

HO CHI MINH NATIONAL ACADEMY OF POLITICS

TRAN QUANG NINH

**THE QUALITY OF THE STATE ECONOMIC
MANAGEMENT WORKFORCE IN NAM DINH
PROVINCE**

SUMMARY OF DOCTORAL DISSERTATION

FIELD: ECONOMIC MANAGEMENT

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INTRODUCTION

1. The Urgency of the Topic

In his work "Modifying Work Practices", President Ho Chi Minh emphasized: "Cadres are the root of all tasks," and "All successes or failures stem from good or bad cadres" [47]. Therefore, our Party and State have continuously prioritized the development of cadres in general and managerial cadres in particular. This commitment is reflected in Resolution 26-NQ/TW, which calls for building a team of strategic-level cadres with sufficient qualities, competencies, and credibility. This goal is further emphasized in the Comprehensive Administrative Reform Program for the 2021-2030 period, as Vietnam moves toward international integration and the Fourth Industrial Revolution.

In the management system, managerial cadres are the "critical link" that determines success or failure. Managers are not only responsible for shaping objectives and development plans for both local and national levels but also for organizing and connecting individuals to achieve established goals. Thus, the team of state managerial cadres is not merely a group of policy implementers but also strategic leaders who make decisions on economic development plans, organize, and promote the fulfillment of set objectives.

In today's global context, economies are facing significant challenges from factors such as globalization, the Fourth Industrial Revolution, climate change, the prolonged impacts of the COVID-19 pandemic, and international trade disruptions. These challenges place demands on state economic managerial cadres to not only possess high levels of adaptability, professional expertise, and the ability to forecast and respond promptly to changes but also to play the role of long-term development strategists. Consequently, ensuring the quality of the state economic managerial cadre has become more critical than ever, both at the national and local levels. This requirement intensifies with the scale of the economy, the pace of development, and the structure of the economy.

Nam Dinh is a province in the Red River Delta, boasting a favorable geographical location and the development of industrial zones. It is emerging as a key economic hub in Northern Vietnam, characterized by its moderate scale and diverse socio-economic nature, as well as a strong transition from an agricultural economy to one driven by industry and services. In 2022, Nam Dinh's economy grew by 9.07% compared to 2021. This rapid development has created numerous opportunities but also posed significant challenges in economic management. These challenges demand a state economic management workforce that not only meets quantitative

requirements but, more importantly, is of high quality and capable of adapting flexibly to current changes.

Facing these challenges, the Party Committee and provincial government of Nam Dinh have proactively developed a relatively large team of cadres to meet the province's operational demands. However, in today's difficult and volatile economic environment, Nam Dinh's Provincial Competitiveness Index (PCI) ranks only 31st out of 63 provinces and cities, clearly reflecting limitations in economic management and administration. This reality highlights persistent shortcomings within the cadre team, significantly impacting the socio-economic development process in the province. Therefore, ensuring the quality of this team must be approached strategically, starting with recruitment, training, planning, and deployment. This has become an urgent and critical task.

Although some studies have focused on provincial state economic management cadres, none have delved deeply into ensuring the quality of Nam Dinh's state economic management workforce from an economic management perspective. This research aims to provide both theoretical and practical scientific foundations for improving the quality of this workforce, thereby contributing to Nam Dinh's comprehensive development in the context of international economic integration.

Based on the above points, the researcher has chosen the topic: “*The Quality of the State Economic Management Workforce in Nam Dinh Province*” as the subject of their doctoral dissertation in the field of Economic Management.

2. Research Objectives and Tasks

*** Research Objectives**

+ Theoretical Objective: Clarify concepts, content, and criteria for evaluating the quality of the state economic management workforce.

+ Practical Objective: Assess the current state, identify influencing factors, and analyze difficulties and challenges related to the quality of the state economic management workforce in Nam Dinh Province. From this, provide a comprehensive overview of the current quality and measures ensuring the quality of the workforce.

*** Research Tasks**

Conduct a detailed evaluation of the quality and measures ensuring the quality of the state economic management workforce in Nam Dinh Province. Identify factors that influence the quality of this workforce. Based on the findings, propose specific solutions to ensure the quality of the state economic management workforce, contributing to the improvement of economic management in Nam Dinh Province in the future.

3. Research Subject and Scope

+ Research Subject

The research subject is the quality of the state economic management workforce in Nam Dinh Province, analyzed from the perspective of economic management science.

+ Research Scope

- **Scope of Management Entities:** The dissertation focuses on researching, investigating, and surveying the state economic management workforce at the provincial level in Nam Dinh Province.

- **Scope of Management Subjects:** The study targets officials and civil servants currently working at state economic management agencies in Nam Dinh Province.

- **Scope of Content:**

The study approaches the state economic management workforce in Nam Dinh Province through the lens of ensuring workforce quality, which includes:

- Theoretical foundations regarding the quality of the state economic management workforce.
- Current status of the quality and quality assurance measures for this workforce in Nam Dinh Province.
- Influencing factors and evaluation criteria for workforce quality and quality assurance.
- Experiences and solutions to enhance the quality of the state economic management workforce in Nam Dinh Province.

- **Geographical Scope:** The research is confined to the geographical boundary of Nam Dinh Province, focusing on the quality of its state economic management workforce.

- **Time Scope:**

- Primary data was collected in 2022.
- Secondary data on the research overview covers the period since the renovation (Đổi mới) era, with survey and investigation data spanning from 2018 to 2022.
- Some sections incorporate updated data up to 2023.
- The proposed orientation and solutions aim to ensure the quality of the state economic management workforce in Nam Dinh Province through 2030.

4. Theoretical Basis and Research Methods

- Theoretical Basis

The dissertation is grounded in the theoretical foundation of Marxism-Leninism, Ho Chi Minh's ideology, and relevant principles of economic management science.

- Research Methods

+ Desk Research Methods:

- Utilizing systematic, generalization, and synthesis methods to analyze data.

- Employing analytical, comparative, and systematization techniques for processing statistical and survey data. Phương pháp thu nhập dữ liệu:

Data Collection Methods:

Primary Data Collection:

Data was collected directly through designed surveys targeting state economic management cadres in Nam Dinh Province.

Questionnaire Design: A questionnaire was specifically designed to gather information from state economic management cadres in Nam Dinh Province.

Survey Participants: The survey sample included 472 respondents, conducted online via digital survey tools (e.g., Google Forms).

Secondary Data Collection: Data was gathered from existing studies, reports, statistical documents, and records relevant to the topic.

Analytical framework

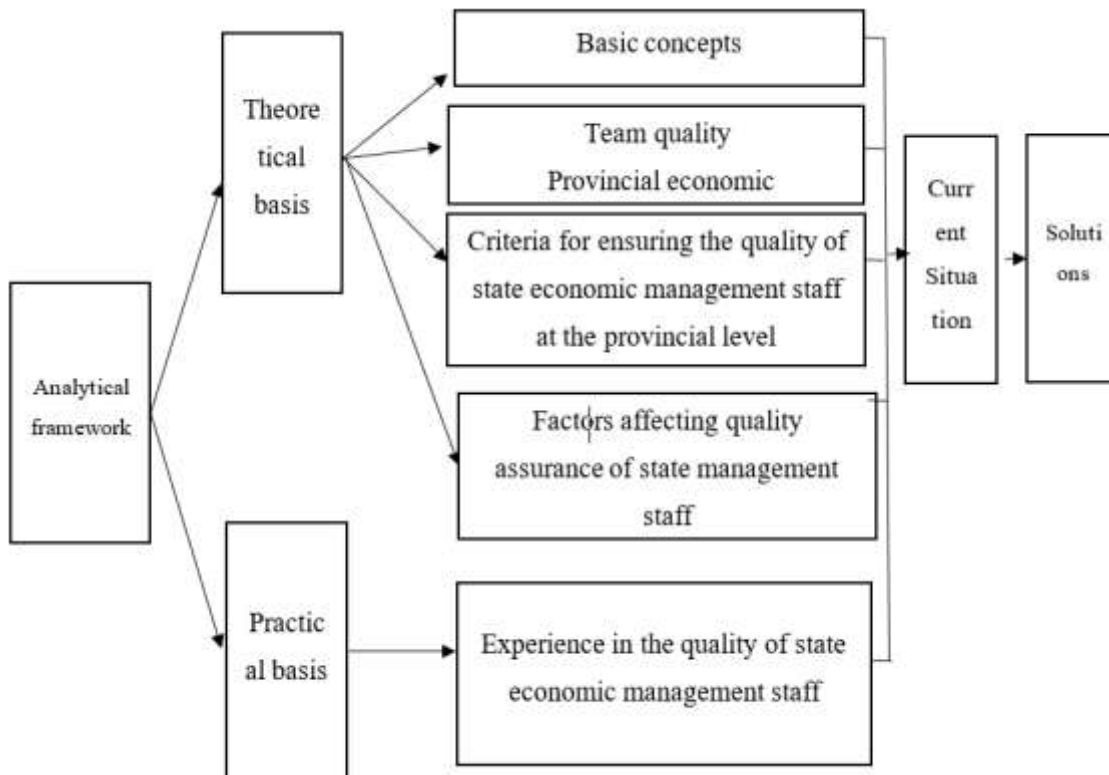


Figure 1.1: Theoretical Analytical Framework for the Quality of Provincial-Level State Economic Management Cadres

5. New Scientific Contributions of the Dissertation

Theoretical Contributions: The dissertation supplements and further

clarifies the theoretical foundations related to the quality of the provincial-level state economic management workforce.

Practical Contributions: The dissertation provides a detailed and comprehensive assessment of the current state of the quality of the state economic management workforce in Nam Dinh Province during the 2018–2022 period.

6. Structure of the Dissertation

In addition to the introduction, conclusion, references, and appendices, the content of the dissertation consists of 4 chapters and 14 sections.

Chapter 1 OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC

1.1. RESEARCH STUDIES RELATED TO THE TOPIC

1.1.1. Studies on Building the State Cadre and Civil Servant Workforce and Their Quality

Authors and Studies on Building and Enhancing the Quality of the Cadre and Civil Servant Workforce. Several notable research studies and dissertations have been conducted on building and enhancing the quality of the cadre and civil servant workforce in Vietnam:

Chu Xuan Khanh (2010): Dissertation titled “Improving the Development of a Professional State Administrative Civil Servant Workforce in Vietnam.” Nguyen Tu Thien (2022): Dissertation titled “Building the Cadre Workforce Under the Management of the Provincial and Municipal Standing Party Committees in the Mekong Delta.” Nguyen Van Hoa (2019): Doctoral dissertation titled “Building the Civil Servant Workforce in Vietnam Today According to Ho Chi Minh's Ideology.” Le Minh Hung: Study titled “Continuing to Innovate, Reorganize the Organizational Apparatus, and Build the Cadre Workforce at All Levels, Especially at the Strategic Level, in the New Era.” Le Minh Son (2018): Study titled “Solutions for Innovating Cadre Work in the Current Period According to the Spirit of the 12th National Congress of the Party.” Hoang Thanh Hien (2021): Doctoral dissertation titled “Improving the Quality of the Propaganda Cadre Workforce in Quang Binh Province in the Current Period.” Nguyen Nguyen Hung (2021): Doctoral dissertation titled “Enhancing the Quality of Key District-Level Cadres in Hanoi.” Do Quang Trung: Study titled “Innovating and Enhancing the Quality of Training and Capacity Building for Cadres and Civil Servants to Meet the Requirements

of Administrative Reform”. Tran Dinh Hoan, former member of the Politburo (9th term): Work titled “Evaluation, Planning, and Rotation of Leadership and Management Cadres During the Period of Industrialization and Modernization.” Cao Khoa Bang: Dissertation titled “The Quality of the Cadre Workforce Under the Management of the Standing Party Committee of Hanoi in the Current Period.” Nguyen Dang Dao: Study titled “The Quality of the State Management Cadre Workforce on Seas and Islands in the Vietnam General Department of Seas and Islands.”

In addition to the aforementioned works, numerous scientific seminars, papers, and specialized reports on building and enhancing the quality of cadres in Vietnam have recently been conducted by ministries, sectors, scientific organizations, and state management agencies.

1.1.2. Studies on the Quality of the State Economic Management Workforce

Research on the quality of the state economic management workforce has gained significant attention, with several notable studies, articles, and reports, including:

Tran Thanh Cuong: Doctoral dissertation titled “The Quality of the State Economic Management Workforce at the City Level in Hanoi.” Nguyen Tu Hoai Son: Doctoral dissertation titled “The Quality of the State Economic Management Workforce in Ninh Binh Province Today.” These studies emphasize that improving the quality of the economic management workforce is a long-term process requiring effort and commitment from all levels and sectors. The proposed solutions in these dissertations are expected to contribute to enhancing the efficiency of economic cadres and establish a solid foundation for the socio-economic development of the country. Le Du Phong and Hoang Van Hoa: In their book “Training Macroeconomic Management Cadres in Vietnam - Current Situation and Solutions”, the authors present several perspectives on building macroeconomic management cadres. They summarize practical training experiences from other countries and offer recommendations on orientation, tasks, and solutions for macroeconomic management training in Vietnam. Vy Van Vu: Doctoral dissertation titled “Planning, Training, and Utilizing Economic Cadres and Civil Servants in Dong Nai Province.”

Bui Duc Hung: Doctoral dissertation titled “Building the Economic Management Workforce in the Ministry of Construction” (2017). Nguyen Van Dong: Doctoral dissertation (2015) that introduces the concepts of “key economic management cadres” in Hoa Binh Province and analyzes the current status of developing the provincial-level cadre team.

Dissertation on “Ethics of Leadership and Management Cadres in the Context of the Socialist-Oriented Market Economy in Vietnam Today.”

These studies provide valuable insights into the development and enhancement of the state economic management workforce, offering theoretical foundations and practical recommendations for improving cadre quality in various contexts.

1.2. GENERAL EVALUATION OF STUDIES ON THE STATE ECONOMIC MANAGEMENT WORKFORCE

1.2.1. Summary of Research Outcomes

First, the studies have clarified many important issues related to the development of the state cadre and civil servant workforce, as well as the state economic management workforce.

Second, the research emphasizes the necessity of establishing standards and a system of criteria to evaluate the quality of the provincial-level state economic management workforce. These criteria must align with the demands of industrialization, modernization, and international integration.

Third, the studies have also elucidated factors that directly influence the quality of the workforce, including recruitment processes, training, capacity building, and the management and utilization of cadres.

1.2.2. Research Gaps

Although there have been studies on the state economic management workforce, their quality, and measures to ensure quality across different spatial and temporal contexts, certain aspects remain underexplored or insufficiently detailed:

Theoretical Gaps: The theoretical foundations for the criteria to ensure the quality of the state economic management workforce are still incomplete. **Influencing Factors and Solutions:** The factors influencing quality assurance and the solutions to enhance the quality of the state economic management workforce lack clarity and specificity. **Contextual Challenges in Nam Dinh Province:** There has been limited exploration of the specific limitations and challenges faced by the state economic management workforce in Nam Dinh Province, particularly within the context of new developmental demands. **Practical Solutions for Nam Dinh:** Practical solutions for ensuring the quality of the state economic management workforce in Nam Dinh Province remain inadequate and require further detailed examination.

Chapter 2

THEORETICAL AND PRACTICAL FOUNDATIONS OF THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE

2.1. THE WORKFORCE AND THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE

2.1.1. Key Concepts

2.1.1.1. The Concept of Provincial-Level Cadres

The term "cadres" in the Vietnamese Dictionary refers to individuals who hold positions in government or social organizations, typically responsible for management, leadership, or specialized tasks. This term is widely used in state agencies to denote individuals who play significant roles in the administrative system or political-social organizations. Additionally, cadres may also refer to individuals working in state agencies.

In this study, the term "cadres" encompasses both cadres and civil servants employed in state agencies. Therefore, provincial-level cadres are understood as individuals working in provincial-level state agencies, including both elected and appointed officials.

2.1.1.2. The Concept of Provincial-Level State Economic Management Cadres

“Provincial-level state economic management cadres are individuals elected, recruited, or appointed to ranks or titles in provincial-level state agencies, working within structures tasked with economic management functions and duties.” They comprise a defined group of state economic management cadres within the economic apparatus of a specific agency.

2.1.2. Roles, Characteristics, and Structure of the Provincial-Level State Economic Management Workforce

2.1.2.1. Characteristics of the Provincial-Level State Economic Management Workforce

The state administrative apparatus operates under a centralized and unified mechanism from the central government, with reasonable decentralization to local authorities, and must comply with laws and directives from the central government.

Provincial economic cadres need to transmit and concretize the policies of the central government and the province to subordinate levels to avoid stagnation in the system.

The tasks of provincial economic cadres are highly complex, requiring

significant competence, as they manage critical areas such as state assets, urban planning, and natural resources.

Provincial economic cadres face conflicts of interest between local and national priorities when implementing interprovincial economic activities.

2.1.2.2. Structure of the Provincial-Level State Economic Management Workforce

The structure of the provincial-level state economic management workforce is analyzed based on different criteria:

By job content and characteristics: Provincial economic cadres are divided into two main groups:

Leadership cadres

Advisory and consulting specialists

By educational qualifications:

By position: Provincial economic cadres are divided into two groups:

Those holding leadership and managerial positions

Those without leadership or managerial positions

By management field: Industry, agriculture, and services.

2.1.2.3. Role of the Provincial-Level State Economic Management Workforce

Localities with competent and creative economic cadres will develop strongly. Conversely, if cadres are incompetent or corrupt, the economy will stagnate, and people's livelihoods will face difficulties.

2.2. QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE

2.2.1. Definition of the Quality of the Provincial-Level State Economic Management Workforce

The "quality of the provincial-level state economic management workforce" is the synthesis of each cadre's attributes, including professional qualifications, foreign language skills, health, age, and professional ethics. This quality is determined by two factors: the individual attributes of each cadre and the relationship between those attributes and the requirements of the tasks.

2.2.2. Criteria for Evaluating the Quality of the Provincial-Level State Economic Management Workforce

2.2.2.1. Political Qualities, Ethics, and Lifestyle of the Provincial-Level State Economic Management Workforce

Political qualities, ethics, and lifestyle reflect an individual's behavior and values within society.

Political qualities pertain to the capability and awareness of participation in political activities.

Ethics represent a system of principles and values in social conduct, including honesty and fairness.

Lifestyle refers to an individual's way of living and interacting, reflecting their perspective on life and social responsibility.

This criterion is specifically expressed through political qualities, ethics, lifestyle, work responsibility, and organizational discipline of economic cadres. It is the foremost standard and a prerequisite for the provincial-level state economic management workforce. To become competent organizers and capable civil servants, individuals must first possess political qualities and ethics. Specifically:

Political qualities: (Details to be specified)

Ethics and lifestyle: (Details to be specified)

Work style and working practices: (Details to be specified)

2.2.2.2. Competence and Qualifications of the Provincial-Level State Economic Management Workforce

The criteria for evaluating the provincial-level state economic management workforce include educational qualifications, professional competence, and knowledge of economic, social, and legal issues.

First, the educational qualifications of provincial-level state economic management cadres are reflected in the degrees and certifications they have attained. The level of education must align with the functions, tasks, and specific job positions of the cadres.

Second, competence is evaluated in various aspects:

Professional competence: Specialized expertise in their field of work.

Leadership, administration, and management skills: The ability to lead, direct, and organize the execution of assigned tasks.

Management and leadership skills: The ability to plan, strategize, and oversee work effectively.

Interpersonal and communication skills: The ability to interact, build relationships, and foster collaboration.

Persuasion skills: The capacity to influence and guide others effectively.

Other skills: Flexibility, adaptability, and innovation in addressing challenges.

Policy formulation competence: The ability to draft, assess, and implement effective economic policies.

Third, work style and methods of the provincial-level state economic

management workforce are crucial indicators of their effectiveness and professionalism in fulfilling their duties.

2.2.2.3. Responsibility in the Work of the Provincial-Level State Economic Management Workforce

Responsibility in work reflects an individual's awareness and commitment to assigned tasks and duties. This includes completing tasks on time, ensuring quality, and being ready to take accountability for work outcomes. Responsibility enhances work efficiency, fosters trust within the team, and demonstrates respect for colleagues and the organization.

2.2.2.4. Task Completion Results - Level and Quality of Task Completion by the Provincial-Level State Economic Management Workforce

The task completion results of the provincial-level state economic management workforce are reflected through their work outcomes, adaptability, and ability to overcome challenges while performing tasks, with a high sense of discipline and fairness in adhering to the law.

This evaluation can be based on the following criteria:

Work results: (Details to be specified)

Administrative efficiency: (Details to be specified)

2.2.2.5. Commitment of the Provincial-Level State Economic Management Workforce

Commitment refers to the strong sense of connection an individual feels towards their organization, colleagues, or community. It is demonstrated through loyalty, emotional attachment, and dedication to the workplace or affiliated entity. Employee loyalty and engagement can be measured using the following criteria:

Employee turnover rate: (Details to be specified).

Percentage of employees considering leaving: (Details to be specified).

2.2.2.6. Health Condition of the Provincial-Level State Economic Management Workforce

The provincial-level state economic management workforce is required to maintain sufficient health for their work responsibilities. In Vietnam, the Ministry of Health and the Ministry of Defense have established eight criteria for assessing the health status of workers.

In addition to basic criteria like those mentioned above, when evaluating the quality of the economic management workforce at the provincial level as a collective, it is also necessary to consider criteria related to the workforce size and the organizational structure of the economic management apparatus.

2.3. ENSURING THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE

2.3.1. Concept and Objectives of Ensuring Workforce Quality

The objective of ensuring the quality of the provincial-level state economic management workforce is to enhance the quality of this workforce.

2.3.2. Criteria for Ensuring the Quality of the Provincial-Level State Economic Management Workforce

Planning the workforce of provincial-level state economic management cadres.

Training and capacity building for the provincial-level state economic management workforce.

Recruitment, assignment, utilization, and rotation of provincial-level state economic management cadres.

Evaluation of the provincial-level state economic management workforce.

Determination of regimes, policies, and incentives for provincial-level economic management cadres.

2.3.3. Factors Affecting the Quality of the Provincial-Level State Economic Management Workforce

2.3.3.1. Internal Factors

Orientation for quality and quality assurance of the provincial-level management workforce.

Development of quality assurance plans.

Implementation of quality assurance plans.

Monitoring and evaluation of quality assurance plan execution.

2.3.3.2. External Factors

Natural conditions and socio-economic circumstances of the province.

State and provincial policies for attracting and incentivizing cadres.

Factors related to the individual awareness of the cadres themselves.

2.4. EXPERIENCE IN THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE

2.4.1. Experiences from Provinces in Vietnam

2.4.1.1. Experience of Dong Thap Province

2.4.1.2. Experience of Quang Ninh Province

2.4.1.3. Experience of Hanoi City

2.4.2. Experiences from International Localities

2.4.2.1. Experience of Tokyo, Japan

2.4.2.2. Experience of Singapore City, Singapore

2.4.3. Lessons for Improving the Quality of the State Economic Management Workforce in Nam Dinh Province

Strengthen the dissemination of Party and State policies and resolutions to the province's economic management cadres, ensuring comprehensive understanding and proper implementation.

Develop and implement training and capacity-building plans for cadres, closely tied to the province's leadership planning, to continuously enhance competence and meet job requirements.

Intensify inspection, supervision, and control of power, particularly in personnel management, to enforce discipline and combat negative practices such as the pursuit of positions and power. Rationally decentralize and delegate authority, combined with strict supervision, to foster innovation while maintaining transparency in management.

Overhaul the personnel management system comprehensively, complete the development of job position systems, and improve the quality of cadres, civil servants, and public employees, especially leaders at all levels. Emphasize public service ethics, discipline, integrity, and a spirit of serving the people, creating a conducive environment for business and production development.

Propose synchronized solutions for developing the province's workforce, especially the state economic management cadres, to meet the socio-economic development needs of the locality.

Ensure seriousness and effectiveness in evaluating state economic management cadres to guarantee fair and accurate assessments, forming the basis for suitable development plans.

Assign tasks to civil servants based on job position models to optimize work efficiency and harmonize job requirements with the capabilities of cadres.

Chapter 3

CURRENT STATUS OF THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

3.1. OVERVIEW OF NAM DINH PROVINCE

3.1.1. Natural Characteristics

3.1.2. Socio-Economic Characteristics

3.2. CURRENT STATUS OF THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

3.2.1. Structure and Quantity of the State Economic Management Workforce in Nam Dinh Province

Table 3.2. Overview of the Number of State Economic Management Cadres in Nam Dinh Province (2018–2022)

(Unit: People)

Year	2018	2019	2020	2021	2022	Comp. 2019 /2018	Comp. 2020 /2019	Comp. 2021 /2020	Comp. 2022 /2021
Approved Positions	642	611	620	547	557	-31	9	-73	10
Actual Workforce	557	526	535	462	472	-31	9	-73	10
Percentage (%)	86,76	86,09	86,29	84,46	84,74	-0.67	0.2	-1.83	0.28

Source: Nam Dinh Department of Home Affairs

3.2.2. Current Status of Political Qualities, Ethics, and Lifestyle of the State Economic Management Workforce in Nam Dinh Province

Table 3.3. Evaluation Results on Political Qualities, Ethics, and Lifestyle of the State Economic Management Workforce in Nam Dinh Province

(Unit: Percentage)

No.	Content	Evaluation results (%) N= 472					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Absolute trust in the leadership of the Party	78,60	17,80	1,91	1,69	0,00	4,73
2	Work style and habits	46,19	51,27	1,48	0,00	1,06	4,42
3	Attitude toward serving the people	53,39	45,13	0,42	1,06	0,00	4,51
4	Ethical qualities and lifestyle	56,78	40,68	1,91	0,00	0,64	4,53
5	Responsibility and discipline in work	45,55	51,27	1,48	1,69	0,00	4,41
6	Comply with the flower policy and legal policies of the State	51,91	47,46	0,00	0,00	0,64	4,5
	Average plus score						4,52

Source: Author's Survey Data

3.2.3. Current Status of Educational Qualifications and Competence of the State Economic Management Workforce in Nam Dinh Province

Table 3.4. Educational Qualifications of the State Economic Management Workforce in Nam Dinh Province (2023)

Educational Level	Number (People)	Percentage (%)
Doctorate	5	1,06
Master's	160	33,90
Bachelor's	283	59,96
College	12	2,54
Intermediate	5	1,06
Primary	7	1,48
Total	472	100

Source: Author's Survey Data

Table 3.5: Number of Economic Cadres by Rank

Rank	Provincial Level	
	Number	Percentage (%)
Senior Specialists and Equivalent	2	0,42
Principal Specialists and Equivalent	78	16,53
Specialists and Equivalent	372	78,81
Officers and Equivalent	11	2,33
Employees	9	1,91
Total	472	100

Source: Compiled by the author

Table 3.6: Evaluation of the Relevance Between Training Majors and Job Positions of State Economic Management Cadres in Nam Dinh Province (2023)

No.	Content	Evaluation results (%)					
		Very Relevant	Relevant	Neutral	Average	Not Relevant	Average Score (Points)
1	Current job matches training major	38,04	48,92	10,72	1,61	0,71	4,22
2	Current job matches personal competence	37,97	55,31	4,45	1,38	0,90	4,28
	Average plus score						4,25

Source: Author's Survey Data

Table 3.8: Results of Foreign Language and IT Proficiency of State Economic Management Cadres in Nam Dinh Province (2022)

Proficiency Level	Quantity			
	Foreign language		Information technology	
	Number	Percentage (%)	Number	Percentage (%)
Very Good	24	5,08	25	5,30
Good	72	15,25	342	72,46
Fair	269	56,99	58	12,29
Average	95	20,13	39	8,26
Limited Knowledge	12	2,54	8	1,69

Source: Author's Survey Data

Table 3.9: Evaluation Results on Leadership, Operational, and Organizational Competence of State Economic Management Cadres in Nam Dinh Province

No.	Tiêu chí	Evaluation results (%)					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Leadership, administration, and management competence	23,95	71,23	3,92	0,00	0,90	4,17
2	Competence in implementing socio-economic policies	17,23	60,91	19,88	1,08	0,90	3,92
3	Competence in monitoring and supervising policy implementation	18,31	57,74	21,49	2,47	0,00	3,91
4	Problem-solving skills in leadership and management	16,33	63,53	17,04	2,20	0,90	3,92
5	Kỹ năng ứng xử, giao tiếp Interpersonal and communication skills	22,46	64,05	9,60	2,99	0,90	4,04
	Average plus score						3,99

Source: Author's Survey Data

3.2.4. Current Status of Responsibility in the Work of the State Economic Management Workforce in Nam Dinh Province

3.2.5. Results of Task Completion - Level and Quality of Task Fulfillment by the State Economic Management Workforce in Nam Dinh Province

Table 3.10: Evaluation Results on Task Completion Levels of the State Economic Management Workforce in Nam Dinh Province (2022)

No.	Content	Year 2022	
		Number	Percentage (%)
1	Outstanding task completion	82	17,37
2	Good task completion	351	74,36
3	Task completion with limitations in competence	34	7,20
4	Incomplete task performance	5	1,06
	Total	472	100

Source: Nam Dinh Department of Home Affairs

3.2.6. Commitment of the State Economic Management Workforce in Nam Dinh Province

Table 3.11: Evaluation Results on the Commitment of the State Economic Management Workforce in Nam Dinh Province

No.	Criteria	Evaluation results (%)					Average Score (Points)
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
1	I have great trust in my superiors	41,82	53,96	3,33	0,00	0,90	4,36
2	Under current conditions, I will work long-term at my unit	34,04	55,61	9,45	0,90	0,00	4,23
3	I would leave my unit if offered a better working environment	9,16	14,24	28,92	45,74	1,94	2,83
4	I will not leave even if offered better benefits elsewhere	12,22	30,31	31,46	20,40	5,61	3,23
5	I am always willing to work early and late to complete tasks	39,05	48,43	9,08	3,44	0,00	4,24
6	I am always ready to	23,73	63,79	10,13	0,67	1,68	4,07

No.	Criteria	Evaluation results (%)					Average Score (Points)
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
	travel far when required by the agency						
7	I am always willing to take on tasks at any time	21,90	60,09	16,33	0,90	0,78	4,01
8	I constantly think of the best solutions to complete my tasks	33,26	63,79	2,06	0,00	0,90	4,29
	Average plus score						3,91

Source: Author's Survey Data

Table 3.12: Number of State Economic Management Cadres in Nam Dinh Province Resigning (2018–2022)

Year	Number of Resignations (People)
2018	1
2019	1
2020	1
2021	2
2022	2

Source: Statistical Yearbook

The loyalty and commitment of the state economic management workforce is an essential criterion for evaluating the quality of cadres. According to the data in Table 3.12, the number of economic cadres in Nam Dinh Province resigning has gradually increased over the years. This indicates that the province's human resource management needs to reassess the quality of training processes and prioritize retaining high-quality cadres to ensure long-term organizational development.

3.2.7. Health of the State Economic Management Workforce in Nam Dinh Province

According to the statistics, 96.4% of the state economic management workforce in Nam Dinh Province meets the health criteria of Category A and B as stipulated by economic agencies during recruitment. Only 3.6% of the workforce is classified as having poor physical health. This demonstrates that the economic workforce in Nam Dinh Province fulfills the health requirements, possessing the physical and mental strength necessary to undertake roles in the province's economic management apparatus.

3.3. CURRENT STATUS OF ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

3.3.1. Planning of the State Economic Management Workforce in Nam Dinh Province

The cadre planning process in Nam Dinh Province has been implemented according to Guideline No. 16-HD/BTCTW dated February 15, 2022, issued by the Central Organization Commission, based on Regulation No. 50-QĐ/TW dated December 27, 2021, issued by the Politburo.

In recent years, Nam Dinh Province's cadre planning process has achieved the set objectives and requirements.

3.3.2. Training and Capacity Building for the State Economic Management Workforce in Nam Dinh Province

Survey results on the quality of political theory training courses show that 89.57% of respondents assessed these courses as relevant to job requirements. However, 10.43% of respondents indicated that the training courses were not aligned with their job requirements.

3.3.3. Recruitment and Utilization of the State Economic Management Workforce in Nam Dinh Province

In Nam Dinh Province, the recruitment of state economic management cadres at the provincial level is primarily conducted through civil service examinations organized by the Department of Home Affairs. From 2018 to 2022, 32 civil servants were added to the state economic management workforce at the provincial level through examinations, fully complying with current regulations.

3.3.4. Evaluation of the State Economic Management Workforce in Nam Dinh Province

The evaluation of cadres in Nam Dinh Province has seen significant progress, demonstrated by the seriousness in implementation and clear advancements in awareness and execution methods.

3.3.5. Benefits and Incentives for the State Economic Management Workforce in Nam Dinh Province

The policies and regimes for the state economic management workforce in Nam Dinh Province have been implemented effectively. These include:

Ensuring salary increments and allowances for 100% of cadres uniformly across the province. Full implementation of social insurance and health insurance policies for 100% of cadres. Strict adherence to annual

commendation regimes and periodic evaluations for teams to ensure both spiritual and material well-being, in line with current State regulations.

Table 3.16: Evaluation Results on Incentive Policies

No.	Criteria	Evaluation results (%)					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Workplace facilities	29,41	47,01	17,12	6,46	0	3,99
2	Welfare policies and benefits	16,14	46,82	29,19	6,35	1,49	3,70
3	Professional working environment	16,22	53,40	24,40	5,98	0	3,80
	Average plus score						3,83

Source: Survey Results

3.4. GENERAL ASSESSMENT OF ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

3.4.1. Achievements in Ensuring the Quality of the State Economic Management Workforce in Nam Dinh Province

A general assessment of the quality of the state economic management workforce in Nam Dinh Province shows that most cadres possess political qualities, ethics, and lifestyles that fully meet the requirements of their assigned tasks.

The cadre planning process has been implemented according to the guidelines of the Central Government, systematically and transparently.

Training and capacity building for the state economic management workforce have received attention from various levels, sectors, and leadership.

Recruitment and utilization of state economic management cadres have been conducted through competitive civil service examinations, ensuring transparency and compliance with current regulations.

Cadre evaluation has been carried out rigorously with clear, transparent, and strict criteria, ensuring fairness and objectivity.

The implementation of policies and benefits for cadres in Nam Dinh Province has generally been completed in accordance with legal regulations.

3.4.2. Limitations in Ensuring the Quality of the State Economic Management Workforce in Nam Dinh Province

Some state economic management cadres in Nam Dinh Province lack firm political will, exhibit weak ethics, and have unscientific work styles

and habits.

A portion of the economic management workforce in Nam Dinh Province shows low levels of work responsibility.

The task completion performance of some economic management cadres in Nam Dinh Province is at a low level.

Some economic management cadres in Nam Dinh Province do not meet the health requirements necessary for their roles.

3.4.3. Causes of Limitations

3.4.3.1. Objective Causes

Outdated management mindset.

Impact of natural, economic, and social conditions.

Training and capacity-building programs for cadres are not closely aligned with practical needs.

Insufficient attention to the health care of the state economic management workforce.

Inconsistent legal and policy environment.

3.4.3.2. Subjective Causes

Inadequate planning, training, appointment, and utilization of cadres.

Lack of clear criteria for evaluating the quality of the state economic management workforce.

Insufficient self-awareness and effort among some cadres in improving their qualifications, capabilities, and ethical standards.

CHAPTER 4: SOLUTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

4.1. PERSPECTIVES AND DIRECTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE BY 2030

4.1.1. Direction for Planning the State Economic Management Workforce in Nam Dinh Province

4.1.2. Direction for Training and Capacity Building for the State Economic Management Workforce in Nam Dinh Province

4.1.3. Direction for Recruitment and Utilization of the State Economic Management Workforce in Nam Dinh Province

4.1.4. Direction for Evaluating the State Economic Management Workforce in Nam Dinh Province

4.1.5. Direction for Policies and Benefits for the State Economic Management Workforce in Nam Dinh Province

4.1.6. Synchronization and Innovation in Developing the State Economic Management Workforce in Nam Dinh Province

4.2. SOLUTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE

4.2.1. Innovating and Perfecting Cadre Planning, Recruitment, and Utilization of State Economic Management Cadres in Nam Dinh Province

4.2.2 Enhancing Professional and Political Theory Training to Foster Innovative Thinking for Development and Ensure the Quality of State Economic Management Cadres in Nam Dinh Province

4.2.3 Improving the Effectiveness of Deployment and Utilization of the State Economic Management Workforce in Nam Dinh Province

4.2.4. Innovating and Strengthening Management, Inspection, Supervision, and Evaluation of State Economic Management Cadres in Nam Dinh Province

4.2.5. Strengthening Cooperation, Training Collaboration, and Reviewing and Innovating Incentive Policies for State Economic Management Cadres in Nam Dinh Province

4.2.6. Building a Healthy Workplace Culture for the State Economic Management Workforce in Nam Dinh Province

4.2.7. Enhancing Physical Health for State Economic Management Cadres in Nam Dinh Province

4.2.8. Applying Technology to Ensure the Quality of the State Economic Management Workforce in Nam Dinh Province

4.3. RECOMMENDATIONS

To the State

To Nam Dinh Province

To Relevant Agencies and Departments

CONCLUSION

According to the perspective that "cadres are the root of all tasks," and "All successes or failures stem from whether cadres are good or bad," the dissertation "Quality of the Economic Cadre Workforce in Nam Dinh Province" utilized a combination of qualitative, quantitative, statistical, analytical, comparative, and synthetic research methods. The researcher has clarified several issues related to ensuring the quality of the state economic management workforce in Nam Dinh Province, achieving the dissertation's research objectives as follows:

On the Necessity of the Study

In the current global context, economies face significant disruptions from globalization, the Fourth Industrial Revolution, climate change, the prolonged impact of the COVID-19 pandemic, and international trade fluctuations. These challenges have highlighted increasingly complex economic management issues at the local level, demanding higher-quality management. Therefore, ensuring the quality of the state economic management workforce to meet current needs has become more critical than ever.

With its favorable conditions and great potential, Nam Dinh is becoming a regional economic bright spot in its development and deep integration process. However, it also faces numerous challenges related to economic structure, investment attraction, and improving the business environment. The quality of the state economic management workforce plays a crucial role in planning, managing, and implementing sustainable economic development policies. Ensuring the quality of this workforce will help the province capitalize on development opportunities, address challenges, ensure effective management, and meet the requirements of the new development context.

On Research Results

The dissertation “Ensuring the Quality of the State Economic Management Workforce in Nam Dinh Province” focuses on researching and assessing the current situation while proposing solutions to ensure the quality of the state economic management workforce in this locality. The research results show that alongside achievements such as firm political will, adherence to the Party's guidelines, high qualifications, and a sense of responsibility in work, several limitations remain:

A segment of the economic cadres in Nam Dinh lacks strong political resolve and displays unscientific ethics, lifestyles, and work habits. Some cadres show a lack of ethical awareness and moral cultivation, reflecting poor professional integrity. There is a segment of cadres with inadequate education, professional qualifications, and working competencies. Some cadres lack commitment to their organizations, showing readiness to leave. These limitations reveal that ensuring the quality of the state economic management workforce in Nam Dinh Province still faces numerous challenges. To address these, specific and synchronized solutions are needed, ranging from planning, recruitment, deployment, and training to monitoring, evaluation, and incentive policies to bring about improvements.

On Research Solutions

Through analyzing the positive aspects and limitations of efforts to ensure the quality of the state economic management workforce in Nam

Dinh Province as presented in the study, the dissertation has proposed several recommendations for cadres, the province, and the state regarding ensuring workforce quality. The dissertation suggests the following solutions to ensure the quality of the economic management workforce in Nam Dinh Province: (1) Innovating and improving the planning, recruitment, and utilization of public economic management officials in Nam Dinh Province; (2) Enhancing professional and political training to foster innovative thinking on development, ensuring the quality of the public economic management workforce in Nam Dinh Province; (3) Improving the efficiency of assignment and utilization of the public economic management workforce in Nam Dinh Province; (4) Reforming and strengthening the management, inspection, supervision, and evaluation of public economic management officials in Nam Dinh Province; (5) Enhancing cooperation and training linkages, while reviewing and renewing incentive policies for the public economic management workforce in Nam Dinh Province; (6) Creating a healthy workplace culture for the public economic management workforce in Nam Dinh Province; (7) Improving the physical health of the economic management workforce in Nam Dinh Province; (8) Applying technology to ensure the quality of the public economic management workforce in Nam Dinh Province.

On Research Limitations

The findings of the dissertation are not only significant for the researcher in achieving the objectives of the study but also scientifically meaningful in terms of theory, providing a systematic foundation for a comprehensive overview and specific assessment of the current state of the state economic management workforce in Nam Dinh Province. By analyzing strengths and weaknesses in response to existing challenges, the dissertation offers feasible recommendations for ensuring the quality of the state economic management workforce in Nam Dinh Province and in regions with similar characteristics. However, alongside the results achieved, the dissertation still has some limitations: (1) It does not delve deeply into individual sectors or economic fields in Nam Dinh Province; (2) The study has limitations in surveying all stakeholders affected by state economic management; (3) Some proposed solutions are theoretical and lack concrete implementation steps in practice; (4) The study does not thoroughly examine cultural factors such as habits and social structures in the locality. These limitations provide suggestions for future research on the quality of provincial-level state economic management cadres, from the orientation, scope, and methodology of the study.

LIST OF PUBLISHED SCIENTIFIC WORKS RELATED TO THE DISSERTATION TOPIC

1. Tran Quang Ninh (2024), “The Current Situation and Key Solutions to Improve the Quality of Cadres and Civil Servants in Nam Dinh Province Today,” *Journal of Economics and Forecasting*, available at: <https://kinhtevadubao.vn/thuc-trang-va-mot-so-giai-phap-chu-yeu-nang-cao-chat-luong-doi-ngu-can-bo-cong-chuc-o-tinh-nam-dinh-hien-nay-28532.html>.
2. Tran Quang Ninh (2024), “Experiences of Some Asian Countries in Improving the Quality of State Management Cadres and Lessons for Vietnam Today,” *Journal of Economics and Forecasting*, available at: <https://kinhtevadubao.vn/kinh-nghiem-mot-so-nuoc-chau-a-ve-nang-cao-chat-luong-doi-ngu-can-bo-cong-chuc-quan-ly-nha-nuoc-va-bai-hoc-cho-viet-nam-hien-nay-28496.html>.
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4. Tran Quang Ninh (2022), “The trend of remote work in the post-Covid-19 Digital transformation era”, *Proceedings the fifth international conference on sustainable economic development and business management in the context of globalisation*, (SEDBM-5).
5. Tran Quang Ninh (2023), "Improving the quality of state management officials in Nam Dinh province's economy", *Finance Magazine*, (813), pp. 104-106.