the management of territorial (city of Hanoi People's Committee ); is managed by industry expertise and professional; under management of territorial organization bureaucracy,

civil servant payrolls, wages, conditions and technical facilities.

### **3.2. The real situation of LISA civil servants in Hanoi**

Quality analysis of Labour officials in Hanoi branch, NCS based on figures published by the Ministry of Labour, Ministry of Interior, the Hanoi People's Committee, the Department of Internal Affairs figures Hanoi, the Hanoi Department of Labour, the research findings of a number of topics, projects are carried out in the period from 2009 to 2014. on the other hand, in 2013, author of the thesis has conducted surveys, surveys through questionnaires (questionnaires) and conducted in-depth interviews (interview) some officials of the Department of Home Affairs in Hanoi, Hanoi DOLISA and some department heads of LISA in some districts of the city. Depth interviews with leading experts on the science of the Institute of Labour Science and Social Science Institute of State Organization on matters related to the quality of public servants in LISA sector.

Total number of valid questionnaires is 230 shares, representing 95.83% questionnaires, divided into 4 groups: leaders of departments, administrative staff, namely: 15 votes is the head, deputy head of the Department of Labour Hanoi; 41 votes are experts within departments in Hanoi; 22 votes are heads and deputy heads of the Department of Labour of districts, towns and cities of Hanoi; 152 votes are experts from the Department of Labour district, Hanoi town. The questionnaire and survey results are presented in the appendix of the thesis.

#### ***3.2.1. The quality of LISA civil servants according to training qualifications and professional skills***

##### *3.2.1.1. Quality of Hanoi LISA sector by level of training*

According to statistics of the Department of Home Affairs, the Hanoi Department of Labour, the number of civil servants have university degrees is 123 people, accounting for 89% of administrative employees of the department; Some officials untrained college is 7 percentage is 5%, which means not meet the requirements of the job. This percentage difference between civil servants and civil servants with the districts and towns. Officials of districts, towns, the proportion of untrained college was 9.2%.

On the level of political theory, among the leadership, the management held the position of deputy head of 77% or more have passed training courses of medium and high-grade reasoning; in which the leadership and management of the Minister, Deputy Labour - Invalids and Social Affairs in the district is 65%.

Knowledge of state administration according to 10.2% of civil servants have not undergone training courses on public administration. This rate has a significant difference between the groups key civil servants. One thing worth noting is the relatively high proportion of public servants not to participate in training on state administration. The highest rate among professional officers of the districts and towns.

Since 2010, due to the performance of civil servants should standardize the level of training, political theory, knowledge and administrative skills of civil servants labor sector, Invalids and Social Affairs has stepped Hanoi significant progress, the end of 2012 had over 70% of the management leadership of trained middle-level political theory; ratio of public employees to participate in training courses on state administration was 86%.

In total the leadership, management (from deputy chief to director of the Department) 2.61% on the university level; 86.09% have a university degree. According to a survey object is leadership, management has 02 people, accounting for 0.92% said that their qualifications have not met the requirements of the job.

According to the data show that the total number of civil servants in leadership and



management from deputy manager to director of facilities to 100% have a university degree; 11.2% on the university level. It is the result of many effective measures that Hanoi Party applied to gradually improve the quality of civil servants of capital required to meet the renovation period.

However, 03% also rate the leadership, managers college level. Thus up to 03% of the leadership and management expertise with low and does not meet job requirements and standardization of leadership and management. The survey by the author's thesis carried out at the Department of Labor - Invalids and Social Affairs and Labor 15 - Invalids and Social Affairs in the districts and towns of the city of Hanoi as follows.

Professional qualifications of civil servants Highest mostly university level with the number of people accounted for 86.09% 188; the number of public servants PhD qualified small proportion accounted for 2.61% 6 people, no civil servant has a doctoral degree; officials still have 4 primary level, accounting for 1.74%. With results on the professional qualifications of civil servants to meet the requirements. However, to improve the quality of staff and civil servants of labor, war invalids and social and Hanoi should actively improve their learning to master's degree, doctorate. Currently in public servants and employees of the city of Hanoi, about 300 people with doctorate degrees, 4,000 master's degree holders. Thus, compared with the average of the level of training of civil servants, the public servants Capital industry has a low level of training.

+ According to foreign language skills and compute

Information Technology According to the survey, the survey, the majority of civil servants have my Diploma B occupies 75.89%; civil servants account for 12.50% C certification, the rest are public servants A computer certificate and other qualifications. Thus, the level of computerization of public officials surveyed the majority meet job requirements. However, to meet the requirements of raising the quality of public servants labor sector, invalids and social capital, the civil servants should be trained and fostered more to master the knowledge of information technology, to meet the requirements phase deep integration of international economics.

+ Specialized training and the match between the specialized job training.

On the specialized training of public servants surveyed, investigate the economics profession the highest proportion of 39, 47%; followed by specialized state management 21.05%, in law 20.185; there are 30 people out of 230 people surveyed accounted for 13.16% is investigating other specialized subjects such as environmental and human, information technology and some subjects are not suited to job placement needs of the labor sector officials, Invalids and social Affairs in Hanoi. Thus, the Department of Interior, Department of Labour of the city and people's committees of districts, towns and cities of Hanoi should revise recruitment of civil servants to ensure proper recruitment requirements for employment positions. For qualified civil servants trained inconsistent with employment positions need training plans, training or layout used in conformity with the general regulations.

A number of staff have specialized training at appropriate and inappropriate for the current job rather high percentage of 9.57% and 3.48%. This is the basis for the labor sector agencies, Invalids and Social Affairs in Hanoi strategic need training, retraining or consideration when making downsizing under Decree No. 108/2014/ND-CP on November 20, 2014 of the Government on downsizing policy for a number of staff with appropriate expertise and at this inappropriate.

According to the survey results, the answer is not sent on to learn more about

foreign languages and informatics high proportion of 138 people, accounting for 62.16%. Thus, in the context of international economic integration today, the authorities of Hanoi needs attention, to create conditions for raising the level of foreign language and computer skills of the civil servants .

### *3.2.1.2. The quality of LISA civil servants in Hanoi under professional skills*

Currently, a team of management leadership of the branch offices of Labour Hanoi also lack of knowledge and skills in economic management in the market economy. Especially some of the public servants in this group said they learned knowledge at the university are not really suitable for the current job. It shows the contents of knowledge are trained in a number of universities are not really consistent with current work practices, because the majority of public servants are trained during the planning focus (age the average number of years of service and average 25 years).

Besides the requirements for professional qualifications and public sectors of Hanoi is facing huge difficulties in implementing public service skills. Due to lack of skills on duty performance, many civil servants feel awkward when implementing the guidelines and policies of the State; skills training needed for leaders, managers include:

Decision-making skills; presentation skills; leader skill; use computer skills; foreign language skill; problem-solving skills; drafting skills; Meeting organizational skills; teamwork skill; communication skills. The survey carried out by NCS analysis results as follows: Other factors in addition to professional qualifications and professional skills are the factors and qualities needed, the importance of the civil servants needed to complete the job. Other factors in addition to requirements for professional qualifications are respondents selected multiple is: be creative, take initiative at work (80.70%), with solid professional experience, in line with the trend of international integration (70.18%), with the ability to work in teams, to work together and communicate well (57.89%). According to NCS, the respondents chose these factors account for a high proportion perfectly reasonable. In the implementation of the responsibilities and tasks assigned, the civil servants need to be flexible, proactive and not rely on others, look forward to, to know more coordinated work.

The practical skills the work of public servants in LISA sector is due: the experience accumulated in the process of working the largest proportion (88.70%); Next are the elements: self-study, more studies (76.52%), training and retraining through the schools (72.17%), be mentored, guided discussions with colleagues ( 66.96%). With this result shows that the majority of government employees of Labour, Invalids and Social Affairs in Hanoi self-learning consciously improve their professional knowledge, self forged themselves. However, the Department of Labour, the Hanoi Department of Home Affairs should coordinate closely with the training and retraining of officers and employees of MOLISA and the training staff to strengthen Le Hong Phong Street opening training and retraining for the civil servants, especially the opening of the short-term training courses on professional knowledge of the industry.

According to the respondents, investigations meet the knowledge and skills required of civil servants, they overwhelmingly affirmed meet fairly level (52.29%), good level (33.94%), only 02 people accounted for 0.92% of respondents met at the knowledge and skills required. Thus, the results of this survey show that most sectors of civil servants labor, invalids and social city of Hanoi with the knowledge and skills to meet work requirements.

### *3.2.2. The quality of LISA civil servants in Hanoi under working experience and*

***seniority***

Leadership cadre structure, management currently insufficient and improper synchronization between the age is a matter for concern. In Hanoi LISA sector, the civil servants under the age of 30 accounted for 10.07%; ages 31-40 accounted for 41.72%; ages 41-50 accounted for 28.77%; accounting for 19.42% over 50 years old.

Qualifications under the qualification of the management and leadership is not high, the age and general capacity than required work shows that the average age of the team is quite high and unreasonable distribution between age group. Thus, the labor sector agencies, Invalids and Social Hanoi should pay attention to the planning stage of leadership and management to ensure consistent across age groups.

Age structure of leadership and management in the districts and towns: according to the Hanoi Department of Labour show that the proportion of civil servants aged 31 to 40 accounted for the highest percentage 36.63% civil servants aged 51 to 60 years accounted for only 17.17%. This shows that officials at the county, district, town officials are mostly young, educated and trained in the practical construction of the country.

The number of civil servants has seniority under 5 years accounted for the highest proportion: 78 people accounted for 33.91%; Listed intensive civil servants from 5 to 10 years accounted for 20.87% of 48 people; senior civil servants from 11 to 15 years accounted for the smallest proportion: 28 people accounted for 12.17%. Thus, the proportion of senior civil servants who work less than 10 years accounted for more than 50%, which shows the structure of civil servants remaining imbalances experience and seniority.

***3.2.3. The quality of LISA civil servants in on the extent of work completion***

One of the important criteria to assess the quality of public servants in LISA sector indicators for assessment of the level of work done in other words it is the actual level of public response to the request of officials the work they undertake.

- Assessing the compatibility between professional individuals with current job requirements

The majority of public servants that work arrangement commensurate with qualifications and professional (88.99%); this shows the arrangement and layout of the standard, and position titles of civil servants sector employment of labor, war invalids and social Hanoi current period is appropriate.

- The fair in assessing Comment on the fairness of the system of evaluating results of work done by specialized agencies showed that most of the opinion that the assessment shows the equity (63.30%) and completely fair (25.69%) in assessed .; assessing the results of the work done by civil servants is now an important factor in the management and use of public employees in order to the objectives of the public administration in general and Hanoi in particular. The most of the respondents answered yes fairness in evaluating the results of the work done by civil servants that this is a good sign for the improvement of the quality of public servants in LISA sector.

About evaluation conducted by the agency is focused on organizing and rearranging work accounted for the largest share (52.53%); training and development of human resources (50.51%), decision of reward and punishment (37.37%); Only 16 people out of 230 who occupy (8.08%) believe that the evaluation conducted by the agency in order to equal wages. The majority of civil servants choosing these factors in evaluating the job performance of public employees shows the importance of clearly defining the specific number of job positions is weakness and difficulty in branches of social agencies

in Hanoi.

Along with the survey with questionnaires, interviews that the postgraduate perform some leadership and management of the Hanoi Department of Labour. The results showed that most civil servants are to fulfill their assigned tasks. However, when interviewed the leaders of the Department are identified: "Public employees to complete assigned tasks inadequate", even more civil servants can only meet 60% of the job requirements. That means that new civil servants to do their duty at acceptable in moderation is the superior, not really meet the requirements and demands of the job.

Thus, the relatively large proportion of public servants find themselves their capacity is lower than the job requires. Of the total number of civil servants from the chief to the deputy director of the respondents have 02 people (0.92%) believe that their current capacity lower than the required work, 33.94% said that existing capacity of his meet requirements of the job, and 52.29% said that their ability to meet the required level of job fairly. This rate is equal to civil servants working at the county, district and town. This is a good sign because the part of public officials themselves are aware of their abilities and feel they have to rise to meet current business requirements as well as the future.

The fact that many officials do not really understand the functions and tasks of the bodies, the specific tasks of the job for which they are undertaken. Many public servants surveyed admitted that they do not have or do not know about the job description, the required professional qualifications to do the job and gauge the degree of completion of work. The job position in the room has not been described in detail, in particular public servants should not grasping the specific duties of his job, especially the relationship of job performance.

#### ***3.2.4. The quality of LISA civil servants in Hanoi under health criteria (physical strength)***

Health officials to be considered as important criteria assessing the quality of public servants. When talking about the fitness of civil servants, most of them only care about height, weight. Content In this thesis, the author refers to the health of civil servants through frequency LDTBXH industry is ill, should seek medical care when sick, weight loss due to illness or accident during work. Frequent sickness no more (2.60%), the doctor regularly and often accounts for 7.85% incidence of chronic diseases such as gastritis, arthritis;

The cause of the illness as well as weight-loss phenomenon of civil servants by way of non-scientific activities, even as arbitrary as diet unreasonable 54.56% weight loss or health reasons reduced.

The percentage weight loss due to sick officers were not entirely due to illness but also the care regime, enrichment of nutrients for the body; Sleep mode is not interested; Wine, beer also cause illness or weight loss. Therefore, the evaluation of the fitness of civil servants in work not only completely accurate, but also from the elements of life in the family of external relations offices of each civil servant. However, the statistics of the survey data also shows that the postgraduate is relatively accurate part of the health of civil servants.

Thus, we can assess the health of the public servants in LISA sector is relatively good. The rate of pain, illness and must leave very little. If there is only common colds and is not serious enough to be off work because of illness.

#### ***3.2.5. The quality of LISA civil servants in Hanoi on the extent of being ready to meet the changing work of civil servants***

There are two important criteria to be considered when assessing the quality of public servants in this group are aware of changes in the work in the future and acts ready to meet that change.

LISA civil servants in Hanoi were aware of the change of the future (5 years) at a moderate change 39.64%, 18.02% little changed, completely changed 2.70%. The change in the work that public servants are aware that a change in the function and tasks of the organization and the work they undertake, the changes resulting from the application of scientific and technical achievements in the new work (computers, internet). However, a very small percentage of civil servants that change completely in work (2.70%).

The survey results, the investigation showed good adaptability 30.91%, quite proportion adapt fairly highest proportion 41.82%, Adaptation Average 25.45% level; with 1.82% of people think that their adaptation without the training and retraining, the focus on the age group above 50 years old.

### ***3.2.6. The quality of LISA civil servants in Hanoi according to the criteria of work attitude, work psychology and ability to work under pressure***

#### ***3.2.6.1. Work attitude of civil servants***

MOLISA field far field is always complicated, sensitive as much related to the policy beneficiaries, who have contributed to the revolution and the country. Therefore requires public officials to enforce their duties but to have strong expertise and experience in handling affairs must also have an open attitude, enthusiasm in receiving direction lead, handling work for the people. Especially, for those serving very special sector public employees of the sector should have the right objectives for the policy object.

With the survey data show that the frequency of the non-working public servants by reason's own work is essential, some people are off work due to illness or health problem no more. Some 47% less likely to stay, some leave sometimes accounted for 43.3%.

When off work, the number of people who regularly ask for permission to stay occupied 85.65%; the number of those who leave without permission account for a very small percentage.

Number of civil servants occasionally quit to work accounted for 35.66% other. The proportion of civil servants occasionally occupied 38.26% seating, no seating 19.15%. The number 13.92% of civil servants who is occasionally absent, showing a lack of respect work and serious attitude during work. This can seriously evaluate the attitude of civil servants working in is not high.

The proportion of civil servants often very little controversy 0.86%; There is no reason to mention controversial, with only sensitive criteria to assess attitudes, cultural inhibitions and work of civil servants.

From the above figures may receive a preliminary determination: the attitude of civil servants working in LISA sector in Hanoi relatively seriously and appreciate the work of the agency.

#### ***3.2.6.2. Work psychology and ability to work under pressure of public servants***

When progress requires public employees to work overtime, get some unexpected work but the level is very willing and ready to account for 31.75%; level of enthusiasm not receive the other when reaching 13.06%; level of enthusiasm and enthusiasm to receive the appropriate expertise to reach 23.90%. According to the Organization Leader staff rooms, the Hanoi Department of Labour said that if the authorities applied measures to motivate civil servants will contribute to improve the discipline of civil servants and

improve accountability, attitude of enthusiasm in the work of public servants. Thus, workplace attitude of public servants in the sector has not shown professionalism.

### ***3.2.7. Overall assessment about the quality of LISA civil servants in Hanoi***

#### ***3.2.7.1. Strengths***

Civil servants in the offices of Labour Hanoi branch was added, increasing the number always increases yearly through. Hanoi has allocated a sufficient number of officers for agencies such as the Department of Labour officers and officials in the districts, towns and public servants working in the communes of Labour wards and townships; not to a shortage of people working in workload conditions "overload" of agencies and units.

Quality public servants in LISA sector increasingly been raised thanks to the training and retraining of both qualifications, knowledge and skills, work experience and capacity to implement public service. In nearly 30 years of implementing the Party's renewal policy, a division of Labour Hanoi branch officers have been retrained and retraining at the request of the renovation period; Some children were recruited civil servants added to the team under the new criteria to meet the mission requirements of the city in the field of labor, social and public persons.

The majority of civil servants have a sense of responsibility and sense of organization and discipline, diligence, hard work and active learning, innovative thinking, access to the new requirements in management and serve the people, pollen fulfill the mission and achieve the professional tasks, contributing to achieve the objective of political stability, promote economic development and participate in the process to grow with high growth the city has a number of important positions in the country. In the living conditions more difficult, wages and incomes are still low, again suffered a negative impact of the market economy, but the majority of the sector civil servants keep moral qualities and lifestyle strengths, overcome difficulties, to complete the task.

#### ***3.2.7.2. Shortcomings in the quality of LISA public servants in Hanoi***

Quite a number of organizations capable and professional qualifications did not meet the requirements of the job, especially the civil servants working in the room LDTBXH city districts. Professional skills is one of the largest current shortage of officers in the sector; the weakness of professional skills can make quite clear to the district-level civil servants. Learning Certification to the standard rationalization titles did for civil servants lack the necessary skills to perform duties; this makes the lack of professionalism of civil servants in work, work efficiency is not high. Many officials do not understand the functions and tasks as well as assume not understanding the functions, duties of his unit. Hanoi branch civil servants not fully aware of the change of the future, are not really prepared to be ready to accept those changes; not see the demands and pressures of international integration, and pressure requirements of the process of industrialization and modernization of the sector agencies.

LISA civil servants are not fully aware of the change of the future, are not really prepared to be ready to accept those changes; not see the demands and pressures of international integration, and pressure requirements of the process of industrialization and modernization of the sector agencies.

Cooperation, coordination and synergy in the work, the sharing of information, the spirit and methods of work of the employee remains low. This makes the energy and synergy of civil servants is not high, although the quality of the individual civil servants that had significant progress.

Structure category of public servants in the city agencies are now irrational: the majority of civil servants in the professional ranks, the number of professionals, especially senior professionals accounted for a very low rate, leading to lack of skilled professionals and civil servants, depth, proficient in a specific field of work, but officials admitted the incident, even a civil servant working parts do not guarantee the quality, lack the will to strive .

### **3.3. Causes that affecting the quality of LISA civil servants in Hanoi**

#### **3.3.1. Objective reasons**

Public servants are also branches impacts overall objective is the same as national civil servants; that is: A large proportion of public servants in LISA sector training subsidy during the planning mechanisms focused, it's some employees holding leadership positions, leaders of districts, towns and cities. This is the dominant objective factors, affect the quality of public servants. International integration is happening quickly, leading to the change of function, task, changes the standards for the job done. Cause This makes the gap between the job requirements and the existing capacity of the person doing the work tends increasingly far apart.

Wage policy of the State should not delay reforms to encourage civil servants to work. The salary of civil servants is a matter of great significance in terms of both economic and political, social, direct relationship to the life of public servants. Wage regime is not commensurate with the duties of public servants and not in accordance with the principle of distribution according to labor, while not actually ensure expanded reproduction of labor power and match officials improve each step living standards of civil servants in the civil society to be assured, work diligently at their positions in the state apparatus.

#### **3.3.2. Subjective reasons**

##### **3.3.2.1. Job analysis in LISA field in Hanoi**

Currently the branch offices have not done the job analysis. Do not analyze the work done so no specific job description, leading to duplication and overlapping of work or lack of accountability, push the work in duty performance. When officials do not understand the work, responsibilities, obligations and their rights, the duty performance will not achieve high efficiency, even interfere with those related to the job. Because of lack of job analysis should not build indicators assessing completed work, leading to job performance evaluation of civil servants is evaluated only in name, generic. Due to lack of job analysis should not determine the training needs and improve the quality of public servants, not public servants recruited capable to meet work requirements.

##### **3.3.2.2. Recruiting LISA civil servants in Hanoi**

Regarding the recruitment of civil servants, according to the survey, the NCS survey, of 230 respondents, it still has 30 people, accounting for 13.16% of the other specialized subjects such as the environment and humans, information technology and some subjects are not consistent with requirements of the job placement sector civil servants labor, war invalids and social city of Hanoi. Thus, this is the existence of large sectors of the labor agency in the recruitment of civil servants did not ensure proper recruitment requirements for employment positions.

##### **3.3.2.3. Using LISA civil servants in Hanoi**

The end result of the organization's staff to use reasonable and effective public servants city LDTBXH industry, promote internal strength of civil servants in the implementation of political tasks of the sector, each local unit.

The biggest drawback in the use of public servants for years is not a shaving implement key stages: planning, training and retraining, using a scientific and public interest. In fact, the Hanoi branch of Labour has not done well this three stages, cognitive problems sufficiently seriously in layout, use of city officials LDTBXH sector is still restricted. In a number of industry bodies city state officials still have solid professional qualifications, capable management, administration and good qualities but not being promoted or appointed to the same positions confess. Meanwhile, officials have limited expertise (no college degree) was assigned to take on leadership positions in a number of districts. The phenomenon of segregation of duties contrary to trades training, improper structure, though not common, but still exists in some organs such as the Labor - Invalids and Social Affairs of My Duc district, Ba Vi, Soc Son.

#### *3.3.2.4. Lack of training and retraining strategies for LISA civil servants in Hanoi*

According to data through the postgraduate survey questions and analyze up to 9.1% of respondents officers specialized training at matching his current job. especially with 3.48% replied specialized civil servants training does not match the current job; 27, 68% answered not civil servants more professional trained and professional. Some public officials are not sent to study more foreign languages, information technology accounts for a high proportion of 138 people, accounting for 62.16%.

From the above analysis shows that the agency lacks a strategic sector of training and retraining of professional, foreign language and computer skills especially in conditions of deep economic integration present international.

#### *3.3.2.5. Lack of policies and ways to motivate LISA civil servants in Hanoi*

This is one of the causes for the quality of civil servants have not met the requirements of the job and attract high-quality civil servants working at the Hanoi branch of Labour. It is important to have a system of policies and measures related to the interests of public employees. To create good policy work to motivate civil servants assured work, dedication to stick with the job, with the system office policies and measures must come from desire, demand legitimate public servants.

### **Chapter 4**

## **VIEWPOINTS AND SOLUTIONS TO IMPROVE THE QUALITY OF CIVIL SERVANTS IN THE FIELD OF LABOR, WAR INVALIDS AND SOCIAL AFFAIRS IN HANOI**

### **4.1. Requirements in building the staff of LISA civil servants**

- Requirement of political consciousness and moral.
- Requirement of culture.
- Requirement of intelligence.
- Requirement of specializing and modernizing the civil servant staff.

### **4.2. Viewpoints on improving the quality of LISA civil servants in Hanoi**

Viewpoint 1: Improving the quality of public servants must focus on both aspects of capacity and quality.

Viewpoint 2: Improving the quality of public servants not only meet the tasks and functions that must be present long-term vision, with appropriate steps with the requirements, tasks and development phased sector.

Viewpoint 3: Along with the request for raising the quality of the labor sector in Hanoi and must focus on motivational aspects for which civil servants.

Viewpoint 4: Improving the quality of civil servants labor sector should be seen as the task of the authorities of Hanoi and the Ministry of Labour, War Invalids and Social



Affairs.

### **4.3 Solutions to improve the quality of LISA civil servants in Hanoi**

#### ***4.3.1. Improving the quality of LISA civil servants in Hanoi***

Currently, at the branch offices, some people are recruited annually negligible, personnel administrative agencies virtually "frozen". Therefore, if you do not do well in recruitment of civil servants will continue to lose more weight for age, education level, lines ... So forming age from 3 to 4 generations old. In those agencies and units that form civil servants diverse generations old, achieved good results; the inheritance between generations of young and old; work effectively; cost of funds low wages; sociable working atmosphere. For a reasonable proportion of the age structure, first of all, the newly recruited civil servants who must be under 30 years of age, the basic training. Therefore, when selecting to prioritize staffing for the professions and fields accordingly.

When recruiting, must proceed from the needs of the parts are missing. In the absence of any position, to be recruited in place that meet the qualifications and capabilities. If there are positions that may be frozen recruitment requires higher standards, especially qualified to meet the requirements of the public service in the future.

#### ***4.3.2. Focusing on employing LISA civil servants in Hanoi***

##### *4.3.2.1. Renovating the evaluation of civil servants*

Evaluation of officials is the first important stage of the organization of cadres, while there is also regular jobs while performing various stages of planning, layout, appointment, hiring, training, rewarding and disciplining of public servants In planning the evaluation of civil servants and civil servants based on the classification of civil servants in office clearly and accurately as a basis for the reorganization, arrangement or retraining, additional civil servants. Want to do good planning, the civil servants do a good job evaluation officers.

##### *4.3.2.2. Renewing the arrangement and appointing civil servants*

Sorted, arranged, promoted and appointed officials decided to play the role performance of agencies and units. These are the regular content of the most basic and the use of civil servants. Through assessing the situation in chapter 3 shows, the biggest drawback of using public servants in recent years is that not implementing the key stages of planning, training, use a scientific and tied together. In some district, town officials are still state of skilled professionals, capable of operating management, qualities that have not been promoted or appointed. While officials have limited expertise (or no college degree), is limited to the assigned qualities to take on key positions in agencies and units.

#### ***4.3.3. Solutions on training and retraining for LISA civil servants in Hanoi***

##### *4.3.3.1. Investment Development Le Hong Phong Training School officials and political training centers of districts, towns and cities of Hanoi*

##### *4.3.3.2. Investment funds for training and retraining of civil servants*

##### *4.3.3.3. Improved synchronization of content, methodology training and retraining of civil servants.*

##### *4.3.3.4. Strengthening international cooperation in the training and retraining of civil servants.*

#### ***4.3.4. Improving public service ethics, strengthen the fight against corruption in public officials***

Corruption, negative became the victim, the ailment in social life, reduce the confidence of the people against the leadership of the Party and State, the effective reduction of state agencies on all levels all areas of social life. We can say that the

phenomenon of corruption are corrosive of social capital, as the people's distrust of the political system.

LISA is the economy sector - social synthesis. Subjects also serve very diverse sector but also the special groups who have contributed to the revolution: invalids, sick soldiers, martyrs; subjects entitled to social protection, children, the elderly, the disabled lonely. So the temple improve public service ethics, strengthen the fight against corruption, are essential negative.

#### ***4.3.5. Applying chassis management leadership capacity for LISA leaders in Hanoi***

The application framework on capacity development of human resources leadership and management of the public sector is the trend is increasingly popular in the developing countries as well as in Vietnam.

In the context of integration, national trends away after the reference models, experienced application framework of national capacity ahead becomes clearer. Results in these countries are forming a new generation of leaders, managers have the ability to actively integrate, innovative thinking and modern management skills.

Hanoi For a city the most important of the country, the development of human resources leadership, public sector management in general management and leadership is required increasingly urgent to meet the requirements of economic and social development of the capital, make breakthroughs in quality public servants. The construction of the leadership team of industry management integration capabilities, capable leadership, effective management and understanding of the potential, the characteristics of the capital Hanoi, is essential. By analyzing the real quality of public sector officials in Hanoi in Chapter 3, on the basis of the existing terms of the quality of public servants, proposed adopting postgraduate capacity framework for public sector management leadership of LISA Hanoi on the basis of state-level project "Research needs and propose solutions to workforce development leaders, regional manager of Northwest administrative period from now to 2020 and vision to 2030". Thread Code: ST-TB.05X / 13-18 by Prof. Dr. Le Quan, National University carried out.

## **CONCLUSION**

In the socialist-oriented market economy, civil servants have the location, a very important role in ensuring macroeconomic stability for development and economic growth, creating social consensus. Correctness, rationality and timeliness of the planning and implementation capacity of the macro-management policies by responsible civil servants is a prerequisite of effective state management, efficiency. Civil servants have a large role in ensuring social welfare increases, contributing to the "rich people, strong country, social democratic, equitable and civilized". Construction and development of civil servants in sufficient quantity, reasonable structure, strong in substance

In the context of Vietnam has been a full member of many regional organizations and international, need to build and develop a team of civil servants with professional qualifications regional level and internationally, with the ability to meet flexibility requirements of international integration. From now to 2020, Vietnam will integrating more deeply and comprehensively into the process of globalization. It opens up great opportunities, but also creates significant challenges for the construction and development of civil servants. To implement this task requires civil servants in state agencies must have sufficient knowledge, understanding, respect the law and international practice, the guts to defend national interests, nation.

Contribute to improving the overall quality of public servants and public sector workers, Invalids and Social Affairs of Hanoi in particular, this thesis was to clarify the scientific basis of improving the quality of public servants quality Sector of Labour, War Invalids and Social Affairs. On the basis of theoretical system of civil servants and public sector worker, the quality of the labor sector officials, war invalids and social studies lessons on improving the quality of officials of countries in the world and draws some experience can be applied in Vietnam, the thesis has analyzed, assessing the situation of the quality of the labor sector officials, Invalids and social Affairs in Hanoi relationships comparable to the requirements of the job. The thesis also analyzes the objective factors, subjective affect the quality of the labor sector officials, Invalids and Social Affairs; analysis to clarify the causes which affect the quality of the labor sector officials, Invalids and Social Affairs in Hanoi is not high, not met the requirements of the current job and does not meet the requirements of the process of industrialization and modernization of the country and the process of deeper integration, broad international economy in the current period. The thesis has given the views and some key measures to improve the quality of the labor sector officials, Invalids and Social Affairs in Hanoi.

Within the framework of a scientific thesis, the postgraduate has employed theoretical knowledge was acquired from literature, schools, research institutions, an insight, investigation, observation, field surveys at Hanoi method, initially proposed solutions to build, enhance the quality of public servants in LISA sector. However, this is a big problem, more complex, the building system solutions to the arguments above, explains ensure modern science and is an easy task. Need for further studies to finalize this issue. /.