

HO CHI MINH NATIONAL ACADEMY OF POLITICS

BUI DUC HUNG

**ESTABLISHING THE CIVIL SERVANTS
OF ECONOMIC MANAGEMENT
FOR THE MINISTRY OF CONSTRUCTION**

**SUMMARY OF DOCTORAL THESIS
MAJOR: ECONOMIC MANAGEMENT
CODE: 62 34 04 10**

HANOI - 2017

**The thesis is completed at Ho Chi Minh
National Academy of Politics**

Advisor: Assoc.Prof., Dr. Ngo Quang Minh

Reviewer 1:
.....

Reviewer 2:
.....

Reviewer 3:
.....

**This thesis is defended at the thesis committee at the institutional
level at the Ho Chi Minh National Academy of Politics**

At o'clock, 2017

**This thesis can be found at the National Library and Ho Chi Minh
National Academy of Politics**

INTRODUCTION

1. The urgency of the thesis

The Ministry of Construction (MOC) is a governmental agency performing the state management function on “construction planning and architecture; construction investment; urban development; technical infrastructure; housing and office; real estate market; construction materials (7 areas); state management of public services in the fields of state management of the Ministry in accordance with the law”.

To perform the functions and tasks of the Ministry in accordance with the law, the State management in general and the economic management staff (EMS) of MOC should have sufficient quantity and structure to ensure high quality in regional and international level. Renovation and establishing the economic management staff of MOC meet the requirement of industrialization, modernization and international integration, in the context of the world preparing for the fourth technological revolution, is an inevitable and objective requirement.

Therefore, the topic "Building the civil servants of economic management of MOC" was selected for the PhD thesis of economic management.

2. Purpose and function of the thesis

2.1. Research objectives

Clarifying the theoretical and practical issues about the economic management staff at ministerial level and of MOC, the study topic proposes the main directions and solutions for building the staff of MOC.

2.2. Research functions (5)

1) Systematize theoretical and practical issues of civil servants for state-level and MOC economic management; 2) Study the experiences of building construction management teams in other countries, drawing the implications for building that team of the ministerial-level management in Vietnam; 3) Analyze the current status of building economic management team for MOC over the five year period (2011-2015), assessing the achievements, shortcomings and their causes; 4) Analyze the context, affecting factors and define the requirements for the construction of the economic management team of MOC; 5) Propose orientations and major solutions for building the economic management team for MOC.

3. Subject and scope of research

3.1. Research subject

Research subject is defined as the establishment of the civil servants of economic management for MOC; which are the ones who perform the

function of State management over the economy in the fields under the management of MOC, including officials in charge of internal management of administrative agencies under the Ministry.

3.2. Research scope

Space: Study on the situation of building the economic management team of MOC.

Time: The topic is focused on the situation in 5 years (2011-2015). Proposed solutions up to 2025. Content: Comprehensive and comprehensive research project on building the contingent of MOC and MOC in terms of quantity, structure and quality; Planning, recruitment, training, placement, appointment, commendation and discipline, and policies on treatment and use of economic management officers of the Ministry.

4. Methodology

The thesis utilizes the methodology of Marxism-Leninism, Ho Chi Minh Thought, with emphasis on the use of dialectical materialism, historical materialism; Viewpoints and lines of the Party, State policies and laws on building and developing the civil servants team. It also makes use of some specific methods: systematic methodology, statistics, comparative, integrated analysis, based on statistics, summary of practices and data, social science reports and surveys.

5. Contributions of thesis

- *Firstly*, systematize and thereby clarify general theoretical issues on building a team of Ministry of Planning and Finance and Ministry of Construction

- *Second*, define the theoretical framework for building a team of Ministry of Planning and Finance and Ministry of Construction.

- *Thirdly*, analyzing and synthesizing the experiences of building national management officers of several countries, thereby drawing the sense for building economic management staff for MOC.

- *Fourth*, the analysis and assessment of the situation in the period 2011-2015, indicating the achievements, constraints and causes of constraints, highlighting the factors that affect the development of the economic management staff of MOC.

- *Fifthly*, the demand forecast on quantity, quality, determination of direction and solutions for building the contingent of MOC.

6. Structure: In addition to the introduction, conclusions and references, the thesis has 4 chapters, 15 periods.

Chapter 1

OVERVIEW OF THE STATE OF STUDYING RELATING TO THESIS TOPIC

1.1. SOME FOREIGN RESEARCHES RELATED TO BUILDING ECONOMIC MANAGEMENT TEAM

There are some representative works on the quality of civil servants and the development of civil servants for economic management: "Industrial management and management in general" by CI Barnard, FE Kast, JE Rosezweig, HA Simon and H.Fayol; "The New Paradigm of Management," by R. Linkert; "Discuss General Administrative Principles" by H. Fayol; "How to Choose Leadership Patterns," by R. Tannenbaum and W.H. Schmidt; "Key Issues of Management" by H. Fayol, M. F follet and Mc. Gregor.

1.2. RESULTS OF DOMESTIC RESEARCHES CONCERNING THE BUILDING OF ECONOMIC MANAGEMENT TEAM

There may be some works such as "Scientific argument for improving the quality of staff and civil servants in the period of accelerating industrialization and modernization of the country" by Nguyen Phu Trong and Tran Xuan Hold on; Talk about improving the capacity of civil servants in our state today, "by Vo Kim Son; "Renovating and improving the quality of training and fostering cadres and civil servants to meet the requirements of administrative reform," by Do Quang Trung; "Civil servants and the issue of building the current civil servants" of Su Tu Ha; "Theoretical foundation and practice of building cadres, civil servants" by the authors Thang Van Phuc and Nguyen Minh Phuong; The theme "Solutions to build a cadre of civil servants in our country in the current period" led by Professor Bui Van Nhon, PhD; "Training Macroeconomic Management Officials in Vietnam - Current Situation and Solutions" by Le Du Phong and Hoang Van Hoa.

A number of scientific reports such as the report on "Capacity, Effectiveness and Effectiveness of State Administrative Management: Status, Causes and Solutions" of the Government's Steering Committee for Administrative Reform; Report on "PAR Master Program 2001 - 2010 and implementation documents" of the Ministry of Home Affairs; Synthesis report of the research project Ministry-level project: "Building economic management staff in our country in the process of renovating the economic management mechanism" headed by Prof. Dr. Dao Xuan Sam.

Some doctoral theses such as: "Improving the quality of state management cadres to meet the requirements of industrialization and

modernization", by Nguyen Bac Son; "Completing the construction of a contingent of professional civil servants in Vietnam", by Chu Xuan Khanh; "The quality of civil servants of State management over the sea and islands of the Vietnam Administration of Sea and Islands", by Nguyen Dang Dao; "Planning, training and use of cadres and civil servants of the State management of economy of Dong Nai Province" by Vy Van Vu.

In addition, there are a number of articles published in journals and newspapers on the topic of building a contingent of cadres and civil servants to meet the requirements of the market economy such as " Apply for the development of the socialist-oriented market economy and international integration "by Nguyen Van Sau; "Building a leadership team, management in the current market economy in our country," by Nguyen Khanh Ly; "Requirements and solutions for building staff in the international integration period", Nguyen Thi Mai Anh.

Some works related to the construction of civil servants of economic management of MOC: "Planning for Human Resource Development in Construction 2011-2020" by Pham Xuan Dieu, Pham Trong Manh, Bui Duc Hung co-editor; "Project on employment placement of administrative units under MOC", chaired by the Organization and Personnel Department of MOC; The theme "Studying and evaluating the professional standards of public servants and civil servants in the construction industry to meet the demand for human resource development in the 2011-2020 period; Developing a system of standards for cadres and civil servants serving as a basis for training and retraining in the direction of specialization, professionalism and international integration. "Bui Duc Hung and Do Thi Hong Mai.

1.4. CONTENT OF RESEARCH

1.4.1. The problems continue to study in the thesis

The overview of the study of the documents related to the topic of the thesis allows to draw: Most of the research, or just the most general aspect of the issue of building public staff. or discuss the issue of building civil servants in line with the situation of specific localities. Up to now, there have been no researches on the system of building up the team of state management officials in economy at ministerial level.

Therefore, there is a gap in both theory and practice in researching the construction of the staff at ministerial level and MOC.

Therefore, to build a team of managers at the ministerial level and MOC, it is necessary to study and clarify several theoretical and practical issues of building economic management staff at ministerial level and MOC.

This is a big and widespread problem, so in the thesis the content will focus on 6 issues as follows:

First, study concepts such as civil servants and building a contingent of public officials; factors influencing the building of the team of economic management.

Secondly, clarify the role and characteristics economic management staff at ministerial level and MOC.

Thirdly, it is proposed to set up a system of evaluation criteria for the construction of the team at ministerial level and for MOC.

Fourthly, survey and evaluate the quality of construction of the economic management team of MOC; Find the causes of limitations, as a basis for the construction and development of the economic management team of MOC.

Fifth, to study the experience of training and fostering the civil servants of some countries in the region, to draw meaning for the training and fostering of building the contingent of MOC and MOC.

Sixth, propose a system of feasible solutions for the construction of the economic management team of MOC.

Chapter 2

THEORETICAL FRAMEWORK AND PRACTICE OF BUILDING ECONOMIC MANAGEMENT TEAM

2.1. OVERVIEW OF ECONOMIC MANAGEMENT STAFF AND BUILDING ECONOMIC MANAGEMENT TEAM

2.1.1. Concepts of civil servants

Although there are different approaches in terms of level, but fundamentally, the ways of thinking of nations around the world have one thing in common: civil servants are citizens of a country, are recruited and appointed to hold a regular public service position in a central or local government agency, receive salaries from the state budget and are subject to civil servants law. They are the executors of the state power, the executive of the state service for social management.

In general, state management officers are public servants working in administrative bodies whose professional function is to carry out state management activities.

2.1.2. Economic management officials

2.1.2.1. The concept of economic management

Economic management officials are those who are recruited, appointed rank or title in State agencies having the function and task of State management over the economy.

This concept has two basic points to note. First of all, this is one of the state management officers. Secondly, the work area of this group of civil servants is state economic management.

2.1.2.2. Classification of economic management officials

Classification based on training level; Classification by public employee category; Classified by administrative level; Sort civil servants of other criteria.

There are many ways of classifying CC in general and civil servants in economic management, but in view of many scientists, the classification according to the content and characteristics of work is basic. general and clear about the system of managers with the different roles of each group of cadres and civil servants

2.2. THE ROLE OF ECONOMIC DEVELOPMENT MANAGEMENT TEAMS

Firstly, direct participation in policy making, socio-economic development strategy, development of programs, objectives, projects, institutions, plans, management tools.

Secondly, it is "nuclear" in the process of implementing and implementing the guidelines in the economic field of the Party and State.

Thirdly, it carries out most of the socio-economic activities of the state apparatus such as forecasting, planning, organizing, guiding, urging, inspecting, adjusting, evaluating and summing up.

Fourth, directly create the environment, conditions of using economic tools, economic power to influence the management and regulation of the market economy.

2.3. CHARACTERISTICS OF LEADING ECONOMIC AND SOCIALIZED MANAGEMENT TEAMS

Firstly, the economic management team is the one who has performed the function of general economic management and has performed the function of economic management of the majors and fields under the State management function of MOC. construction and urban economy, real estate market, selection of contractors, construction materials industry, project management, investment planning, statistics, corporate governance, external economic relations, financial math...),

Secondly, there is a high level of expertise in economic management majors, skills and experience in state management; have good moral qualities, obey state law and discipline.

Third, reflect the level of development and management capacity of the construction industry for the functions and tasks assigned by the law and assigned by the Government.

2.4. BUILDING ECONOMIC MANAGEMENT TEAMS AT LEVEL AND MINISTRY OF CONSTRUCTION

2.4.1. The concept of building a team of economic management staff at ministerial level

To build economic management staff at the ministerial level is to carry out the planning, recruitment, training, placement, appointment and evaluation of civil servants and the implementation of policies for the economic management staff; It consists of two main components: building the quality of the staff as an individual and building the collective strength of the staff of state management of the economy. In the dissertation, the study on the construction of a contingent of state management officers in the ministerial economy will follow two components.

2.4.2. It is required to build a team of economic management officials at ministerial level and MOC

- Qualitative requirements, including: political qualities and ethical qualities
- Capacity requirements, including: professional competence; organizational capacity

2.4.3. The contents of building a team of economic management officials at ministerial level and MOC

2.4.3.1. Standardization and formulation of mechanisms and policies

- Standardization: to develop standards for MOC and MOC in accordance with the position, position and specific title.
- Formulation of mechanisms and policies: the policy on building the contingent of public employees, including planning, recruitment, arrangement, use, rotation, appointment, training, commendation, salary increase, health care, social insurance and regulations on inspection and examination of public servants.

2.4.3.2. Building team planning

- Viewpoints on planning: building the master plan for the economic management staff at the ministerial level and MOC is the process of reorganizing and organizing the economic management team in order to achieve the objective of building that team with structured Appropriate, sufficient quantity and of high quality; have a strategic vision, closely linked to the sector's human resource development plan; associate the planning, recruitment, employment, appointment, training with specific tasks according to the employment position of public servants. It must be associated with the requirements of international integration, meeting the quality requirements of regional and international standards; to promote international cooperation in training and fostering of public employees.

- The target of building and planning economic management team is to create a clear change in quality, form the staff at ministerial level and for MOC of high-quality civil servants; to quickly increase the rate of basic training, professional capacity, specialized skills and foreign language proficiency; to choose among the elite officials to train them into economic specialists, especially leading experts.

- The requirements of the master plan of the civil servants of economic management at the ministerial level and MOC are to focus on researching and evaluating the situation and using the CC management team in the ministerial administrative agency and MOC. Establishing, defining the objectives, requirements and needs of the MOC management team of MOC, as well as proposing solutions to achieve the objectives.

2.4.3.3. To recruit, arrange, use, rotate, transfer and appoint

The sources of inputs for recruiting civil servants of MOC are quite plentiful, including: officials working at research institutes, universities under MOC; Officials at state-owned enterprises under the Ministry; graduates of universities in the country and abroad; Employees have appropriate qualifications in agencies, units and organizations

The placement and use of civil servants shall be based on the employment demand of the employing organizations. At the same time, rotation, mobilization and appointment of civil servants should be based on civil servant planning; Based on the conditions, standards, capabilities and prestige of public servants.

2.4.3.4. Training and fostering

- Priority for post-graduate training is for young people with good qualifications, abilities and development orientations, who are in charge of higher-level positions.

- For those who have not yet met the requirements on qualifications (professional, political theory, state management ...), they must take the initiative in training and fostering to complete the diplomas and certificates regulations

- The appointment of civil servants to training and fostering does not affect the stability and continuity in the operation of agencies and units.

- It is necessary to diversify channels, modes of training and fostering, which can be organized in domestic training or fostering or training abroad; Classroom attendance with field trips.

2.4.3.5. Check

Quality assessment of technical management is a decisive factor in personnel work, which is the basis for selecting, arranging, using, promoting,

appointing and implementing policies for civil servants. Civil service assessment criteria should be developed in conjunction with the development of a standardized title system.

The proper assessment of civil servants will be based on the good cadre planning as well as on the rotation, training, retraining, placement, use, reward and discipline of cadres.

Evaluation of civil servants must be objective, comprehensive, historical and concrete, based on self-criticism and criticism, with the principles of centralization, democracy and publicity being applied to the persons to be evaluated and overcome. superficiality, form, resonance.

2.4.3.6. Motivation

To regularly take care of legitimate interests, to apply synchronously the motivational incentives for the staff, mainly: to create opportunities for promotion and study opportunities to raise the qualifications of civil servants; Facilitating the raising of incomes for the civil servants: building the cultural environment of the office, the morality of the leader, the spirit of solidarity, the spirit of building the collective unit of the leadership team.

2.4.4. Criteria for evaluating the construction of a team of economic management officials at ministerial level and MOC

2.4.4.1. Group of criteria for assessing the quality of individual civil servants

**** Criteria for assessing competency***

i) Group of qualification criteria, including: criteria on education; criteria on professional qualifications; criteria on professional skills; Criteria for assessing the level of fulfillment of tasks, assigned tasks (criteria of output).

ii) Criteria for assessment of organizational management capacity, including criteria for assessment of forecasting capacity, objectives, programming, strategies and plans; Criteria for evaluating the capacity for organizing the implementation; Criteria for evaluation of inspection and supervision capacity; Criteria for assessment of adaptive and adaptive capacity (dynamics):

**** Criteria for assessing the quality of civil servants***

i) Criteria for assessing political qualities, including the evaluation criteria:

- In terms of political will, it must ensure a stable political will. It is the persistence of the road to socialism, demonstrating loyalty to the Party line policy; The position of thought, must show the stance loyal to Marxism-Leninism, Ho Chi Minh thought

- Having the will to overcome difficulties in fulfilling their assigned tasks; Being aware of propagandizing and persuading others to successfully implement the Party's and the State's lines, policies and laws; democratic management style, for the people, for the common work; To fight with wrong and negative signs in economic activities.

- ii) Criteria for assessing moral qualities

- Honest, objective, devoted, integrity in work.

- Compassionate, sympathetic, shared with colleagues, partners and management object. Have credibility with colleagues, superiors, subordinates, partners and subject managers.

- * *Criteria on health, age, work experience*

- The health of public servants is considered as an important criterion for assessing the quality of economic management staff.

- Experience is the real living capital that the Ministry of Planning and Investment and MOC accumulate in the practical work.

2.4.4.2. Criteria for evaluating the structure of building a team of economic management officials at ministerial level and MOC

Including: the structure of qualifications; ages; sex; nation

The system of criteria mentioned above is used in combination to evaluate the quality of the economic management staff at the ministerial level and MOC at different times.

2.4.4.3. Group of criteria for assessing the quality of building a team of economic management officials at ministerial level and MOC.

- Evaluate the quality of issuance and implementation of standardization, mechanisms and policies for building the staff at the ministerial level and MOC.

- Evaluating the quality of construction planning of the economic management team.

- Evaluate the quality of recruitment, placement, use, rotation, transfer and appointment.

- Assess the quality of training and fostering according to the criteria: level of training and fostering; effective training and fostering; The trend of training and fostering.

- Evaluation on the inspection, supervision and evaluation, according to the criteria of political qualities and ethics; the quality of team building according to specific criteria.

- Assessment of motivational performance for the economic management team.

2.4.5. Factors affecting the development of the economic management staff of MOC

2.4.5.1. Guidelines, policies and laws of the Party and the State

Regulations, policies and laws for civil servants in general have a decisive influence on ensuring and improving the quality of construction of the staff of MOC. It is reflected in such aspects as: recruiting, attracting civil servants; planning, training and retraining of civil servants; management, use, arrangement, rotation and appointment; streamlining work; Evaluation, classification and implementation of policies towards civil servants ...

2.4.5.2. The level of socio-economic development and social stability

The level of socio-economic development has a great influence on the activities of state administrative agencies at ministerial level and MOC. In addition, economic development must go along with social stability, ensuring basic welfare for the people. This is an important factor ensuring the balance between economic development and stability, social justice, laying the foundation for the country's rapid and sustainable development. Socio-economic development and social stability poses a requirement for the nature, scale of organization and operation of the management agency to be in line with the actual situation and to ensure the effectiveness of management.

2.4.5.3. Building a socialist rule-of-law state and administration reform

To meet the requirements of the socialist rule-of-law state and administrative reform, ministries must focus on building policy institutions and measures to renovate and improve the state apparatus, practice and promote the people. To build a contingent of civil servants.

2.4.5.4. Qualification and capacity

Capacity, professional knowledge is trained through school is a necessary condition, decide on the quality of this staff. In addition, when exercising state power requires intelligence, sensitivity, deep knowledge and deep knowledge. It has an important impact on the ability of planning and decision making to handle the economic management of the whole sector nationwide.

2.4.5.5. Organizing work appropriately and working environment

The organization of work must be scientific, reasonable and appropriate, ensuring the right people, the right job, the right job title. The assignment to civil servants must be in line with their professional qualifications. The working environment can include many factors such as: the capacity of the collective leadership, especially the first; material

facilities, conditions and means of work; physical and mental motivations, emulation ... In which material and spiritual motivation is the most important factor promoting the civil servants in general, the Ministry of Planning and Investment and MOC actively, actively working.

2.5. THE EXPERIENCE OF BUILDING ECONOMIC MANAGEMENT TEAMS OF SOME COUNTRIES

2.5.1. Chinese experience

* Regarding the training to raise the managerial skills of State management over economic affairs:

New people are recruited into the institution, before receiving a job must go through a required class and must achieve good results in the final exam. Each new job title must go through a training course of at least 3 months (maximum of 1 year). The incumbent official must spend at least 120 periods per year to foster knowledge updating.

China attaches great importance to the practice of civil servants in practice, which is one of the three main factors that make up the quality of civil servants (political theorists, operational capacity self-esteem, self-respect, self-respect).

*** Recruiting and appointing civil servants**

The selection and appointment of leading officials and state management officials must be based on six basic principles such as the principle of party management cadres; principle of virtue; the principle of mass recognition, attaching importance to actual achievement; principles of publicity, equality, competition, selection of qualified people and good qualities; The principle of centralized democracy and the principle of observance of the law.

* Criteria for assessment of civil servants, civil servants in general and state management of sea and islands in particular are evaluated in five basic criteria: Germany, Nang, Can, Integrity.

2.5.2. Experiences of Japan

Civil servants planning of Japan is very scientific, the leadership team is the talents, the elite of the nation. The qualities and abilities are created through serious recruitment exams, continuous training and recruitment training.

Considering the recruitment of leaders and managers of Japan through open and closed recruitment exams, Japan's leadership recruiting strategy is very scientific. The quality of the Japanese leadership, management is very high due to being selected through serious examinations.

So far, Japan has maintained the tradition of employing life-long servants and increasing wages, seniority promotions. Annually, the

agencies conduct civil servant remarks, taking them as a basis for rewarding and raising salaries. Japanese government agencies apply the annual salary increase scheme to their employees. Every five years the government will adjust the salaries of civil servants to commensurate with the salaries of the civil sector as well as the development of the national economy. Thus, the salary of Japanese civil servants is always increased, but there are times to adjust down.

2.5.3. Singapore's experience

Singapore's public service has always placed quality service, efficiency, effectiveness and is always improving to adapt to the international environment and meet the development requirements of the country. Promote the quality of service of public authorities, Singapore civil servants concept is the key to success should always attach importance to human factors, talent merit.

* The assessment of civil servants in Singapore is carried out on the basis of: performance evaluation and potential assessment.

* The issue of training and retraining civil servants is reflected, first of all, in the huge investment in training. The training and fostering of civil servants in the direction of each person is to develop their own talents; Create lifelong learning habits, continuous learning so that every civil servant has all the qualities, abilities and qualifications to serve the public good.

Singapore builds a civil servant strategy represented by short-term, long-term training plans, succession training, distance learning.

The process of training and retraining of civil servants has been carried out in five different levels: introductory training; basic training; advanced training; extensive training; continued training.

For all 5 training levels, up to 60% of training content is linked to the direct work of civil servants; 40% is the content of advanced training. Thus, civil servants can not only do their job well, but also have the opportunity for promotion.

2.5.4. Significance for building a team of economic management ministry and MOC of Vietnam

Firstly, improving the quality of individual civil servants is the money for building a strong team of Ministry of Planning and Investment and MOC.

Second, building a strong economic management team is a key success factor in the state management of the economy and MOC

Thirdly, improving the quality of training and retraining of civil servants is a regular task.

Chapter 3

THE SITUATION OF THE BUILDING OF ECONOMIC MANAGEMENT COOPERATIVES OF THE MINISTRY OF CONSTRUCTION

3.1. OVERVIEW OF DEVELOPMENT OF MOC

Since peace was restored in 1954, the North was liberated, and the construction work force actively participated in the successful implementation of the country's plans as well as in the fight against the US aerial invasion in the North and support the South.

At this stage, the construction industry directly executed hundreds of large and small projects such as construction of Lao Cai, Uong Bi, Thac Ba hydropower plants, chemical works in Viet Tri industrial zones, Thai Nguyen Steel, etc., building universities, hospitals, hotels, technical infrastructure, public welfare facilities, housing ... Most of these constructions are completed on schedule and utilized, contributing to socio-economic development.

After 1975, the country stepped into the post-war recovery period and built material facilities for socialism. The construction sector has rapidly organized, rallied, rearranged and reorganized the construction work force in the whole country to carry out the task of socio-economic restoration while concentrating on executing key projects of the house. Hoa Binh Hydropower, Tri An, Hoang Thach Cement Plant, Bim Son ... The construction materials industry has also developed, creating many products to meet the needs of the public builder.

In the renewal phase, the implementation of the Resolution of the 6th Party Congress, followed by the resolutions of the Seventh, VIII, IX, X and XI Communist Party Congresses, after more than 30 years of renewal, the construction industry has created the strength and power to step and period of industrialization, modernization and international integration. The construction sector has made significant progress in the direction of modernity, both in the field of building construction, building materials, architecture and construction planning, urban development and housing; The capacity of building works has improved, meeting the needs of construction, including large-scale projects, requiring high quality and modern technology, both inside and outside the country. Significantly contributes to the very important achievements, contributing to the economic growth and political stability of the country.

3.2. IMPLEMENTATION OF THE ECONOMIC MANAGEMENT TEAM OF MOC IN THE 2011-2015 PERIOD

3.2.1. Overview of the civil servants of economic management of MOC

3.2.1.1. In terms of quantity, structure by sex and age of economic management staff of Ministry of Construction

* Civil servants of MOC

According to the statistics of the Organization and Personnel Department, the civil servants of MOC in the list of 2015 are 357 people. Generally speaking, civil servants working at MOC have a high level of professionalism, ability to work, leadership and practical experience.

* MOC: According to statistics, the number of civil servants having employment positions related to economic management of MOC in 2015 is 295 people over 357 people, equaling 82.63% of the total the number of officials of the Ministry. Of which: senior 14 persons, 4.75%; 127 employees, accounting for 43.05%; 146 employees, equivalent to 49.49%.

3.2.1.2. The structure of the profession of civil servants of economic management of MOC

Mainly include: construction, architecture, planning 139 people, 47.12%; economy, law, 69 people. Equaling 23.39%; mechanical, electrical, material 37 persons, equals 12.54%; water supply, environment 8 people, equal to 2.71%.

3.2.2. Situation of building civil servants for economic management of MOC in the 2011-2015 period

3.2.2.1. Current status of planning the economic management staff of MOC

According to the report of MOC, it is possible to see the current status of construction planning of the CC management team of MOC in 5 years 2011-2015, 154 civil servants were assigned titles from room to department level.

Realistic of the survey show that the problem of building the planning of the economic management team of MOC is good and medium popular. The level is not good at lower level, in which the rate is not good planning and use at the highest 30%. This is the number for managers of MOC to consider and better handle the planning of the economic management team in the next phase.

3.2.2.2. Current status of promulgation and implementation of standardization and mechanisms and policies for the construction of civil servants for economic management of MOC

MOC has guided the drafting and promulgation of documents on civil servant management regulations in a timely manner to concretize regulations on recruitment, employment, appointment, reappointment, removal from office transfer, transfer and management of civil servants under MOC.

MOC has also developed and issued a set of professional standards for economic management staff to be applied in all administrative units under the Ministry.

At the same time, MOC has developed a project to determine the position of MARD's work through the Ministry of Home Affairs to appraise and approve the implementation in the period from 2015 and 2016-2020.

MOC also has a policy to attract good professional staff, preferring to consider graduating cadets graduated from the top universities in the country and abroad in accordance with the management majors of the Ministry

3.2.2.3. The status of recruiting, arranging, using, circulating, transferring and appointing a team of civil servants in charge of economic management of MOC

The recruitment process is carried out mainly through the recruitment of civil servants from public service units under MOC, such as research institutes and universities.

The second source is that there are some managers and specialists from the state-owned enterprises under MOC, who have experience in management at grassroots level. To work in the category of public servants.

In addition, MOC also organizes recruitment examinations for non-social workers or organizations outside the Ministry, to select some civil servants who are in the structure of vacant positions. additional.

3.2.2.4. The status of training, fostering political-administrative theoretical, professional, management skills for the economic management staff of MOC

**** Education level of the economic management staff of MOC***

According to statistics, by 2015, the economic management team of MOC are all highly qualified, have the ability to work, leadership capacity and have practical experience. The majority of economic management staff of MOC, accounting for 97.29%, have university and post-graduate degrees, of which the number of post-graduate students is 101, accounting for 34.23%.

** About the level of political reasoning*

The number of civil servants of MOC is 287, accounting for 97.29% of the average level of political theory from above or above. The median level is 184 people, equal to 62.37%.

Thus, the political level of MOC's civil servants has reached a high level of standardization compared to the standard of public servants.

** State administrative management level*

In the five years from 2011 to 2015, 176 out of 295 economic management staff, equal to 59.66%, will be trained and fostered in state management programs. Statistical data (Table 3.9) show that the economic management team of MOC has a high level of state management. The program of senior specialists and key specialists accounts for 136.1%.]

** English level*

At present, through the survey, 100% of the economic management team has a degree or certificate of English at various levels, which is a stiff standard for civil servants, as required by the Ministry of Home Affairs:

** Computer skill*

At present, according to statistics (Table 3.11), 100% economic management team for MOC has the level of informatics. Most of them have office computer skills - corresponding to level A and B. However, the number of people with high level of computer science is quite modest.

3.2.2.5. Status of inspection, monitoring and evaluation

** On the political quality, ethics of life*

Together with the staff of state management of MOC in general, the team of economic management of MOC has the political spirit, firm stance. In general, they understand the Party's guidelines and policies and the State's policies and laws; Equipped with the basic theoretical level.

** Health status*

. According to the self-assessment and the results of the survey, 92% of the health workers in the second-rank category, qualified for job placement positions, did not fall into any category. It does not guarantee health work.

3.3. GENERAL ASSESSMENT OF BUILDING THE CIVIL SERVANT TEAM FOR ECONOMIC MANAGEMENT OF MOC

3.3.1. The results achieved in building the civil servant team for economic management of MOC

In the five years 2011-2015, together with the changes of the country, the civil servant team of state management of MOC in general, the civil servant team of MOC in particular, has gradually adapted to the

market mechanism and has advised the leaders of the Ministry to formulate and implement policies to renovate and improve the management of construction investment activities, to apply innovative models and management experiences, advanced construction methods and technology into the realities of the industry. MOC has matured and met the requirements of industrialization, modernization and international integration step by step. The education level, skills and management experience improved, the quality of the civil servant team gradually meet the criteria and standards.

3.3.2. The restrictions and reasons for building the economic management civil servant team of MOC

3.3.2.1. Some major restrictions

Firstly, the "standard debt" status remains quite common in building the civil servant team for economic management of MOC. Foreign language and computer skills are the weakest

Secondly, the strategic planning of building the economic management civil servant team of MOC still has some shortcomings:

- The number of sources that puts into the planning is not reasonable, the planning of some agencies is not breakthrough, the feasibility is not high, so that the appointment is still encountered hard.

- The process, the way of planning is also confusing, not really synchronized. In some cases, the quality of remarks and evaluations of civil servants before the planning does not really reflect reality.

- Some agencies have not interested in discovering and introducing new and young civil servants for the strategic planning. The management and implementation of the planning have not been highly appreciated. There is no close connection between the planning and the training, retraining, arrangement and employment of civil servants.

Thirdly, the implementation of recruitment, placement, use, rotation and appointment of civil servants, although there are no major shortcomings, in the process of implementing the manifestation of lack of initiative, embarrassment. The recruitment of civil servants has not paid due attention. The slow rotation of civil servants, lack of drastic.

Fourthly, the training and retraining of the economic management staff in some units has not been paid enough attention, especially foreign language and informatics training and the updating of new knowledge on the job placement.

Fifthly, the implementation of regimes and policies are still limited, especially the low-income level, which makes some officials not to concentrate on the task.

Sixthly, criticism and self-criticism, the assessment of civil servants every year there are still certain limitations. Many criteria for evaluating civil servants are qualitative, sometimes judged salient, formal.

3.3.2.2. The reasons for restrictions on building the civil servant team for economic management of MOC

** Objective side:*

First, it comes from the level of development of the economy, which is poor infrastructure; The regime of managing the market economy is outdated and incomplete; High-quality human resources are lacking and weak;

Second, the state policy mechanism on civil servants, in general, is still inadequate, not really encouraging civil servants to strive, dedicate themselves to learning.

** Subjective side:*

Firstly, the perception of the construction planning of the economic management team of MOC in a leading department and professional agencies is not commensurate with the role and characteristics of this team.

Secondly, some units have not paid much attention to directing and organizing the serious implementation of the process of building the economic management team. Most of the units only focus on recruitment, planning, arrangement, other stages such as standardization of titles by the position of employment, rotation, training, fostering, regimes and policies. The assessment and evaluation of civil servants are also overlooked.

Thirdly, the spirit of active coordination and cooperation in the team of public officials of MOC is limited.

Chapter 4

DIRECTIONS AND SOLUTIONS TO BUILD THE CIVIL SERVANT TEAM FOR ECONOMIC MANAGEMENT OF MOC

4.1. DEVELOPMENT ORIENTATION OF THE CONSTRUCTION SECTOR

4.1.1. The development target of the construction industry through 2020, with orientations toward 2025

The development strategy for the construction industry 2011-2020 defines the objective: "To develop the construction industry to reach the modern level on a par with those in the region in order to meet the requirements of industrialization, modernization and association. international. " (Document No. 113 / BC-BXD dated 31/12/2009).

To realize the above objectives, in 5 years 2016-2020 and in the following years, the construction industry shall concentrate on synchronously implementing the following principal orientations:

- *Firstly*, to continue perfecting the legal regime of the construction industry, to focus on putting law into practice;

- *Secondly*, strengthening the management and supervision of construction investment activities, improving the effectiveness of project appraisal, design, cost estimates, revision of the system of technical and economic norms '

- *Thirdly*, continue to renovate, improve the quality of urban and rural construction planning. To strictly control the process of urban development and construction of new rural areas.

- *Fourthly*, implementation of the National Housing Development Strategy; Continue to implement solutions to remove difficulties for the real estate market.

- *Fifthly*, organize the effective implementation of planning, programs and schemes for development of construction materials;

- *Sixthly*, accelerating administrative reform; To consolidate and improve the operational capacity of the specialized agencies in charge of construction at all levels.

- *Seventhly*, continue to implement the project restructuring the construction industry.

- *Eighthly*, raising the efficiency of scientific research activities, training and development of human resources in the construction industry;

- *Finally*, intensify the inspection and examination, actively prevent corruption, practice thrift and combat waste in the field of state management of MOC.

4.1.2. Forecast of the need to build civil servants by 2025

According to the Master Plan for Human Resource Development in Construction 2011-2020, Vision 2030 and the MOC Employment Situation Scheme, the forecast of the MOC management team of MOC to 2020 and 2025 without the number of staffing changes has remained at 295-320.

4.1.3. The requirement to build the civil servant team for economic management of MOC

In the era of industrialization, modernization and international integration, as the world prepares for the fourth industrial revolution, MOC must have mastered the science and technology. advanced and modern in the field of specialization in general economic management and construction economics, forming a contingent of high quality, highly qualified, dynamic and honest engineers of MOC.

4.2. ORIENTATION FOR BUILDING THE CIVIL SERVANT TEAM FOR ECONOMIC MANAGEMENT OF MOC

Building the civil servant team for economic management of MOC to successfully implement the objectives of the 2011-2020 socio-economic development strategy; Associated with the direction, strategy and planning of the development of the construction industry up to 2025; It also requires the industrialization and modernization of the country and international integration, along with the process of urbanization and construction of new countryside in the context of the world preparation for the industrial revolution. Wednesday.

4.3. SOLUTIONS FOR THE BUILDING OF THE CIVIL SERVANT TEAM OF ECONOMIC MANAGEMENT OF MOC

4.3.1. Solutions for standardization, mechanisms and policies

The focus is on building a system of standards and professional standards of the civil servant team for economic management according to the positions of MOC, in association with the formulation of criteria for assessing the quality of the civil servant team for economic management as the basis for the planning, recruitment, layout, use, training, fostering.

4.3.2. Solutions for renovation planning

- Building the planning of the civil servant team for economic management of MOC is the key content of improving the quality of this team.

- Continue to build the planning of the economic management team of MOC on the principle of "dynamic" and "open".

- To attach great importance to the management and implementation of planning, take initiative in working out plans for training, retraining, rotation and arrangement of civil servants.

- Create close linkages between planning, training and use

- Maintaining the principle of ensuring the regular leadership and guidance of the Party committees and leaders in the work of planning the contingent of public servants, raising the responsibility of the heads, the staffing plan is a key task in human resource development.

4.3.3. Solutions for the recruitment, use, transfer, rotation, appointment

4.3.3.1. Solutions for the recruitment of public servants

To recruit, use, transfer and transfer civil servants according to their professional qualifications, who have been trained in accordance with the assigned professional positions and tasks and the criteria for the job title of

the Construction Management Ministry, according to the Construction Ministry 2 content:

First, clearly define the object, criteria and recruitment criteria.

Secondly, recruiting "talent" to complement civil servant team for economic management of MOC.

4.3.3.2. Solutions on the layout and use of public employees

Associate the placement and use of public servants with the requirements of the employment position; Always ensure the long-term goal, bring efficiency, meet the requirements of professional work; In line with the planning, training, compensation, creating human resources with appropriate structure, high quality; Regularly reviewing, evaluating and classifying public employees.

4.3.3.3. Solution for appointment, rotation

- Regarding the appointment of leading and managerial civil servants.

To take initiative in appointing civil servants who have been trained, fostered and evaluated fully; Priority is given to young public servants with high professional qualifications and good prospects.

Renew the appointment by piloting candidates for leadership positions in some departments that have the function and task of economic management of MOC

- Improving the quality of the work of transferring and transferring civil servants

Taking initiative in developing short-term and long-term rotation plans must be closely linked to the planning, feasible and especially the high determination of the leaders in implementation. In the immediate future, the pilot implementation will be carried out within the units within MOC.

4.3.4. Solutions for training and fostering

- Carry out regular training and fostering
- To diversify the training and fostering
- Promote training and retraining according to job requirements and position
- Improve professional skills

4.3.5. Solution for assessment and classification

- The evaluation must be based on the specific regulations on the criteria of each title and criteria for each type of civil servants; taking the

actual performance as the main measure; Civil servant evaluation must be considered in a process; expanding democracy, publicity and transparency; Regularly and annually, and before the promotion, appointment, rotation, arrangement and employment of public employees; It is implemented in many stages of recruitment, training, fostering to using, planning, appointment, commendation, discipline and implementation of other relevant policies and regimes.

4.3.6. Solutions for treatment policy

- To formulate preferential policies on wages step by step, bonuses and other kinds of monetary allowances to ensure that cadres and civil servants have average living standards.

- Expanding forms of emulation, commendation and encouragement, both materially and spiritually, for civil servants.

- Continue reviewing, supplementing and implementing policies on civil servants such as visits, medical treatment, convalescence, training policies.

4.3.7. Solutions for promote international cooperation

Promote cooperation with training institutions of civil servants in a number of countries and international organizations to open study and research classes on economic management of the construction and urban sector in foreign countries by funding hospital technical support from other countries or projects to train the construction team of high quality management system of MOC, especially for advanced specialties, new technologies, spearhead of the construction industry. Vietnam has not trained or low-level training, ineffective training

4.3.8. Solutions for self-education, self-training, improve physical strength

In order to cultivate and train to achieve results, it is required that each civil servant must self-cultivate morality, seriously observe the morality and discipline regulations; At the same time, they must constantly improve their professional skills and political theories.

Renovation and implementation of solutions on safety and working environment, social insurance and health care for civil servants of MOC.

CONCLUSION

Over the past several years, especially in the past 30 years of renovation and international integration, MOC has focused on building and developing human resources for the whole sector, especially the state management team of the Ministry.

The state management team of MOC in general and economic management team plays an important role in the quality and efficiency of the construction industry throughout the country. They directly give advices on policy making, organize the implementation of mechanisms, policies and laws in the fields controlled by MOC in accordance with the law and assigned by the Government. At the same time, they are also directly responsible for the functions, duties of agencies, organizations and units. Therefore, improving the quality of building civil servants in general and economic management staff in particular, is essential, objective and required by current management practice, and decisive for building this team for MOC. This is a new issue that has not been studied thoroughly and synchronously.

Based on study, the thesis clarified the theoretical and practical issues, with the general and specific characteristics of the economic management staff of ministries and MOC. It also defines the roles, characteristics, requirements as well as factors influencing the building of these team.

In addition, the dissertation examines the experiences in building civil servant team at the ministerial level and in the construction industry in several countries similar to Vietnam, and draws some references for building such team for Vietnam's MOC.

The thesis proposed criteria for assessment, as well as solutions for building civil servant team of economic management for MOC.

The dissertation analyzes and assesses the current situation of the economic management team of MOC from 2011 to 2015, indicating the achievements, shortcomings and their causes in establishing the team.

Based on theoretical framework and practical research, the thesis, for the first time, proposes the main solutions for building civil servant team of economic management for MOC, ensuring the effectiveness and efficiency of state management in economy within the areas under the management of the Ministry.

In that sense, the results of the PhD thesis "*Establishing the civil servant team of economic management for the Ministry of Construction*" can be used as a document for departments and agencies having the function of economic management of MOC and people with similar concerns to study and apply.

LIST OF PUBLICATIONS OF THE AUTHOR

1. Pham Xuan Dieu, Pham Trong Manh, Bui Duc Hung (co-editors) (2012), *Planning for human development in the construction period 2011 - 2020*, Ministry of Construction, ministry level tasks.
2. Bui Duc Hung (2012), "Institute of Construction and Urban Management Officers, with the training of building and urban managers in implementing the master plan for human resources development in the construction sector. paragraph 2011-2020 "- *Journal of Construction and Urban*, (28), pp.20-23.
3. Bui Duc Hung (2013), "Human Resource Training and Development - A Success Factor for the New Rural Buildings Program", *Journal of Construction and Urbanization*, (31), p. 24-27.
4. Bui Duc Hung (2013), "Training and retraining of cadres in employment positions of practical significance in the development of national human resources", *Journal of Construction and Urbanization*, (32), p. 25-29.
5. Bui Duc Hung (2013), "International Training for Construction Officials", *Journal of Construction and Urbanization*, (32), p. 37-39.
6. Bui Duc Hung (2013), "Institute of Construction Management and Urban Management - Looking back the difficult way to overcome difficulties, training tasks in 2012", *Journal of Construction and Urban* (29), p. 6-10
7. Bui Duc Hung (chairman), Do Thi Hong Mai (Deputy Director) (2014), *Research and assessment of professional standards of cadres and civil servants in Construction to meet the demand for human resources development in the period of 2011-2020; Developing a system of standards for cadres and civil servants serving as a basis for training and retraining in the direction of specialization, professionalism and international integration.* -ten.
8. Bui Duc Hung (2014), "Training and fostering the capacity of urban managers to contribute to the modernization of urban Vietnam", *Journal of Construction and Urban*, (34), p. 14-17.
9. Bui Duc Hung (2014), "Institute of Construction and Urban Management and Development, accelerates the implementation of the human resources strategy for the construction sector", *Journal of Construction and Urbanization*, (33), p. 12-15.
10. Bui Duc Hung (2014), "Vietnamese-Korean Cooperation in the Development of Opportunities and Prospects for Construction Officials", *Journal of Construction and Urbanization*, (36), p. 18-21.

11. Bui Duc Hung (2014), "Improving the quality of teaching staff in the strategy of human resources development in the construction sector", *Journal of Construction and Urban*, (38), p. 6-9.
12. Bui Duc Hung (2014), "Improving the quality of human resources in the construction sector", *Journal of Economics and Forecasting - Ministry of Planning and Investment*, (06), p. 18-19.
13. Bui Duc Hung (2014), "Training and Training of Construction Officials and Notable Results", *Journal of Construction and Urbanization*, (39-40), pp.17-21.
14. Bui Duc Hung (2017), "State Management of the Economy and the Role of Economic Management Officials at the Ministry and Sector Levels in the Present Period", *Asia-Pacific Economic Journal*, (495), pp.35-36,42.
15. Bui Duc Hung (2017), "On training and retraining of civil servants in economic management of the Ministry of Construction in the present period", *Journal of Construction and Urbanization*, (54), p. -30.
16. Bui Duc Hung (2017), "On building the civil servants of economic management of the Ministry of Construction in the present period", *Journal of Construction*, (6.2017), pp.18-20.