

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**TRAINING CIVIL SERVANTS RESPONSIBLE FOR
ECONOMIC STATE MANAGEMENT IN BAC NINH
PROVINCE**

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INTRODUCTION

1. Research rationale

In the context of the Fourth Industrial Revolution, digital transformation, and the transition to a green economy, enhancing the adaptability and management competencies of civil servants responsible for state economic management is essential to ensure effective policy formulation and the implementation of macroeconomic policies.

From a theoretical perspective, a significant research gap remains because existing studies have not developed a comprehensive framework that links the training of civil servants responsible for state economic management with job positions, digital and green competency frameworks, and an integrated human resource management cycle. From an institutional and legal perspective, the Communist Party and the State of Vietnam have identified the development of high-quality human resources as a strategic breakthrough. The revised 2025 Law on Cadres and Civil Servants, together with the Public Administration Reform Program for the 2021-2030 period, provides a solid legal foundation for the transition to a position-based civil service management system.

Although Bac Ninh made notable progress in training civil servants responsible for state economic management during the 2021-2024 period, several challenges remain. Training programs are not always aligned with job requirements, and their content has yet to adequately address emerging areas such as the digital and green economies. In addition, the application of the knowledge and skills acquired through training has been inconsistent.

From July 1, 2025, the administrative merger of Bac Ninh and Bac Giang provinces is expected to increase the scale and complexity of local governance. Combined with the province's goal of becoming a centrally administered city by 2030, these changes will require civil servants responsible for state economic management to possess stronger professional competencies and greater adaptability.

Despite the importance of this issue, systematic research on the training of local civil servants responsible for state economic

management in Bac Ninh remains limited. This study therefore seeks to address this gap by contributing to the theoretical literature and providing practical recommendations for improving training policies in the post-merger context.

2. Research objectives and tasks

Research objectives

This research aims to develop recommendations for improving the training of civil servants responsible for state economic management in the post-merger Bac Ninh province. These recommendations are based on a systematic review of the theoretical foundations and an assessment of training practices during the 2021-2024 period, taking into account the context of digital transformation, administrative restructuring, the provincial merger, and the implementation of the two-tier local government system.

Research tasks

- Conduct a comprehensive review of domestic and international studies on the training of civil servants responsible for state economic management to identify existing research gaps.
- Systematize the theoretical foundations of training for civil servants responsible for state economic management at the provincial level by clarifying relevant concepts, characteristics, objectives, principles, training contents, evaluation criteria, and influencing factors in the context of digital transformation, the green transition, and the two-tier local government system.
- Examine domestic and international experiences in training civil servants responsible for state economic management and draw lessons applicable to the post-merger Bac Ninh province.
- Analyze and evaluate the current state of training for civil servants responsible for state economic management in Bac Ninh during the 2021-2024 period, with a focus on training need assessment, planning, implementation, and evaluation of training outcomes while identifying achievements, existing limitations, and their underlying causes.
- Propose strategic orientations and a comprehensive set of solutions to improve the training of civil servants responsible for state

economic management in Bac Ninh, in line with the requirements of digital transformation, the green transition, and the implementation of the two-tier local government system.

3. Research subject and scope

Research subject

Training of civil servants responsible for state economic management in Bac Ninh from the perspective of economic management.

Research scope

- Administrative scope: provincial-level specialized agencies under the Bac Ninh Provincial People's Committee.

- Research content: the research focuses on the training of civil servants responsible for state economic management through four key components: training needs assessment, training planning, training implementation, and evaluation of training outcomes. The research subjects are civil servants responsible for state economic management working in provincial-level specialized agencies under the Provincial People's Committee.

- Geographical scope: The research covers Bac Ninh province before and after the administrative merger, effective from 01/07/2025.

- Time scope: The research analyzes the current state of training during the 2021-2024 period and proposes solutions for the period up to 2030, taking in account the implementation of the two-tier local government system and the evolving socio-economic development context.

4. Research approach and methodology

Research approach

From the perspective of economic management, the research draws on institutional theory, the public policy cycle, new public management, digital government, and human capital, this research develops an analytical framework for training provincial-level civil servants responsible for state economic management in the context of digital transformation and the implementation of a two-tier local government system.

Research methodology

The research combines a mixed-methods approach, combining qualitative and quantitative research methods. The qualitative method

is used to review the literature, develop the theoretical framework, analyze the current situation, and formulate policy recommendations. The quantitative approach involves a questionnaire survey of 387 provincial-level civil servants engaged in state economic management. The survey data are analyzed using SPSS through descriptive and inferential statistical techniques to examine current training practices, training needs, and the factors influencing training effectiveness.

5. Research contributions

Theoretical Contributions

- Extending the theoretical foundation for training provincial-level civil servants responsible for state economic management in the context of digital transformation, green transition, and the implementation of a two-tier local government system.
- Developing an integrated analytical framework that combines institutional theory, human capital theory, and policy capacity theory to analyze and evaluate training activities.
- Proposing an expanded competency framework for civil servants responsible for state economic management by incorporating digital competencies and data governance capabilities into criteria for training outcomes.

Practical contributions

- Assessing the current state of training for provincial-level civil servants responsible for state economic management in Bac Ninh province, identifying its strengths, limitations, and areas for improvement following the provincial administrative merger.
- Designing a modular training model aligned with job positions and tailored to the locality's socio-economic development characteristics.
- Recommending solutions to digitalize training activities and develop a smart training model that supports the operation of a two-tier local government system and advances digital transformation.

6. Research structure

The research is structured into four chapters comprising twelve sections, in addition to the Introduction, Conclusion, References, and Appendices.

Chapter 1

LITERATURE REVIEW RELATED TO THE RESEARCH TOPIC

1.1. REVIEW OF RELATED RESEARCH

1.1.1. Research on developing the provincial civil servants engaged in state economic management, with training as a component of civil servant development

International and domestic research (OECD, Nole) generally adopts a competency-based approach to the training of civil servants engaged in state economic management, emphasizing its close integration with the recruitment, deployment and performance evaluation of civil servants. In Vietnam, however, training for civil servants responsible for state economic management remains constrained by weak links with workforce planning, an overemphasis on theoretical content, and limited responsiveness to digital transformation and artificial intelligence (AI). Existing research has not yet considered training as a mechanism for restructuring civil service competencies to meet the requirements arising from administrative restructuring, green transition, and the implementation of a two-tier local government system.

1.1.2. International and domestic research on the training of provincial civil servants responsible for state economic management

Concepts and principles: research indicates a shift in training from qualification-based standards aligned with job positions, as reflected in Decree 171/2025/NĐ-CP. The core principle is that training should be based on actual competency gaps and closely linked to the utilization of civil servants, directly supporting workforce planning, public investment and the dual transition.

Objectives and content: The objectives of training are to enhance the provincial civil servants responsible for state economic management to perform local economic management functions, strengthen digital competencies in accordance with Resolution No. 57-NQ/TW, and improve their capacity to adapt to the

implementation of the two-tier local government system. The training content covers five main areas: local economic management, public service skills, digital transformation (including AI and data), green transition (ESG) and change management.

Training process and influencing factors: the training process applies the ADDIE, competency-based training (CBT), Kolb's experiential learning model and the 70-20-10 learning principle. Training is influenced by three levels of factors: individual factors (motivation), organizational factors (program quality and instructors) and institutional factors (policies and budget).

Evaluation criteria: the evaluation criteria are based on Kirkpatrick's model and cover four dimensions (inputs, process, outputs, and post-training impacts). Responsibility for evaluating training outcomes is assigned directly to the agencies employing civil servants, as stipulated in Decree No. 171/2025/ND-CP.

Changes following the provincial merger and the implementation of the two-tier local government system: training is shifting from qualification-based evaluation to competency-based evaluation. The training content focuses less on theory and more on practical inter-regional case studies through blended learning and coaching. The network of training institutions is also being streamlined and better connected.

1.2. GENERAL ASSESSMENT OF RELATED RESEARCH

1.2.1. Commonly agreed issues

Previous research generally agrees that training is an inseparable component of the development of civil servants engaged in state economic management. These studies have clarified the role, content, training methods, influencing factors, and current quality of civil servants.

1.2.2. Research gaps

Theoretical aspects: Existing research has not yet developed a model that connects training with the civil servant management cycle. The impacts of digital transformation and artificial intelligence have not been fully reflected in the competency framework for civil servants engaged in state economic management. A theoretical framework for training that is suitable for a streamlined two-tier local government system is still lacking.

Practical aspects: Training content has not been closely aligned with the specific economic characteristics of localities, such as FDI and manufacturing industries. Practical training on digital government platforms remains limited. There is also a lack of systems for assessing the impact of training on public service performance. Comparative research before and after administrative boundary mergers has not yet been conducted.

1.2.3. New research method

- Based on the civil servant management cycle: The research considers training as a strategic link directly connected with workforce planning, utilization and evaluation, operating through a four-step cycle.

- Digital competencies and smart governance: The research establishes a new competency framework integrating digital skills (Big Data and cybersecurity), AI capabilities (analysis and forecasting), and digital coordination competencies.

- Context of the two-tier local government system: The research innovates training content by focusing on decentralization, delegation of authority, and skills in provincial economic planning and management within a streamlined administrative structure.

- Outcome-based evaluation: The research measures training effectiveness through actual public service outcomes (PCI, administrative processing time, business satisfaction levels) and the level of technology application.

Chapter 2

THEORETICAL AND PRACTICAL FOUNDATIONS OF TRAINING PROVINCIAL-LEVEL CIVIL SERVANTS RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT

2.1. THEORETICAL FOUNDATIONS OF TRAINING PROVINCIAL-LEVEL CIVIL SERVANTS RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT

2.1.1. Basic concepts

2.1.1.1. Civil servants

A civil servant is a citizen of a country who is recruited through a competitive examination, appointed to a specific position or rank, included in the official staffing system, and paid from the state budget. In Vietnam (Law 2025), civil servants are people working in the official staffing system of Party agencies, State agencies, and socio-political organizations from the district level upward. They are managed based on job positions and are different from members of the armed forces and public employees.

2.1.1.2. Provincial-level civil servants responsible for state economic management

These are civil servants working in the staffing system of provincial economic departments and agencies. They use public authority to manage the local economy. They have two main roles: implementing the central government's macroeconomic policies at the local level, and actively providing advice and making economic decisions within the authority assigned to the province.

2.1.1.3. The provincial-level civil servant workforce responsible for state economic management

The provincial-level civil servant workforce responsible for state economic management refers to the group of civil servants working in the specialized agencies under the provincial People's Committee. They provide policy advice, implement policies, inspect, and supervise local economic activities. They work based on job positions and cooperate across sectors and levels of government. They need strong knowledge of economics, law, digital technology, and AI, while combining professional expertise with administrative and political responsibilities within a certain level of autonomy.

2.1.2. Classification, characteristics, roles, and requirements of the provincial-level civil servant workforce responsible for state economic management

2.1.2.1. Classification of the provincial-level civil servant workforce responsible for state economic management

These civil servants are classified by their positions (leaders or

professional staff), areas of specialization (such as finance, investment, trade, etc.), and civil servant ranks. These criteria are used to assign work, plan human resources, and design specialized training programs for each group.

2.1.2.2. Characteristics of the provincial-level civil servant workforce responsible for state economic management

This workforce combines strong knowledge of economics with public administration skills. Most of them are responsible for implementing policies. They need strategic thinking, practical analysis skills, and the ability to coordinate across different sectors. They must also maintain integrity and be accountable when managing public resources.

2.1.2.3. Roles of the provincial-level civil servant workforce responsible for state economic management

They play an important role in turning national economic policies into specific local action plans. They monitor policy implementation based on results (RBM), coordinate development resources, lead administrative reform and the digitalization of public services (PCI), and represent local government in working and communicating with businesses and citizens.

2.1.2.4. Requirements for the provincial-level civil servant workforce responsible for state economic management

This workforce should have an appropriate number of staff to meet the needs of the province's main economic sectors. The structure of ranks and agencies should be balanced. Civil servants should have high professional qualifications, normally with university or postgraduate degrees, good digital skills, a strong sense of integrity in public service, and the ability to work effectively with different stakeholders.

2.2. THEORETICAL FOUNDATIONS OF TRAINING THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT

2.2.1. Concept of training the provincial-level civil servant workforce responsible for state economic management

Training the provincial-level civil servant workforce responsible for state economic management is a systematic and goal-oriented process organized by the provincial government under the overall direction of the Provincial People's Committee, led by the Department of Home Affairs

and coordinated by relevant departments. Its purpose is to enhance the professional knowledge, job-related skills (such as finance, investment, digital governance, and green governance), and public service attitudes of provincial-level civil servants responsible for state economic management. The process includes both long-term degree programs and short-term certificate training and is closely linked to human resource planning and staff deployment.

2.2.2. Objectives and requirements of training the provincial-level civil servant workforce responsible for state economic management

2.2.2.1. Objectives of training the provincial-level civil servant workforce responsible for state economic management

The overall objective is to improve the capacity of provincial-level civil servants responsible for state economic management to formulate, implement, and monitor local economic policies in a digital environment. The specific objectives are to meet the requirements of civil servant ranks and job positions; improve their ability to deal with practical issues such as public investment, data management, PCI, and regional cooperation; develop a stable pool of future personnel; and strengthen their adaptability to changes in technology and institutional systems.

2.2.2.2. Requirements for training the provincial-level civil servant workforce responsible for state economic management

Training should be based on human resource planning and the socio-economic development needs of the province. It should comply with education laws and regulations, meet the requirements of each job position, promote professionalism and adaptability, ensure transparency together with post-training evaluation, and increase the use of technology, such as Learning Management Systems (LMS) and e-learning platforms, in training management and delivery.

2.2.3. Contents of training activities for the provincial-level civil servant workforce responsible for state economic management

Training activities follow a closed four-step cycle based on the theory of needs-based training and modern public management, aiming to optimize the quality of civil service performance.

2.2.3.1. Identification of training needs

This is the initial and decisive step involving the assessment and identification of competency gaps at three levels (organization, department, and individual). Based on this assessment, training needs are classified into three categories: meeting position standards, enhancing competencies for current job performance, and developing future human resource.

2.2.3.2. Training planning

This step transforms competency gaps into specific action plans for the short, medium, and long term. It defines SMART objectives, training content (professional knowledge, political theory, and overseas training), financial resources, and key performance indicators (KPIs) for measuring effectiveness.

2.2.3.3. Implementation of training plans

This stage involves the actual implementation of training plans through the allocation of training targets, approval of lists of nominated participants, close coordination among management agencies, employing units, and training institutions, as well as the integration of technology into training management.

2.2.3.4. Evaluation of training outcomes

This is a strategic feedback stage that collects data from multiple stakeholders to measure training effectiveness based on the Kirkpatrick model (reaction, learning, behavior, and results) and the PDCA cycle. The findings support the adjustment of human resource policies and future training programs.

2.2.4. Criteria for evaluating training of the provincial-level civil servant workforce responsible for state economic management

The evaluation criteria system is developed directly from training objectives and quantified through indicators such as: the rate of job position updates; learning progress scores; the number of policy proposals approved by the provincial People's Committee; public investment disbursement progress; the time required for administrative procedure processing; the rate of staff rotation and succession; and the capacity to adapt to and handle new processes in response to institutional changes.

2.2.5. Factors affecting training of the provincial-level civil servant workforce responsible for state economic management

2.2.5.1. Objective factors affecting training of the provincial-level civil servant workforce responsible for state economic management

Training is influenced by requirements for transforming the growth

model toward sustainability; trends in digital transformation and data-driven governance; goals of green growth and circular development; pressures from local competitiveness and value chain restructuring; as well as the innovation of modern public governance standards (OECD/SIGMA).

2.2.5.2. Subjective factors affecting training of the provincial-level civil servant workforce responsible for state economic management

Training is directly affected by the awareness and political commitment of local leaders; the capacity of specialized agencies to identify actual competency gaps for each job position; and the design of learning outcomes for training programs in close connection with the measurement of civil service performance effectiveness.

2.3. TRAINING EXPERIENCE OF THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN SOME LOCALITIES AND LESSONS FOR BAC NINH PROVINCE

2.3.1. Training experience of the provincial-level civil servant workforce responsible for state economic management in some localities

2.3.1.1. Experience of Nam Dinh province (former), now part of Ninh Binh province

Nam Dinh considered training as a key human resource development strategy, with training needs identified based on the assessment of competency gaps according to job positions and civil servant ranks. During the period 2016-2023, the province sent more than 7,000 staff members to participate in training programs, coordinated the training of 418 leaders, and provided digital skills training for 10,000 civil servants. By 2023, 100% of civil servants had obtained university degrees or higher. The rate of civil servants with postgraduate qualifications exceeded the target, with 55.3% of officials under the management of the provincial Party Committee Standing Committee holding master's or doctoral degrees. The province's Digital Transformation Index (DTI) ranked 10th out of 63 provinces and centrally governed cities nationwide.

2.3.1.2. Experience of Quang Ninh province

Quang Ninh identified training as a strategic breakthrough and conducted needs assessments based on job positions, digital economy requirements, and staff planning. During the 2019-2024 training program, the province organized 666 training courses for 43,867 participants, with a

total budget of VND 133 billion. The training approach combined theoretical learning with practical field studies, involved leaders of provincial departments and agencies as lecturers, and was linked to regular staff rotation. The evaluation of training effectiveness based on actual job performance has helped the province continuously rank among the leading localities nationwide in administrative reform, with a PAR index score of 92.18% and a SIPAS satisfaction index score of 90.61%.

2.3.2. Lessons learned from training the provincial-level civil servant workforce responsible for state economic management for Bac Ninh province

Five core lessons for Bac Ninh province include: identifying training needs based on assessments of actual competency gaps according to job positions; developing strategic long-term and annual training plans linked to budget estimates; diversifying training methods by combining theory with practice and connecting training with staff rotation; improving mechanisms for post-training effectiveness evaluation to support staff planning and appointment; and integrating training activities with administrative reform to directly improve local competitiveness indicators (PCI, PAR Index, and SIPAS).

Chapter 3

CURRENT STATUS OF TRAINING THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE

3.1. OVERVIEW OF THE GEOGRAPHICAL, ADMINISTRATIVE, SOCIO-ECONOMIC CHARACTERISTICS OF BAC NINH PROVINCE AND REQUIREMENTS FOR TRAINING THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT DURING THE 2021-2024 PERIOD

3.1.1. Natural and population characteristics

Bac Ninh has the smallest area in the country (822.7 km²) but the

highest population density (1,844 people/km²), with a rapid urbanization rate (50.8% in 2023). The province's population reached more than 1.54 million people in 2024, with 789,800 workers. The rate of trained workers reached 79%, but those with university degrees or higher accounted for less than 10%. This situation has created significant pressure on technical infrastructure and requires provincial-level civil servants to improve their capacity in policy planning and urban management.

3.1.2. Economic characteristics

Economic growth has fluctuated, with a decline of 7.4% in 2023 and a recovery of 3.4% in 2024. Industry and construction remain the main pillars, accounting for more than 70% of GRDP, while foreign direct investment (FDI) attraction has reached a large scale (USD 20 billion). The merger of Bac Ninh and Bac Giang provinces from July 1, 2025 (with an area of 4,718.60 km² and a population of more than 3.6 million people) and the implementation of a two-tier local government system require civil servants to shift their capacity from administrative management toward development governance. They need to understand next-generation FDI management, the digital economy, green growth, and have the ability to provide direct guidance to commune-level authorities.

3.2. CURRENT SITUATION OF THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE DURING THE 2021-2024 PERIOD

3.2.1. Quantity

The number of provincial-level civil servants responsible for state economic management decreased from 255 people in 2021 to 246 people in 2024, representing a reduction of 3.5%, while maintaining a stable proportion of approximately 30% of the province's total administrative civil servants. The reduction of staffing levels requires higher work efficiency to handle increasingly complex workloads.

3.2.2. Structure

The workforce is aging rapidly, with civil servants under 30 years old accounting for less than 5%, while those aged 50-60 increased to 26.8%. Male civil servants accounted for 65-67%. Professional civil servants

accounted for 54.1%, while department-level leaders accounted for 41.5%. Human resources are mainly concentrated in macro-management departments such as the Department of Finance (19.5%) and the Department of Planning and Investment (10.2%), leading to localized staffing pressure in key agencies.

3.2.3. Quality

The workforce meets qualification standards, with 100% holding university degrees or higher, including 48.37% with master's degrees and 1.12% with doctoral degrees. Regarding political qualifications, 100% of key leaders have advanced political theory qualifications, while the proportion for the entire workforce is 39.8%. All civil servants meet information technology standards, and most foreign language qualifications are at levels 2-3. The 2024 assessment showed that 100% of civil servants completed their tasks at a satisfactory level or higher, including 11.8% rated as excellent. This workforce has made important contributions to the province's administrative reform indicators.

3.3. CURRENT STATUS OF TRAINING THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE DURING THE 2021-2024 PERIOD

3.3.1. Current status of training planning for the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province during the 2021-2024 period

Training needs were identified from the individual level to the provincial level based on job positions (Decision No. 12/QĐ-UBND and Circular No. 03/2023/TT-BNV), with more than two-thirds of economic management civil servants registering for participation. Training plans were developed using a rolling approach, combining a five-year medium-term framework with annual adjustments, and were clearly quantified through the number of training courses (41 courses in 2021, 57 courses in 2022, 26 courses in 2023, and 17 courses in 2024). The training plans focused on current professional requirements (such as bidding, PPP, and public investment) while updating new competencies in areas such as the digital economy and investment promotion.

3.3.2. Organization and implementation of training plans for the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province

The provincial People's Committee provided overall direction, the Department of Home Affairs coordinated implementation, the Department of Finance ensured funding, and specialized departments cooperated with training institutions to organize training courses. During the 2021-2024 period, the province conducted 141 training courses for 22,014 participants, with a total budget of more than VND 9.27 billion. Training methods were flexible, combining face-to-face training, online training, and blended learning. The province applied Learning Management System (LMS) and resumed overseas training programs from 2022. Lecturers were recruited from reputable academies, universities, the Nguyen Van Cu Political School, and central-level experts.

3.3.3. Evaluation of training outcomes for the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province

Training quality evaluation was conducted in accordance with regulations (Decree No. 101/2017, Decree No. 89/2021, and Circular No. 03/2023) through coordination among the Department of Home Affairs, agencies employing civil servants, and training institutions. The evaluation process included immediate assessment after training courses (satisfaction levels and examination results) and assessment of practical application after 6-12 months based on six groups of criteria. During 2021-2022, the evaluation mainly focused on end-of-course assessment; from 2023-2024, it shifted strongly toward evaluating actual civil service performance. Since 2023, the province has promoted the digitalization of evaluation activities through online survey forms and LMS systems.

3.4. GENERAL ASSESSMENT OF THE CURRENT STATUS OF TRAINING THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE DURING THE 2021-2024 PERIOD

3.4.1. Assessment of the current status of training the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province during the 2021-2024 period through surveys

The survey was conducted among 387 respondents (civil servants working in economic management agencies at different levels and related organizations) to provide empirical evidence for the assessment of the current training situation.

3.4.1.1. The gap between the current status of the civil servant workforce and development objectives during the research period

Training effectively met the requirements for basic political and professional standardization, with more than 90% of civil servants participating in professional training and 71.6% pursuing postgraduate education. However, international integration capacity remained limited, as the proportion of civil servants receiving foreign language training was low (26.6%), overseas training participation was very limited (7.7%), and advanced skill courses in new areas such as policy analysis, digital and green economy, and AI accounted for only 9.6%.

3.4.1.2. The responsiveness level of training activities compared with the development requirements of the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province

Long-term training programs contributed effectively to career development pathways, with master's and doctoral training increasing the promotion rate to 65%, and advanced political theory training achieving a rate of 61%. In contrast, short-term training courses showed limited improvement in practical skills (65.3% reported no change in foreign language skills, and more than 70% reported no change in professional skills) and made little contribution to staff planning and appointment processes. Training selection criteria were considered transparent and fair, mainly based on job requirements and agency plans.

3.4.1.3. The gap between training organization and training needs of the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province

Information about training plans was publicly accessible (86.7%).

However, training content mainly addressed current job requirements (94.8%) rather than future development orientations of the province (66.8%). The use of trained personnel after training remained delayed, with the proportion of appointments (64.6%) lower than the proportion included in staff planning (81.9%). The biggest barriers were insufficient funding (79.6%) and limited time (58.4%). Among civil servants who had not participated in training (30%), the priority needs were intermediate political theory training and postgraduate education, while the demand for foreign language training was very low.

3.4.2. Achievements, limitations, and causes

3.4.2.1. Achievements

Training activities have been supported by a relatively complete policy framework and close direction from the province. The implementation process has been systematically organized through four stages, with 141 training courses provided for 22,014 participants. The practical impacts include improving professional qualification standards (nearly 50% holding master's degrees), enhancing civil service quality, and directly contributing to improvements in the province's administrative reform indicators (ranked among the top 10 nationwide in 2022) and provincial competitiveness (PCI).

3.4.2.2. Limitations and causes

The limitations include limited training budgets; short-term and formalistic approaches to needs assessment and training planning; evaluation mainly focusing on the end of training courses rather than measuring actual work performance; and weak foreign language capacity and adaptability to digital and green technology. The subjective causes include a human resource management approach that places greater emphasis on qualifications and degrees than actual competencies, a lack of quantitative assessment tools, and heavy workloads. Objective causes include outdated central government spending norms, rapid technological changes, competition for talent from the private sector, and increasing requirements for administrative reform. The survey identified the most influential factors as training and personnel utilization needs (98.5%) and scientific and technological development (96.7%).

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING THE TRAINING OF THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE

4.1. CONTEXT AND ORIENTATIONS FOR IMPROVING THE TRAINING OF THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT IN BAC NINH PROVINCE IN THE COMING PERIOD

4.1.1. New contexts affecting the training of the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province in the coming period

4.1.1.1. International context

Participation in new-generation Free Trade Agreements (FTAs) requires civil servants to have a deep understanding of international laws and technical standards to support businesses. The Fourth Industrial Revolution requires civil servants to improve their capacity in big data analysis and AI application. The commitment to net-zero emissions creates pressure to integrate ESG and the circular economy into management activities. The shift of supply chains requires skills in negotiation, selective investment promotion, and economic diplomacy. These changes require a shift in the training approach from providing standard knowledge to developing dynamic adaptation capacity.

4.1.1.2. Domestic context

The implementation of the two-tier local government system (with the district level ending from July 1, 2025) requires provincial-level civil servants to directly coordinate and guide commune-level authorities. The restructuring of administrative units under Decision No. 759/QĐ-TTg requires integrated planning thinking and regional connectivity. The pressure to reduce the number of civil servants requires improvement of individual work performance and result-based management. Policies on the digital economy, innovation, and the new public service system focus on management based on job positions and accountability.

4.1.1.3. Context of Bac Ninh province after the merger

The merger of Bac Ninh and Bac Giang expands the territorial scale (over 4,718 km²) and population (3.6 million people), requiring multi-sector management capacity, combining hi-tech industries, commercial agriculture, and logistics. The large economic scale after the merger (approximately VND 439.8 trillion, with 32 industrial parks) creates pressure on investment management, labor management, environmental control, and foreign language use. Large inter-regional infrastructure projects require capacity in public-private partnership (PPP) project management, digital data integration, and change management to ensure consistency in working culture after the merger.

4.1.1.4. Impact of the new context on the training of the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province in the coming period

The new context shifts the training objectives from standardizing administrative ranks and levels to developing practical adaptation capacity. The training process is restructured through the following steps: identifying training needs based on new skill gaps (digital capacity, ESG, PPP, and change management); developing plans linked with the province's urban development roadmap and staff transition training; implementing training through action learning combined with online learning; and evaluating effectiveness based on changes in behavior and public service performance (Kirkpatrick levels 3 and 4), integrated with digital civil servant records.

4.1.2. Orientations for improving the training of the provincial-level civil servant workforce responsible for state economic management in Bac Ninh province

4.1.2.1. Requirements for developing civil servants responsible for state economic management

The development of human resources of civil servants responsible for state economic management focuses on three main requirements: improving multi-tasking capacity and the ability to handle multi-sector tasks to adapt to staff reduction requirements; ensuring reasonable human resource allocation according to job positions among key sectors such as

investment, finance, industrial parks, and logistics; developing comprehensive quality with core skills in strategic advising, data application in management, and supporting international businesses.

4.1.2.2. Orientations for improving the quality of training for the provincial-level civil servant workforce responsible for state economic management

Improving training quality is oriented toward the following directions: designing training programs based on a practical competency framework matrix for each job position; adding contents associated with the long-term development goals of the new province, including the digital economy, green growth, and industrial park management; renovating training methods through practical case studies and blended learning; linking training results with civil servant planning, appointment, and rotation; evaluating training effectiveness based on actual improvements in public service performance; expanding cooperation with reputable academies and universities; ensuring resources through reasonable budget allocation combined with socialization and development projects.

4.2. SOLUTIONS FOR IMPROVING THE TRAINING OF THE PROVINCIAL-LEVEL CIVIL SERVANT WORKFORCE RESPONSIBLE FOR STATE ECONOMIC MANAGEMENT

4.2.1. Developing a competency framework for civil servants responsible for state economic management linked with job positions

Develop a job position-competency matrix and conduct a competency gap analysis to clearly identify competency gaps. The competency framework consists of three main groups: policy planning and implementation; digital management and data analysis; and international integration and sustainable development (ESG). The provincial People's Committee provides overall direction, while the Department of Home Affairs takes the lead in developing the framework with the participation of economic departments and consulting experts.

4.2.2. Developing training plans based on competency data

Training plans should be developed based on actual competency gap data of civil servants and closely aligned with the economic development strategy of the new province. The Department of Home Affairs

consolidates data as a basis for allocating training targets and coordinates with the Department of Finance to review and approve budget estimates. The plan is divided into two phases: short-term (focusing on current implementation skills, improving the PCI, and industrial park management); long-term phase (focusing on digital management, big data, and international integration).

4.2.3. Renovating training programs based on the modular model and action learning method

Training materials should be designed into independent modules (investment, public finance, supply chains, and semiconductors) to allow flexible competency development. A separate transition training program should be developed for civil servants who are rotated after the merger. Training methods should shift toward action learning based on solving practical situations in the locality.

4.2.4. Strengthening decentralization and establishing a quality control mechanism for training

Assign greater authority to departments and agencies that directly employ civil servants in proposing and organizing training activities, while the Department of Home Affairs plays the role of providing overall standards and guidance. Training quality should be controlled through the development of program evaluation criteria, public disclosure of the quality information of training institutions, and evaluation of training results based on the actual learning outcomes of participants.

4.2.5. Developing a network of training experts and strengthening cooperation in training

Develop a team of part-time trainers including leaders of departments and agencies, practical experts from businesses, and local experts. At the same time, strengthen cooperation with reputable academies, universities, and professional organizations at both domestic and international levels to develop training materials and transfer modern training programs.

4.2.6. Establishing a training effectiveness evaluation mechanism linked with the management and development of the civil servant workforce

Apply a four-level evaluation process, including: feedback; knowledge acquisition, application level after 6-12 months and actual

impact on agencies. Evaluation results should be integrated as quantitative evidence to support civil servant planning, appointment, rotation, and the development of individual development plans.

4.2.7. Strengthening digital transformation in the management and organization of civil servant training and professional development

Implement an online Learning Management System (LMS) to monitor learning activities, develop digital learning materials (video lectures and simulated cases), and establish online professional knowledge-sharing forums. All civil servant training data should be integrated with the province's overall civil servant and personnel management system.

4.2.8. Restructuring financial resources and utilizing infrastructure for training

Diversify funding sources through a combination of state budget allocation, socialization, and development projects to address funding limitations. Utilize existing infrastructure by optimizing the facilities of Nguyen Van Cu Political School, surplus offices and meeting rooms after the merger, and equipping departments and agencies with online training facilities.

4.3. RECOMMENDATIONS

4.3.1. Recommendations to the National Assembly

Strengthen practical supervision of the implementation of the 2025 Law on Cadres and Civil Servants based on job positions; pay attention to allocating training budgets for rapidly growing provinces; and supervise the effectiveness of national-level training programs.

4.3.2. Recommendations to the Government

Direct the Ministry of Home Affairs to develop a unified national competency framework for economic management civil servants; establish a national database on civil servant training; and improve flexible financial mechanisms to facilitate socialization of training activities.

4.3.3. Recommendations to relevant ministries and sectors

The Ministry of Home Affairs should issue professional guidelines on competency frameworks and training based on job positions. The Ministry of Finance should adjust training expenditure norms (replacing Circular No. 36/2018/TT-BTC) to better reflect market prices and provide guidance on socialization mechanisms. The Ministry of Science and Technology should

develop digital technology infrastructure and build a shared system of training learning materials. The Ministry of Foreign Affairs should support localities in expanding international cooperation, exchanging public service experiences, and improving trade negotiation skills.

CONCLUSION

The thesis has completed research from both theoretical and practical perspectives. The new findings and significant contributions of the thesis are summarized as follows:

- Theoretical and scientific contributions (addressing the theoretical gap): The thesis integrates a four-step training and development cycle based on needs theory (Armstrong), New Public Management (NPM), and Vietnamese legal regulations (the 2025 amended Law and Decree No. 171). The thesis demonstrates that training is a strategic link in human resource management and helps address the theoretical gap regarding the competency model for local civil servants responsible for state economic management.

- Contributions to practical assessment (current situation data for the 2021-2024 period): A survey of 387 respondents shows that professional qualifications and political qualifications have reached high standards; however, there are still shortages in foreign language capacity (<30%), advanced digital skills, and future-oriented thinking (66.8%). These limitations result from the lack of quantitative tools for assessing actual competencies in human resource management (subjective factors), outdated central-level training expenditure norms, and pressure for technological innovation (objective factors).

- System of solutions and strategic orientations toward 2030 (responding to the new context): The thesis proposes solutions closely aligned with the context of the new provincial merger and the implementation of the two-tier local government system (from July 1, 2025), including developing job position matrices, modularizing training programs, applying action learning, and integrating LMS data. A training roadmap toward 2030 is established, focusing on multi-task management, regional connectivity, new-generation FDI, and ESG to support Bac Ninh's goal of becoming a centrally governed city.

LIST OF THE AUTHOR’S PUBLISHED WORKS RELATED TO THE RESEARCH

1. Nguyen Manh Hung (2025), "Training and coaching civil servants engaged in state economic management: Requirements in the new era", *Journal of Economics and Forecasting - Institute of Development Strategies - Ministry of Planning and Investment*, e-ISSN: 2734-9365.
2. Nguyen Manh Hung (2025), "Improving the quality of training for civil servants responsible for state economic management in Bac Ninh province", *State Management Review - Academy of Public Administration and Governance*, e-ISSN: 2815-5831.
3. Nguyen Manh Hung (2025) "The current situation of civil servants responsible for state economic management in Bac Ninh province - Issues and policy suggestions", *State Management Review*, e-ISSN: 2815-5831.