



Received: 14-07-2023  
Accepted: 24-08-2023

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Fostering the Contingent of Civil Servants in Hai Phong City to Meet the Requirements of Building a Digital Government

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#### Abstract

Fostering civil servants in building a digital government in Hai Phong plays a key role in the process of administrative digital transformation. This helps civil servants master technology, optimize work processes and quickly respond to social needs. The study is based on the assessment of training needs for civil servants. Surveys are conducted to measure current levels and identify areas for improvement. The refresher program is tailored to your needs and offers

courses in technology skills, project management, and effective communication. The study helped to identify the qualifications and training needs of civil servants in Hai Phong. The training program is tailored to help staff master the necessary skills. Active participation and application of knowledge in daily work are demonstrated, ensuring the success of the training program.

**Keywords:** Digital Government, Fostering, The contingent of Civil Servants, Hai Phong City, Vietnam

#### 1. Introduction

In the era of great development of information technology, the digital transformation of administration has become an important goal of many cities around the world. The success of this process requires the active and dynamic participation of cadres and civil servants, to ensure that they have the necessary knowledge and skills to adapt to change and seize opportunities. from technological developments.

In this context, the study "Strengthening the Contingent of Civil Servants for Building Digital Government in Hai Phong City" was born to understand and evaluate the importance of fostering cadres and civil servants in the process of developing digital government. building digital government, along with the research methods and results that this research has yielded.

The need to build a digital government is an indispensable factor to ensure efficiency and transparency in the management and delivery of public services. To achieve this goal, it is necessary to have a contingent of civil servants equipped with knowledge and skills in information technology and project management. This research helps shed light on the importance of fostering the process of building digital government and creating the basis for sustainable development.

The study uses a multi-dimensional approach, including surveying training needs for cadres and civil servants in Hai Phong city. From measuring current levels to identifying areas for improvement, this approach helps determine the right training program that meets actual needs.

Research results have clarified the qualifications and training needs of cadres and civil servants in Hai Phong. The training program has been tailored, offering courses in technology skills and project management. These measures have contributed to creating an appropriate environment for cadres and civil servants to master new knowledge and apply it in practice, supporting the process of building a digital government in Hai Phong.

Research on fostering civil servants for building digital government in Hai Phong city is not only a part of the process of improving the quality of public services, but also an important step towards sustainable development in Vietnam. administrative digital transformation context. The research methods and results have made meaningful contributions to the training and development of cadres and civil servants, and at the same time contributed to building a strong and effective digital government.

#### 2. Theoretical Basis

According to the Law on Cadres and Civil Servants in 2008, amended and supplemented in 2019, commune-level officials are Vietnamese citizens, elected and hold positions according to terms in the standing committee of the People's Council and the People's Committee, secretary, deputy secretary of the Party Committee, and head of political organizations in communes,

wards, and townships. Commune-level civil servants are Vietnamese citizens who are recruited, hold a professional title under the commune-level People's Committee, are on the payroll, and receive a salary from the state budget. Most of the commune cadres are politically stable, and strive to learn, train, and grow from the grassroots; some have basic training in professional qualifications and political theory. However, in some communes, there are still not enough officials according to standards and titles. The professional qualifications and political theory of the cadres in the commune are still not high enough to meet the requirements set forth. The arrangement and use of cadres and civil servants after training are still inadequate and inconsistent between training expertise and the field in charge. The planning, training, arrangement, and use of cadres and civil servants are not synchronous, leading to low work quality and efficiency.

To create a drastic change in the quality of qualified cadres and civil servants in the context of the Industrial Revolution 4.0 and international economic integration, cadres and civil servants Commune-level civil servants need to meet several requirements as follows:

*Firstly*, in terms of capacity and professional qualifications: In the context of the Industrial Revolution 4.0 and to better serve the people, commune-level cadres and civil servants must have the capacity and qualifications to perform their duties. political service, effectively delivering public services. That sets requirements for the contingent of cadres and civil servants who must have both professional and professional qualifications, as well as be fluent in administrative skills, know the law, and can work and behave appropriately, meeting the requirements of administrative reform, building a modern and professional grassroots government, and best serving the needs of citizens.

*Secondly*, commune-level cadres and civil servants need to have moral character, good political qualities, have public duties, meet the needs of the people, and contribute to building and strengthening the trust of the people. people and society towards the grassroots political system and local government. This requires the contingent of commune-level cadres and civil servants to have the capacity to perform official duties, professionalism, ethics, integrity, transparency, accountability and to ensure the quality of public services provided to the people, must have a sense of responsibility and standard attitudes and behaviors in performing their duties and tasks.

*Third*, the contingent of cadres and civil servants needs to have creative and innovative thinking be able to adapt to change, and be able to grasp and absorb new knowledge and skills in the context of the Revolution. Industry 4.0, the strong development of science-technology; Information technology, and digital transformation are deeply and widely applied in the process of performing the work of commune-level cadres and civil servants. Thus, the efficiency in performing political tasks and the quality of public services that the local government provides to society will ensure the speed, efficiency, accuracy, completeness, and best service for the local government. organizations and citizens.

*Fourth*, the contingent of commune-level cadres and civil servants should adhere to standards in official communication and office culture, and actively build a service-oriented public service culture.

Therefore, in the process of training and fostering the contingent of commune-level cadres and civil servants, it is necessary to aim to fully perform the tasks of training and fostering in terms of professional qualifications, skills, political theory, foreign languages, information technology, professional qualities, and civil service ethics to build and develop a contingent of commune-level civil servants who are both qualitative and quantitative, competent, practical, and devoted to the people.

### 3. Research Results

*Firstly, the legal basis for training and fostering a contingent of cadres and civil servants*

The master program on state administrative reform for the period 2011 - 2020 promulgated together with the Government's Resolution No. 30cNQ-CP, dated November 8, 2011, identifies the task of building and improving the quality of cadres Ministries and civil servants are a key stage in the cause of national development innovation (1). At the same time, the Prime Minister issued Decision No. 1557/QD-TTg, dated October 18, 2012, approving the Project "Strengthening the Reform of the Civil Service and Civil Servant Regime", which sets out the tasks. must improve the quality of cadres and civil servants at the grassroots level. The 13th Party Congress has determined the goal of renewing and perfecting the organizational structure of the political system, which is lean, effective, and efficient, in parallel with consolidating and improving the quality of cadres. officer. Special attention is paid to improving the quality and effectiveness of training and retraining of cadres and civil servants, and the organization of cadres. The Government has issued Decree No. 101/2017/ND-CP, dated September 1, 2017, "On training and fostering cadres, civil servants and public employees" and the Ministry of Home Affairs has issued Circular No. 01 /2018/TT-BNV, dated January 8, 2018, guiding several articles of Decree No. 101/2017/ND-CP, emphasizing training and retraining requirements for cadres and civil servants according to job positions. job, title, and job requirements. Accordingly, identifying training and fostering the current contingent of cadres and civil servants is a key task, making an important contribution to improving the effectiveness and efficiency of state management, and promoting the sustainable development of the country. nation. These are important legal bases for local governments and state management agencies to serve as a basis for organizing training management and fostering commune-level cadres and civil servants, improving professional qualifications, reasonable skills, competencies, and professional qualities by industry, economic sector, region, to meet the requirements of state management at the commune-level government in the context of the Industrial Revolution 4.0 by regulations under the law. However, the legal regulations on training and fostering commune-level cadres and civil servants still have many shortcomings and limitations, such as not having a separate training and retraining strategy suitable to the characteristics of the country. this team.

*Second, tools for state management of training and fostering the contingent of commune-level cadres and civil servants*

State management of training and fostering of commune-level cadres and civil servants is an important task to supplement and improve their qualifications, professional skills, professional skills, and political qualities according to

the law. certain standards. For commune-level governments, tools for state management of training and fostering the contingent of cadres and civil servants include plans, programs, and policies on training and fostering commune-level cadres and civil servants. Although the above state management tools have been developed and deployed more and more fully, they still reveal their passive nature, mainly following the documents of their superiors, not closely tied to the needs of the people. local; have not yet relied on job analysis, job positioning, and capacity building for positions and titles; Resources for training and retraining are limited, leading to limited effectiveness and efficiency in implementing the above state management tools.

*Tuesday, on training and retraining plans for commune-level cadres and civil servants*

Party committees and governments at all levels, from central to grassroots levels, have issued many documents to concretize guidelines and policies of the Party and State, including in the field of cadre training and retraining, commune officials. Actively develop training and retraining plans in each year and term, strengthening training by job position.

Implementing the plan to train and foster the contingent of cadres and civil servants at the commune level, over the past time, the Party Committees and authorities at all levels have developed a plan to train and foster the contingent of cadres and civil servants at all levels. flexibly apply several training forms, such as centralized training and retraining classes organized by the central and local governments, in-service classes, distance training, etc., thereby creating favorable conditions for the community. a large number of commune-level cadres and civil servants studying, contributing to improving the qualifications and capacity of this contingent of cadres and civil servants. The training and retraining of cadres and civil servants is increasingly associated with the arrangement of post-training, rotation, and mobilization of cadres and civil servants. Focus on long-term focused training and fostering through cooperation with several universities, colleges, and intermediate schools throughout the country; organize the implementation of training plans from the central to local levels for state management classes of experts, key specialists, departmental leaders, political theory classes, and professional and professional refresher courses. regular way.

However, the training and retraining of cadres and civil servants at commune level has some limitations in some places, such as training and retraining not associated with planning and plans; training and employment of commune-level cadres and civil servants have not been consistent with each other; The training and retraining is not synchronized with the requirements of standardizing the contingent of commune-level cadres and civil servants, the requirements of the Industrial Revolution 4.0 in Vietnam.

*Fourth, about the training and retraining program for commune-level cadres and civil servants*

Every year, authorities at all levels and branches review and evaluate the current status of the existing commune-level cadres and civil servants, proactively planning training and retraining for titles associated with the planning and arrangement, arrange cadres and civil servants suitable for working positions. Paying attention to the training and retraining of commune-level cadres and civil servants, female cadres and civil servants. Comprehensively review commune-level cadres and civil servants to make training

and development plans according to the guideline that if any standard is lacking, training and retraining will be provided to complete that standard.

The training and retraining programs for commune-level cadres and civil servants are increasingly associated with the specific conditions of each locality; focus on training and fostering from general knowledge, expertise, professional skills, and theoretical knowledge of state management to training and fostering pre-service programs, state management programs of the rank of specialists and specialists key staff and fostering leadership knowledge, departmental management, training and fostering knowledge of foreign languages and informatics.

However, training and retraining programs are still heavy on theory and light on practice, while commune-level cadres and civil servants need the most skills to solve specific problems; The program is also written in general, not separately for each region or region; Due to limited physical facilities, lack of resources and geographical limitations for communes in remote areas, they are not eligible to apply 4.0 technology in solving public problems. work, still have to use traditional methods, thus hindering training programs and fostering new technologies and skills for commune-level cadres and civil servants.

*Fifth, on the policy of training and fostering the contingent of commune-level cadres and civil servants*

To achieve the goal of improving the quality and qualifications of cadres and civil servants at the commune level, the Party Central Committee, the Government, and the Party committees and authorities at all levels promulgate the remuneration regimes and policies associated with training, fostering financial support for study, salary, bonus, planning, and appointment regimes; in addition, there are policies on investment of resources and financial policies for education and training development, consolidating the professional and vocational education system; policies on teacher development (policies for attracting, training, fostering, arranging, employing, and rewarding); policies on investment in facilities, educational equipment, etc., to contribute to improving the qualifications of commune-level cadres and civil servants to be trained, fostered and developed in the context of the Industrial Revolution 4.0. in Vietnam today. However, the above policies and regimes have not made a breakthrough to significantly improve the quality of training and retraining of commune-level cadres and civil servants.

Thanks to the overall training and retraining regimes and policies, the quality of commune-level cadres and civil servants has been increasingly improved.

*Regarding professional and technical qualifications:* In 2021, out of a total of 226,210 commune-level officials and civil servants, there are 27,258 officials and civil servants with master's and doctoral degrees (accounting for 12.05%); 180,991 people have university degrees (accounting for 80.01%); 12,306 people have college degrees (accounting for 5.44%); 5,655 cadres and civil servants with intermediate qualifications and untrained unskilled workers (2.21%).

*Regarding the level of political theory:* Out of a total of 226,210 commune-level officials and civil servants: there are 10,587 people with advanced degrees in political theory (4.68%); 32,325 people have intermediate level of political theory (14.25%); 74,310 people with elementary level of political theory (32.85%); 108,988 untrained people

(48.22%).

*Regarding state management qualifications:* Out of a total of 226,210 commune-level cadres and civil servants, 204,313 people have been trained (90.32%); 21,897 untrained people (9.68%).

*In terms of quality and capacity to perform work:* In 2021, according to a report of the Ministry of Home Affairs, the percentage of commune-level cadres and civil servants who complete tasks or more accounts for 98.25% of the total number of cadres and civil servants. ; the percentage of civil servants who complete their tasks but have limited capacity and fail to complete their tasks accounts for 1.75% of the total number of commune-level cadres and civil servants.

*Regarding fostering professional knowledge and skills for commune-level cadres and civil servants:* By 2021, 100% of commune-level cadres and civil servants will receive training in state management knowledge and be trained and retrained. foreign languages and informatics according to Circular 01/2014/TT-BGDĐT of the Ministry of Education and Training and Circular No. 03/2014/TT-BTTTT of the Ministry of Information and Communications stipulating standards of skills in using information technology. believe.

*About university level:* In 2015, the proportion of commune-level cadres and civil servants with university training accounted for 68.50%, by 2021 the rate will reach 80.01%; In 2015, the proportion of commune-level cadres and civil servants trained with a master's degree or higher will account for 8.06%, by 2021 it will reach 12.05%; the proportion of commune-level cadres and civil servants with college degrees decreased, in 2021 it will be only 5.44%.

Faced with the impact of the COVID-19 pandemic, in the three years of 2019 - 2021, the Ministry of Home Affairs and authorities at all levels quickly changed direction, creating rapid adaptation in training, retraining, and development. the team of commune-level cadres and civil servants in terms of professional qualifications, adaptive capacity, creative capacity, and required skills (have deployed thousands of training courses, fostering and training in information technology). and skills in using online meeting software Meeting, Trans, and Zoom). As a result, 100% of commune-level cadres and civil servants in Vietnam have been trained, retrained, and trained enough in information technology and online software to serve the implementation of political tasks. deliver.

#### 4. Policy Implications

*Firstly, it is necessary to properly determine the training and development objectives of commune-level cadres and civil servants:* In fact, some commune-level cadres and civil servants participate in classes and training courses only. to obtain a certificate or diploma to validate the qualifications required by the agency. Thus, the goal of training and fostering improved professional knowledge has been ranked behind. To improve the effectiveness of training, fostering, and developing a contingent of cadres and civil servants at all levels, agencies managing cadres and civil servants, cadres and civil servants themselves, and training and retraining institutions It is necessary to properly determine the training and retraining objectives, take the goal of equipping knowledge to the top, thereby training the right needs, the right job requirements, stimulating the need to acquire knowledge promptly. self-discipline and efficiency for students, contributing to improving the quality and qualifications of commune-level cadres and civil servants,

and improving the efficiency of political tasks and local socio-economic development.

*Secondly, it is necessary to renew and continuously update the novelty, topicality, and science of documents and curricula serving the training and development of commune-level cadres and civil servants.* Currently, many curricula, lectures, and documents for training and fostering cadres and civil servants are still outdated and have not been updated with new knowledge. Therefore, it is necessary to update the novelty, scientificity, and topicality of the system of textbooks, lectures, and training materials. At the same time, it is necessary to minimize formality in training and retraining, opening classes in localities, creating conditions for commune-level cadres and civil servants to both study and solve tasks, and improve training efficiency, training by cadres and civil servants practiced at the grassroots, both learning and applying it to work practice.

*Third, increase investment funds for training and retraining of cadres and civil servants.* It will be difficult to be effective in the training and retraining of commune-level cadres and civil servants if the investment budget is limited. Therefore, it is necessary to increase financial investment and modern equipment to serve the training and retraining of cadres and civil servants to improve the effectiveness of this work, especially investment in the teaching staff, facilities learning facilities, curricula, regimes, and policies with learners...

*Fourth is, to associate training and development with the use of commune-level cadres and civil servants, and at the same time strengthen the inspection, supervision, and evaluation of the performance results of commune-level cadres and civil servants after training and retraining.* This is an indispensable measure in the process of training and fostering cadres and civil servants because the effective use of cadres and civil servants is a direct result of the training process. Training and fostering cadres and civil servants without effective use will waste human resources and waste money and time. In addition, the provincial Departments of Home Affairs should coordinate with the internal affairs departments in the districts to strengthen the review and assessment of the performance results of cadres and civil servants before, during, and after the training and retraining. to accurately measure the effectiveness of training and retraining.

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