

**MINISTRY OF EDUCATION
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ACADEMY OF JOURNALISM AND COMMUNICATION

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**MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED
AGENCIES UNDER THE PROVINCIAL PEOPLE'S
COMMITTEES IN THE SOUTHEAST REGION TODAY**

**PHD THESIS MAJORING IN
PARTY BUILDING AND STATE GOVERNMENT**

SUMMARY OF PHD THESIS

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INTRODUCTION

1. The urgency of the topic

In the process of building the socialist rule-of-law state of Vietnam, the contingent of civil servants plays a pivotal role in organizing the exercise of state power, ensuring the effectiveness and efficiency of the administrative apparatus, and contributing to socio-economic development. They are the ones directly advising on and implementing the Party's guidelines and the State's policies and laws across all areas of social life. At the same time, this workforce serves as a bridge connecting provincial authorities with both central and grassroots levels, ensuring coherence in governance and contributing to improving local administrative performance.

The Southeast region is a key economic area in the South, where many favorable conditions converge for the rapid development of industry, services, and urbanization. This is a region with high economic growth rates, a large population, diverse socio-economic activities, and many complex factors regarding security and order. In recent years, to meet the demand for reforming the local governance model towards being streamlined, effective, and efficient, the Party and the State have initiated the study and implementation of the arrangement and merger of provincial administrative units nationwide, with the Southeast region identified as one of the key areas. The merger of provinces is not just a change in administrative boundaries but also brings a series of new requirements regarding organizational structure, adjustment of functions and tasks, streamlining personnel, reallocating human resources, and reorganizing specialized agencies under the provincial people's committee in an efficient, synchronized manner that aligns with the new scale. In recent times, the management of civil servants in specialized agencies under the provincial People's Committee in the Southeast region has achieved many positive results, such as: a synchronized system of legal documents being issued; the planning, recruitment, and training of civil servants becoming increasingly systematic; the evaluation, reward, and discipline processes being carried out rigorously; and the policies and regulations being gradually improved, contributing to the enhancement of the quality of the civil servant workforce.

However, alongside that, there are still limitations such as the inaccurate identification of job positions; the evaluation of civil servants being superficial; training not being aligned with actual needs; the compensation system not being attractive enough to draw in talent; and the slow, inconsistent application of technology in management, which hinders the management of records and the monitoring of work processes... The causes of these limitations stem from both objective and subjective factors, among which the lack of adequate attention from a segment of leadership and management stands out; the institutional system is sometimes overlapping and lacks coherence; the capacity of the staff involved in organizational and internal affairs is still limited; and the local budget conditions are challenging for investing in organizational reform and personnel policies. response to the current demand for reforming the administrative apparatus, it is essential to innovate the management methods for civil servants, which should flexibly apply various educational, administrative, economic, and organizational methods; improve the institutional framework; enhance the application of technology; and simultaneously establish appropriate policies to build a professional team of civil servants that meets the development requirements of the Southeast region.

Given this situation, it is essential to study theoretical foundations, summarize practical experiences, accurately assess the current state of affairs, and identify solutions to strengthen the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region. For the reasons above, I have decided to undertake the topic **“Management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region”** as my doctoral dissertation in the field of Party and State Governance.

2. Research purpose and tasks

2.1. Research purpose

Based on clarifying theoretical and practical issues regarding the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region today, the thesis proposes orientations and solutions to enhance the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region in the coming years.

2.2. Research tasks

- To provide an overview of key scientific works directly related to the thesis topic, identifying the achievements the thesis needs to inherit to fulfill its objectives and tasks, and determining the areas that require further research and clarification.
- To theorize and clarify the theoretical and practical issues regarding the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region.
- To survey and assess the current situation of managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region from 2019 to present; identify strengths, limitations, causes, and lessons learned.
- To propose orientations and solutions for managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region in the coming years.

3. Study subjects and scope of the thesis

3.1. Study subjects

The management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region today.

3.2. Study scope

- *Spatial scope:* The thesis surveys and studies the current management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region, including the provinces of Binh Duong, Binh Phuoc, Long An, Dong Nai, Ba Ria - Vung Tau, and Tay Ninh from 2019 to June 2025. The proposed solutions are applicable to the provinces following the merger starting July 1, 2025, under Resolution No. 202/2025/QH15 dated June 12, 2025, on the reorganization of provincial-level administrative units.
- *Time scope:* The thesis examines the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region from 2019 to present, with a vision towards 2035.

4. Theoretical, practical basis and research methods of the thesis

4.1. Theoretical basis

The theoretical basis of the thesis is Marxism-Leninism, Ho Chi Minh's thought, and the viewpoints of the Communist Party of Vietnam on cadres, civil servants, state-building, and provincial government.

4.2. Practical basis

The practical basis of the thesis is the current state of managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region from 2020 to present.

4.3. Research methods

The thesis is conducted based on the methodology of Marxism-Leninism and employs a combination of research methods, including: systematization; analysis and synthesis; inductive and deductive reasoning; statistical and comparative methods; sociological surveys; and practical summary.

5. Scientific contributions of the thesis

Firstly, the thesis develops the definition: The management of civil servants in specialized agencies under the provincial People's Committee in the Southeast region is an activity of authorized agencies and organizations based on the regulations of the Party and the laws of the State, aimed at building and developing a team of civil servants working in specialized agencies under the provincial People's Committee to meet the requirements of performing public duties in accordance with their ranks, levels, job positions, and assigned responsibilities and tasks. *Secondly*, the thesis establishes the theoretical framework of the topic, clearly identifying 12 contents of civil servant management in specialized agencies under the People's Committee of the province in the Southeast region and 04 methods of managing civil servants in specialized agencies under the People's Committee of the province in the Southeast region. *Thirdly*, the thesis draws lessons on managing civil servants in specialized agencies under the People's Committee of provinces in the Southeast region: emphasizing the importance of improving the content of civil servant management in a way that closely aligns with job position characteristics and the results of task implementation. *Fourthly*, the thesis analyzes and presents 02 breakthrough solution to enhance the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region in the coming years: 1) Renew the management mechanism for civil servants; continue to improve the regulations governing civil servants under the provincial people's committee in the Southeast region. 2) Complete the organization of specialized agencies under the provincial People's Committee in the Southeast region; strictly enforce administrative discipline and regulations; innovate the management of civil servant records; enhance the quality of officials and civil servants in the Department of Home Affairs in the Southeast region.

6. Theoretical and practical significance of the thesis

6.1. Theoretical significance

The thesis contributes to summarizing practical experience, supplementing, and developing the theory on managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region today.

6.2. Practical significance

- The research findings can be used as reference material for the Provincial People's Committees in the Southeast region in formulating leadership and management guidelines for civil servants in specialized agencies.

- The findings can also serve as reference materials for teaching, studying, and researching the discipline of Party-building at universities, political schools, and institutions within the Ho Chi Minh National Academy of Politics system.

7. Structure of the thesis

In addition to the introduction, conclusion, list of published scientific works by the author related to the thesis, references, and appendices, the thesis comprises 4 chapters with 9 sections.

Chapter 1

OVERVIEW OF AVAILABLE RESEARCH RELATED TO THE TOPICS

1.1. RESEARCH OUTSIDE VIETNAM

1.1.1. Studies related to provincial-level State administrative management agencies, Provincial People's Committees, and specialized agencies under the Provincial People's Committees

Duong Trung (2013), *Local Government and Politics in China*, Routledge

Chu Phi Chau , Minh Chi Tan (2017), *Relationship between the Central Government and Local Governments of Contemporary China*, Springer Singapore

Christopher A. Simon, Brent S. Steel, Nicholas P. Lovrich (2018), *State and Local Government and Politics: Prospects for*, Nxb. Đại học bang Oregon

Parmatma Saran (2021), *The Provincial Government of the Mughals 1526-1658*, Nxb. LG Publishers Distributors

Ceren Ergenc, David SG Goodman (2023), *Guide to Local Governance in China: Structure, Variants, and Innovations*

Kevin B. Smith, Alan H. Greenblatt (2023), *Governing States and Localities*, CQ Press.

Teodoro J. Benavides (2023), *Local Government*, Routledge

1.1.2. Studies related to civil servants, civil servant management, and the management of civil servants in specialized agencies under the provincial People's Committees

Peter Boxall, John Purcell, Patrick Wright (2008), *The Oxford Handbook of Human Resource Management*, OUP Oxford.

Trinh Cuong (2014), *The civil servant management system in China and the role of provincial governments*, Chinese Public Administration.

Truong Quoc Tuong (2015), *Reforming the civil service system in China – From theory to practice*, Public Administration Journal

Vuong Loi (2016), *The rotation system of officials in China - Experiences from coastal provinces*, Journal of Chinese Governance

Ly Minh (2017), *Reform and innovation of the civil servant evaluation system in local governments in China*, Public Administration Journal

Jared J. Llorens (2017), *Public Personnel Management (7th Edition)*, Routledge.

OECD (2017), *Skills for a High Performing Civil Service*, Organization for Economic Co-operation & Development.

Hồ Hiếu Minh, (2018) *Public administrative reform in China - The decentralized model and management of local civil servants*, Chinese Public Administration

Norma M. Riccucci, Katherine C. Naff, Madinah F. Hamidullah (2019), *Personnel Management in Government: Politics and Process (Public Administration and Public Policy)*, Routledge.

Divisay Sidthisay (2024), *Training and Fostering Civil Servants of Specialized Agencies at the Provincial Level in the Southern Provinces of the Lao People's Democratic Republic*, E-Journal of State Management, 06/11/2024.

Divisay Sidthisay (2024), *Requirements and Criteria for Evaluating the Quality of Civil Servants in Specialized Agencies at the Provincial Level, the Lao People's Democratic Republic*, E-Journal of State Management, 09/12/2024.

Phokham Sanahong (2024), *Criteria for Evaluating Provincial Civil Servants Based on the Performance of Public Duties in the Lao People's Democratic Republic*, E-Journal of State Management, 13/12/2024.

1.2. RESEARCH IN VIETNAM

1.2.1. Research works related to provincial People's Committees, and specialized agencies under provincial People's Committees

Ta Quang Ngoc (2015), *Reforming the organization and operation of specialized agencies under the People's Committees in Vietnam today*, National Political Publishing House Truth, Hanoi.

Bui Van Minh (2020), *The quality of civil servants in state administrative agencies in the Northern mountainous provinces of Vietnam (Study in Dien Bien province)*, Doctoral dissertation in Economic Management, National Economics University, Hanoi.

Nguyen Van Thanh, Dang Thanh Le (2022), *Improving the effectiveness of the activities of specialized agencies under the Hai Phong City People's Committee*, Political Science Journal, 8, pp.73-79.

Trinh Thi Xuyen, Nguyen Quang Chuong (2022), *Practicing democracy in the activities of administrative agencies in Vietnam today – Issues and solutions*, Journal of Socialism – Theory and Practice, 5(21), pp.20-25.

Pham Ngoc Dai (2024), *Dak Lak strengthens the implementation of emulation and commendation policies in specialized agencies under the Provincial People's Committee*, Journal of State Management Online, dated 27/02/2024.

Le Thi Thao Linh (2024), *Innovating the selection method of division-level leaders and managers in specialized agencies under Provincial People's Committees*, Journal of State Management Online, dated 09/5/2024.

Luong Tuan Phuong (2024), *State management by provincial governments over the application of information technology in state administrative agencies*, Doctoral dissertation in Management Science, National Economics University, Hanoi.

Bui Quang Cong (2024), *Study on streamlining the organization of specialized agencies under Provincial and District People's Committees associated with promoting decentralization and delegation*, Journal of State Management Online, dated 19/11/2024.

Bui Ngoc Mai (2025), *Responsibilities of heads of state administrative agencies*, Doctoral dissertation in Public Administration, National Academy of Public Administration, Hanoi.

Tran Van Duy (2025), *Improving the law on the responsibilities of heads of state administrative agencies*, Journal of Political Theory Online, dated 22/6/2025.

Pham Nguyen Phuong Quynh (2025), *Digital transformation in office work of specialized agencies under the Ho Chi Minh City People's Committee in the context of administrative boundary mergers*, Journal of State Management Online, dated 11/6/2025.

1.2.2. Studies related to civil servants, civil servant management, and the management of civil servants in specialized agencies under the provincial People's Committees

Thang Van Phuc, Nguyen Minh Phuong (Eds.) (2005), *Theoretical and Practical Foundations for Building the Cadre and Civil Servant Force*, National Political Publishing House, Hanoi.

Tran Anh Tuan (2007), *Improving the Institutional Framework for Civil Servant Management in Vietnam in the Context of Development and International Integration*, Doctoral dissertation in Economics, National Economics University, Hanoi.

Lai Duc Vuong (2009), *State Management of Training and Retraining Administrative Civil Servants in the Current Period*, Doctoral dissertation in Public Administration Management, Ho Chi Minh National Academy of Politics and Public Administration, Hanoi.

Nguyen Minh Doan (2014), *Some Theoretical and Practical Issues on the Legal Responsibility of the State, Cadres, Civil Servants, Public Employees, and State Agencies in Vietnam*, National Political Publishing House, Hanoi.

National Academy of Public Administration (2017), *Position-Based Civil Servant Management – Challenges and Solutions*, Bach Khoa Publishing House, Hanoi.

Tran Nghi (2017), *The Responsibility of Civil Servants in Performing Public Duties to Meet the Requirements of Administrative Reform*, Truth National Political Publishing House, Hanoi.

Hoang Duyen (2018), *Improving the Quality of Cadres and Civil Servants in Specialized Agencies under the Lao Cai Provincial People's Committee*, Political Theoretical Science Information Journal, 5(42), pp. 98–100.

Vu Thuy Hien (2018), *Law on Decentralization of Civil Servant Management in Vietnam's State Administrative System*, Doctoral dissertation in Law, Academy of Social Sciences, Vietnam Academy of Social Sciences, Hanoi.

Le Thi Tram Oanh (2018), *Recruitment of Civil Servants Based on Job Position for State Administrative Agencies in Vietnam*, Doctoral dissertation in Public Administration Management, National Academy of Public Administration, Hanoi.

Bui Thi Ngoc Mai (2018), *Position-Based Civil Servant Management – Challenges and Orientation*, State Management Journal, 4(267), pp. 39–43.

Nguyen Nhu Mai (2018), *Solutions to Improve the Quality of Civil Servants in Specialized Agencies under the Cao Bang Provincial People's Committee*, Political Theoretical Science Information Journal, 12(49), pp. 94–97.

Tran Dinh Thang (2018), *Management and Use of Cadres, Civil Servants, and Public Employees According to Ho Chi Minh's Thought, Morality, and Style*, Online State Organization Journal, 14/11/2018.

Nguyen Thi Van Huong (2019), *Factors Affecting Age Determination in State Management of Cadres, Civil Servants, and Public Employees*, Political Theoretical Science Information Journal, 6(55), pp. 28–32.

Hoang Ngoc Hai, Nguyen Thi Hanh Lan (2019), *Civil Servant Evaluation in Specialized Agencies under the Ha Dong District People's Committee, Hanoi*, Political Theoretical Science Information Journal, 9(58), pp. 88–97.

Dao Thi Thanh Thuy (2019), *Evaluating Civil Servants Based on Job Performance Results*, Truth National Political Publishing House, Hanoi.

Huynh Van Thoi (2020), *Legal Culture of Civil Servants in State Administrative Agencies in the Developmental State*, Political Science Journal, 7, pp. 28–33.

Nguyen Thi Hong Hai (2020), *Competency-Based Recruitment of Civil Servants: Some Theoretical and Practical Issues*, Truth National Political Publishing House, Hanoi.

Pham Duc Toan (2020), *Competency-Based Civil Servant Management in State Administrative Agencies to Meet the Requirements of Administrative Reform in Vietnam*, Doctoral dissertation in Public Management, National Academy of Public Administration, Hanoi.

Nguyen Dinh Hoa (2020), *Training Civil Servants in Hanoi's Administrative Agencies*, Political Theory Journal, 10, pp. 57–63.

Nguyen Van Kieu, Nguyen Dang Hai (2020), *Improving Regulations on the Evaluation of Managerial Civil Servants in State Administrative Agencies*, Political Science Journal, 7, pp. 46–51.

Tran Tien Hai (2020), *Civil Servants in Specialized Agencies under the Quang Binh Provincial People's Committee – Current Situation and Solutions*, Labor and Social Publishing House, Hanoi.

Dam Bich Hien (2020), *Applying New Public Management Models in the Decentralized Recruitment of Civil Servants in Current Vietnamese Administrative Agencies*, Political Theory Publishing House, Hanoi.

Dao Manh Hoan (2020), *Improving the Law on Civil Servant Recruitment in Vietnam*, Labor Publishing House, Hanoi.

Dang Xuan Hoan (2020), *Input Quality Control Models for Civil Servants in Several Countries and Recommendations for Vietnam*, Truth National Political Publishing House, Hanoi.

Pham Duc Toan (2021), *Competency-Based Civil Servant Management to Meet the Requirements of Administrative Reform in Vietnam*, State Organization Journal, 4, pp. 17–21.

Vo Thi Anh Xuan (2021), *Innovating State Management of Training Civil Servants in Specialized Agencies under the An Giang Provincial People's Committee*, Online State Management Journal, 14/01/2021.

Pham Duc Toan, Dao Thi Thanh Thuy (2021), *Competency Framework and Competency-Based Civil Servant Management to Meet the Requirements of International Integration*, Vietnam National University Publishing House, Hanoi.

Tran Thanh Nga (2022), *Implementing Civil Servant Evaluation Models Using KPI Criteria for Civil Servants in Hanoi's Economic Management Agencies*, Industry and Trade Journal, (2022), pp. 271–275.

Dao Thi Thanh Thuy (2022), *Theory of Civil Servant Evaluation Based on Job Performance*, Political Theory Journal, 8, pp. 130–135.

Bui Thi Thanh Thuy, Nguyen Dang Phuong Truyen (2023), *Continuing to Innovate the Recruitment and Use of Civil Servants in Vietnam in the Current Period*, Online State Organization Journal, 09/04/2023.

Tran Thi Hai Yen, Dam Bich Hien, Ngo Van Vu (Eds.) (2023), *Job-Based Civil Servant Management in Vietnam During the Process of International Integration*, Truth National Political Publishing House, Hanoi.

Nguyen Xuan Tien (2023), *Competencies of Civil Servants at Department-Head Level in Specialized Agencies under the Municipal People's Committees in the Context of State Administrative Reform in Vietnam Today*, Doctoral dissertation in Public Management, National Academy of Public Administration, Hanoi.

Thai Thi Phuong Lan (2024), *Civil Servant Responsibilities under Vietnamese Law from the Practice of the South Central Provinces*, Doctoral dissertation in Law, Academy of Social Sciences, Hanoi.

Nguyen Thi Kim Hue (2025), *Competency-Based Civil Servant Management – Current Situation and Solutions*, Online Political Theory Journal, 07/02/2025.

1.3. OVERVIEW OF THE RESEARCH FINDINGS OF RELATED WORKS AND ISSUES ADDRESSED BY THE THESIS

1.3.1. Overview of the research findings of related works

Research works related to provincial-level state administrative management agencies, Provincial People's Committees, specialized agencies under Provincial People's Committees, civil servants, civil servant management, and the management of civil servants in specialized agencies under Provincial People's Committees, from various perspectives and approaches, have achieved many important theoretical and practical results, including the following: *Firstly*, the research works have comprehensively and fundamentally addressed the functions, tasks, organizational structure, and roles of provincial-level state administrative agencies, Provincial People's Committees, and specialized agencies under Provincial People's Committees. These works have also examined and clarified the characteristics and roles of civil servants, as well as the principles of civil servant management. Many of these works have specifically analyzed the management of civil servants in specialized agencies under Provincial People's Committees and the necessity of such management. This is an important theoretical foundation to affirm the significance of managing civil servants in specialized agencies under the provincial People's Committee in general, and managing civil servants in specialized agencies under the provincial People's Committee in the Southeast region in particular, especially in the context of international economic integration and digital transformation as it is today. *Secondly*, many studies have summarized, analyzed, and assessed the current situation, identifying the strengths, limitations, and shortcomings in the management of civil servants in specialized agencies under Provincial People's Committees, based on local practices. In particular, some research studies conducted abroad have highlighted experiences in managing civil servants in specialized agencies under the provincial people's committee. These are valuable experiences for the provincial people's committee in general and for the Southeast region in particular to study and apply in managing civil servants in specialized agencies under the provincial people's committee. *Thirdly*, several studies have proposed solutions, recommendations, and suggestions to enhance the management of civil servants in specialized agencies under Provincial People's Committees. Notable among these are solutions related to awareness, the roles and responsibilities of authorized agencies, organizations, and individuals in civil servant management; innovations in the recruitment, placement, utilization, and evaluation of civil servants in specialized agencies under Provincial People's Committees. Some studies have proposed solutions to overcome limitations and weaknesses in management and put forth recommendations in various aspects and areas to strengthen civil servant management in these specialized agencies. The research results of these studies serve as useful references for the PhD candidate in fulfilling the tasks of this dissertation, providing a theoretical foundation for developing its theoretical framework and offering ideas for proposing solutions to enhance the management of civil servants in specialized agencies under Provincial People's Committees. Alongside

these scientific contributions, there remain theoretical gaps not yet addressed by existing research, such as the absence of clarification regarding the concept, duties, and responsibilities of civil servants in specialized agencies under Provincial People's Committees; the lack of a clear definition of the management of such civil servants; and insufficient explanation of the contents, methods, and principles of their management. Based on the overview of related published scientific works, it is evident that no study to date has comprehensively and systematically researched the management of civil servants in specialized agencies under Provincial People's Committees in the Southeast region. Therefore, this dissertation topic represents a novel research direction that does not overlap with existing published studies, and the PhD candidate has chosen to pursue this line of inquiry.

1.3.2. Issues addressed by the thesis

Although some studies have discussed the management of civil servants in specialized agencies under Provincial People's Committees, no work has yet systematically, thoroughly, and comprehensively explored both theoretical and practical aspects of this issue in the Southeast region of Vietnam. Therefore, the PhD candidate has selected this topic for the dissertation, as it meets both theoretical and practical requirements closely aligned with the assigned duties and responsibilities. The dissertation will focus on addressing the following issues: *Firstly*, clarifying the theoretical and practical foundations of managing civil servants in specialized agencies under Provincial People's Committees in the Southeast region. This involves further exploring the concept, functions, duties, and organizational structure of Provincial People's Committees and their specialized agencies in the Southeast; defining the concept of the civil servant workforce in these agencies; and clarifying their responsibilities, characteristics, and roles. Notably, the dissertation will focus on constructing a theoretical foundation for the management of civil servants in specialized agencies under Provincial People's Committees in the Southeast; identifying the managing entities and target subjects; and systematically studying the content, methods, and principles of civil servant management in this context. *Secondly*, objectively analyzing and assessing the current situation of civil servant management in specialized agencies under Provincial People's Committees in the Southeast. The research will particularly emphasize examining the strengths and limitations of current management practices; analyzing the underlying causes; and drawing lessons learned from practical experience. *Thirdly*, forecasting favorable and unfavorable factors influencing civil servant management in these agencies; and proposing directions and feasible, comprehensive solutions - including innovative, breakthrough approaches - to enhance the management of civil servants in specialized agencies under Provincial People's Committees in the Southeast in the coming period.

Chapter 2

THEORETICAL AND PRACTICAL ISSUES REGARDING THE MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEAST REGION

2.1. OVERVIEW OF THE PROVINCES IN THE SOUTHEAST REGION, THE PROVINCIAL PEOPLE'S COMMITTEES, THE SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES, AND CIVIL SERVANTS IN THESE SPECIALIZED AGENCIES IN THE SOUTHEAST REGION

2.1.1. Overview of the provinces in the Southeast Region

2.1.1.1. Geographical location and natural conditions of the provinces in the Southeast Region

**** Geographical location***

The Southeast region covers an area of 23,551 km², accounting for 7.1% of the country's total area. Resolution No. 202/2025/QH15 dated June 12, 2025 on the reorganization of provincial-level administrative units was passed by the National Assembly on June 12, 2025. Accordingly, the Southeast region will consist of three new provincial entities, a reduction of three provinces compared to the previous structure: Ho Chi Minh City, Dong Nai Province, and Tay Ninh Province.

**** Topography and land***

The Southeast region features semi-plateau terrain, mainly consisting of low hills under 1000 meters with gentle, wide, and relatively flat surfaces. The region's soil is diverse, with three particularly important soil groups: red-brown basaltic soil, yellow-brown basaltic soil, and grey soil on ancient alluvium.

**** Climate***

The Southeast region has a sub-equatorial tropical monsoon climate characterized by high temperatures, high humidity, and abundant rainfall.

**** Hydrology***

The Southeast region has a well-developed river network, including major rivers such as the Dong Nai River, Saigon River, Thi Vai River, and Be River, among which the Dong Nai River is one of the three largest rivers in the country.

2.1.1.2. Socio-economic situation of the provinces in the Southeast Region

**** Population and labor***

Although the Southeast region accounts for only 7% of the country's land area, it is home to nearly 20% of the national population. The region has a high population growth rate due to its strong attraction of internal migrants from other areas for living and working.

**** Economic structure***

The Southeast is a highly developed economic region and is consistently regarded as the economic engine of the country. Its economic growth rate is significantly higher than that of other regions.

**** Culture and society***

The Southeast region is home to various ethnic groups, including the Kinh, Hoa, Khmer, Stieng, Cho Ro, and Chau Ro peoples. Each group has its own language, culture, and customs, contributing to the cultural diversity and richness of the region, while still maintaining unity within the broader Vietnamese cultural identity.

** National defense and security*

The Southeast region possesses a strong armed force, including the military and police, who are tasked with safeguarding territorial sovereignty and ensuring national security.

** About the political system*

The political system of the Southeast provinces is organized according to the model of the national political system.

2.1.2. The Provincial People's Committee – definition, functions, tasks, powers, and organizational structure

2.1.2.1. Definition

According to Article 6 of the 2025 Law on Organization of Local Government: the People's Committee at the level of local government is elected by the People's Council at the same level, serves as the executive body of the People's Council, and functions as the state administrative body at the local level. It is accountable to the local people, the People's Council at the same level, and the higher-level state administrative body.

2.1.2.2. Tasks and powers

The tasks and powers of the People's Committee are stipulated in Article 17 of the 2025 Law on Organization of Local Government.

2.1.2.3. Organizational structure

The organizational structure of the People's Committee is specified in Article 37 of the 2025 Law on Organization of Local Government.

2.1.3. Specialized Agencies under the Provincial People's Committee – definition, functions, tasks, organizational structure, and roles

2.1.3.1. Definition

The specialized agency under the provincial People's Committee is an advisory body that assists the provincial People's Committee in managing state affairs in various sectors and fields at the local level, as well as carrying out tasks and exercising powers delegated by the People's Committee, the Chairman of the provincial People's Committee, and higher-level state agencies to ensure effectiveness and efficiency.

2.1.3.2. Tasks and powers

The tasks and powers of the Provincial People's Committee are defined in Article 4 of Decree No. 45/2025/NĐ-CP.

2.1.3.3. Organizational structure

The organizational structure of the Provincial People's Committee is stipulated in Article 8 of Decree No. 45/2025/NĐ-CP.

2.1.3.4. Roles of Specialized Agencies under the Provincial People's Committee

Firstly, the specialized agencies under the Provincial People's Committee serve as advisory bodies, assisting the committee in performing state management functions over sectors and fields within the province or centrally governed city. *Secondly*, these agencies provide public services and handle administrative procedures for citizens and businesses in various local sectors under delegated authority. *Thirdly*, they are responsible for managing professional activities within each specific sector or field on behalf of the Provincial People's Committee. *Fourthly*, they act as the coordination hub between the province or city and the central government in managing state affairs in each specific sector. *Fifthly*, they are

responsible for managing and developing the professional capabilities of civil servants, public employees, and human resources within each sector or field.

2.1.4. Civil servants of specialized agencies under the provincial People's Committees in the Southeast Region – definition, responsibilities, duties, characteristics, and roles

2.1.4.1. Definition

Civil servants in specialized agencies under the People's Committee of provinces in the Southeast region are Vietnamese citizens who are recruited and appointed to positions, titles, and ranks corresponding to their job positions in the specialized agencies of the People's Committees of provinces in the Southeast region, within the payroll and receiving salaries from the state budget.

2.1.4.2. Responsibilities and Duties

The responsibilities of civil servants working in specialized agencies under the provincial People's Committee in the Southeast region are carried out in accordance with the provisions of legal normative documents such as the Law on Officials and Civil Servants 2008 (amended and supplemented in 2019) and Decree No. 107/2020/ND-CP.

2.1.4.3. Characteristics of civil servants of specialized agencies under the Provincial People's Committees in the Southeast Region

Firstly, the structure is relatively reasonable, but there are still some shortcomings. *Secondly*, civil servants in specialized agencies under the provincial People's Committee in the Southeast region have a fairly high level of professional expertise and skills. *Thirdly*, civil servants in specialized agencies under the People's Committee of provinces in the Southeast region have the ability to access and handle work flexibly and diversely in a public service environment that requires high expertise due to the process of urbanization, industrialization, and integration in the Southeast provinces. *Fourthly*, their work is relatively stable and continuous, showing a degree of inheritance civil servants in specialized agencies under the provincial People's Committee in the Southeast region carry out their duties in a dynamic socio-economic area with the highest economic growth and urbanization rates in the country. They are constantly under pressure to meet the demands for competence, qualifications, and professional skills to handle a large, diverse, and complex workload across various fields.

2.1.4.4. Roles of civil servants of specialized agencies under the provincial People's Committees in the Southeast Region

Firstly, the specialized civil servants of the provincial People's Committee in the Southeast region have a relatively reasonable structure, but there are still some shortcomings. *Secondly*, they are a crucial human resource that plays an important role in enhancing the effectiveness and efficiency of state management by the provincial People's Committee in the Southeast region specifically, and the state administrative apparatus in general. *Thirdly*, they are the main workforce, directly involved in the development and organization of the implementation of strategies, plans, programs, projects, and socio-economic development plans of the locality in connection with the functions and tasks of the agencies and units. *Fourthly*, They are an important force in participating in the construction of provincial government, fighting against corruption, negativity, and wastefulness in the state administrative apparatus in the Southeast provinces. *Fifthly*, they are the direct subjects implementing state administrative reforms in each job position and within specialized agencies.

2.2. MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE’S COMMITTEES IN THE SOUTHEAST REGION – DEFINITION, CONTENT, METHODS, PRINCIPLES, AND ROLE

2.2.1. Definition

The management of civil servants in specialized agencies under the provincial People's Committee in the Southeast region is an activity of authorized agencies and organizations based on the regulations of the Party and the laws of the State, aimed at building and developing a team of civil servants working in specialized agencies under the provincial People's Committee to meet the requirements of performing public duties in accordance with their ranks, levels, job positions, and assigned responsibilities and tasks.

2.2.2. Content of civil servant management in specialized agencies under the provincial People’s Committees in the Southeast Region

Firstly, promulgating and implementing legal normative documents related to civil servants. Secondly, developing civil servant plans and personnel planning. Thirdly, establish job positions and determine the structure of civil servants. Fourthly, determining the number and managing the staffing of civil servants. Fifthly, organizing the recruitment and utilization of civil servants. Sixthly, implementing training and professional development programs for civil servants. Seventhly, executing salary schemes and policies for compensation and incentives for civil servants. Eighthly, organizing commendation and disciplinary measures for civil servants. Ninthly, implementing retirement and resignation procedures for civil servants. Tenthly, conducting reporting, statistical activities, and managing civil servant records. Eleventhly, inspecting and examining the enforcement of civil servant regulations. Twelfthly, directing and organizing the resolution of complaints and denunciations related to civil servants.

2.2.3. Methods of state management of civil servants in specialized agencies under the provincial People’s Committees in the Southeast Region

2.2.3.1. Educational and persuasive method

This method can be implemented through organizing training courses, professional development workshops, and seminars on civil servants and civil service management. These efforts aim to educate and persuade civil servants in specialized agencies under the Provincial People’s Committees in the Southeast region to strictly and fully comply with legal regulations during official duty execution.

2.2.3.2. Administrative and legal method

This method is implemented by institutionalizing legal regulations into policies, rules, internal regulations, and procedures for execution within agencies and units, as well as issuing specific decisions, conducting inspections and audits, and handling violations.

2.2.3.3. Economic method

The Provincial People’s Committees in the Southeast region develop and implement salary, bonus, allowance, and benefit policies for civil servants in specialized agencies based on legal provisions and aligned with the locality’s budgetary capacity.

2.2.3.4. Organizational method

This method is reflected in the Provincial People’s Committees’ determination of staffing levels, job positions, and personnel structure for each specialized agency in a manner that is appropriate and compliant with regulations. It includes recruitment,

deployment, assessment, classification, training, commendation, planning, and appointment of civil servants to enhance the quality and efficiency of civil servant management.

2.2.4. Principles of managing civil servants in specialized agencies under the provincial People's Committees in the Southeast Region

Firstly, ensuring the leadership of the Communist Party of Vietnam and the management of the State. *Secondly*, aligning job titles, job positions, and staffing targets within specialized agencies under the Provincial People's Committees. *Thirdly*, applying the principles of democratic centralism, individual accountability, and clear delegation and decentralization. *Fourthly*, the use, evaluation, and classification of civil servants must be based on political qualities, ethics, and civil service performance. *Fifthly*, ensuring gender equality.

2.2.5. Role of state management of civil servants in specialized agencies under the provincial People's Committees in the Southeast Region

Firstly, managing civil servants in specialized agencies plays a vital role in realizing the Party's guidelines and the State's policies and laws regarding civil servants and personnel work. *Secondly*, this management function provides orientation and guidance for other civil service activities. *Thirdly*, it maintains and promotes the development of the locality and the nation.

Summary of Chapter 2

Chapter 2 of the thesis plays a critically important role in laying the theoretical foundation for the entire research. In this chapter, the thesis focuses on clarifying the concept of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region, while identifying their characteristics and roles. At the same time, the thesis thoroughly examines the core concept of the research: the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region, identifying 12 key components and 4 management methods specific to this context.

Chapter 3

CURRENT SITUATION, CAUSES, AND EXPERIENCES IN THE MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEAST REGION

3.1. CURRENT STATE OF MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEAST REGION

3.1.1. Strengths

3.1.1.1. Strengths in the content of managing civil servants in specialized agencies under the provincial People's Committees in the Southeast region

Firstly, the issuance of legal normative documents on civil servants has been regularly and effectively implemented. In recent times, based on legal normative documents issued by the National Assembly, the Government, and the Ministry of Home Affairs regarding civil servants, the Provincial People's Committees in the Southeast region have concretized, developed, and promulgated legal documents on civil servants in specialized agencies under the Provincial People's Committees, achieving many positive results.

Secondly, the formulation of plans and planning for civil servants has been regularly implemented in accordance with regulations. The development of plans and planning for civil servants in specialized agencies under the Provincial People's Committees in the Southeast region has been regularly conducted in compliance with current legal regulations.

Thirdly, establish job positions and determine the structure of civil servants has become increasingly synchronized, clear, and effective. Over the years, the implementation of these regulations in specialized agencies under the Provincial People's Committees in the Southeast region has achieved significant results.

Fourthly, determining the number and managing the staffing of civil servants has been carried out rigorously, scientifically, and in compliance with legal regulations. The Southeast provinces have thoroughly embraced major Party and State policies on streamlining staff and reorganizing the organizational structure, notably Resolution No. 39-NQ/TW dated April 17, 2015 on staff streamlining and restructuring the contingent of officials, civil servants, and public employees, and Resolution No. 18-NQ/TW dated October 25, 2017 on continuing to innovate and reorganize the political system's organizational structure for lean, effective, and efficient operations.

Fifthly, the recruitment and use of civil servants have been organized in compliance with regulations and with increasing quality. In recent years, the recruitment and utilization of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region have been carried out in accordance with legal provisions, with improving quality.

Sixthly, the implementation of training and retraining regimes for civil servants has achieved many noteworthy results. Generally, the provinces in the Southeast region have seriously implemented the provisions of the Law on Cadres and Civil Servants and the Government's guiding decrees on civil servant training and retraining.

Seventhly, salary regimes and preferential policies for civil servants have been uniformly and effectively implemented. The provinces have closely followed the regulations of the Central Government, especially following the implementation of

Resolution No. 27-NQ/TW dated May 21, 2018 on salary policy reform for cadres, civil servants, public employees, and relevant government guiding documents.

Eighthly, the organization and implementation of reward and discipline for civil servants have achieved many positive results, contributing to enhancing administrative discipline, public service ethics, and the effectiveness of the state administrative apparatus. Recently, the Southeast provinces have focused on improving the process of evaluating and classifying civil servants as a basis for commendation and disciplinary action, ensuring principles of openness, transparency, and meritocracy.

Ninthly, the implementation of retirement and resignation regimes for civil servants has been carried out in accordance with legal regulations and with full procedural compliance. All provinces have seriously complied with the provisions of the Law on Cadres and Civil Servants (amended and supplemented in 2019), Decree No. 46/2010/ND-CP, and related guiding documents.

Tenthly, the implementation of reporting, statistics, and personnel record management for civil servants has seen many positive changes and is gradually becoming routine. These practices in specialized agencies under the Provincial People's Committees in the Southeast region have achieved remarkable results, showing a strong shift toward professionalism and modernization.

Eleventhly, inspection and supervision of law enforcement on civil servants have been regularly and strictly conducted. This work has been implemented regularly and increasingly institutionalized in specialized agencies under the Provincial People's Committees in the Southeast region.

Twelfthly, the direction and organization of complaint and denunciation resolution involving civil servants have been generally conducted seriously and in accordance with procedures and regulations. Over time, the direction and handling of such cases in specialized agencies under the Provincial People's Committees in the Southeast region have been strictly implemented, in compliance with legal regulations and ensuring proper handling according to jurisdiction and procedures.

3.1.1.2. Strengths in the methods of managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region

Firstly, the management of civil servants through educational and persuasive methods has yielded many positive results. Instead of relying solely on administrative or disciplinary measures, many provinces have emphasized enhancing civil servants' awareness, public service ethics, and sense of responsibility through advocacy, political education, and professional training integrated with ideological education.

Secondly, the use of administrative and legal methods in managing civil servants has been implemented in accordance with regulations. The Southeast provinces have generally strictly complied with legal regulations on recruitment, utilization, evaluation, handling of violations, and implementation of policies for civil servants as stipulated in the Law on Cadres and Civil Servants and guiding documents.

Thirdly, the use of economic methods in managing civil servants has been regularly applied and highly effective. This approach - using financial mechanisms, salaries, allowances, and rewards - has been frequently implemented with clear effectiveness in recent years, motivating civil servants to improve productivity, discipline, and responsibility.

Fourthly, the use of organizational methods in managing civil servants has been carried out in compliance with regulations. This approach has been deployed in

accordance with legal provisions, contributing gradually to enhancing the efficiency of the state administrative apparatus.

3.1.2. Limitations

3.1.2.1. Limitations in the content of managing civil servants in specialized agencies under the provincial People's Committees in the Southeast region

Firstly, the issuance of legal normative documents on civil servants has at times lacked consistency and has not been closely aligned with local realities. The promulgation of legal documents on civil servants in specialized agencies under the Provincial People's Committees in the Southeast region has revealed certain fundamental shortcomings, affecting the effectiveness and efficiency of managing the civil servant workforce.

Secondly, the development of plans and planning for civil servants has at times been superficial. Many provinces continue to base their plans on outdated staffing allocation models, leading to localized surpluses or shortages in specialized human resources. Additionally, leadership and management succession planning has not adequately ensured continuity or development.

Thirdly, the establishment of job positions and the determination of the civil servant structure still lack consistency and not aligned with practical realities. Many departments and specialized sectors still use outdated job titles or misclassify civil servants relative to their actual job positions, leading to inefficient use of human resources and difficulty in evaluating job performance. Furthermore, the identification of job positions in specialized agencies under the Provincial People's Committees in the Southeast has not been implemented uniformly.

Fourthly, the determination of staffing numbers and management of civil servant payrolls is at times still superficial and disconnected from practical needs. In some provinces, staffing decisions are not fully based on actual job requirements, task demands, or civil servant capabilities.

Fifthly, the organization of recruitment and utilization of civil servants remains formalistic and lacks flexibility. Some provinces place too much emphasis on headcount targets, while paying insufficient attention to the actual competencies and job suitability of selected candidates. The deployment of civil servants after recruitment remains inflexible and poorly aligned with practical professional needs, leading to inefficient use of human resources or misplacement.

Sixthly, the organization of training and retraining programs for civil servants still faces certain limitations. Training plans are not always tailored to actual professional needs or the developmental requirements of each locality. Some provinces remain unclear about identifying appropriate participants, content, and training formats based on job position requirements.

Seventhly, the implementation of salary and benefit policies for civil servants has, at times, been slow and marked by numerous shortcomings. Although policies have been implemented in line with central guidelines such as Decree No. 204/2004/ND-CP and subsequent amendments, substantial salary reform has lagged, falling short of expectations for attracting, retaining, and maximizing the capacity of civil servants.

Eighthly, the processes of rewarding and disciplining civil servants remain scattered and superficial. The reward and discipline system for civil servants in

specialized agencies under the Provincial People's Committees in the Southeast region still tends to be procedural and disconnected from job performance.

Ninthly, the implementation of retirement and resignation regimes for civil servants remains passive and lacks consistency. The handling of retirement and resignation for civil servants in the region continues to show limitations, affecting the quality and continuity of the workforce.

Tenthly, the implementation of reporting, statistics, and personnel record management remains formalistic and uncoordinated. Many provinces have yet to develop centralized civil servant databases, resulting in inconsistent data across administrative levels, outdated information, and delays in reflecting workforce realities.

Eleventhly, inspections and audits related to legal compliance on civil servants remain formalistic and lack effectiveness. The oversight of legal compliance regarding civil servants in specialized agencies under the Provincial People's Committees in the Southeast region continues to be procedural and lacks consistency across provinces.

Twelfthly, the direction and organization of handling complaints and denunciations involving civil servants remain insufficiently proactive and lack effectiveness. The handling of such matters in specialized agencies has shown various limitations, undermining transparency and the effectiveness of state management.

3.1.2.2. Limitations in the methods of managing civil servants in specialized agencies under the provincial People's Committees in the Southeast region

Firstly, the use of educational and persuasive methods in managing civil servants has at times been superficial. In practice, some provinces underestimate the role of this method in managing civil servants, resulting in infrequent or perfunctory implementation of political education, public service ethics, and workplace culture training.

Secondly, the application of administrative-legal methods has sometimes lacked flexibility. In recent years, administrative-legal approaches have tended to be rigid and formalistic in implementation, limiting their practical effectiveness.

Thirdly, the use of economic methods in managing civil servants has not been deployed comprehensively, substantively, or effectively. In practice, economic tools remain underutilized or inconsistently implemented, affecting the operational efficiency of the state administrative apparatus.

Fourthly, the use of organizational methods still faces many limitations, with inconsistent effectiveness. In reality, the implementation of this method across provinces in the Southeast region remains problematic, reducing the overall effectiveness of the administrative system.

3.2. CAUSES AND EXPERIENCES

3.2.1. Causes

3.2.1.1. Causes of the strengths

Firstly, the close and consistent leadership and direction of the Party and the Provincial Party Committees, as well as local governments, in the issuance, concretization, and implementation of the Party's resolutions and the State's laws on staff and civil servant management. *Secondly*, the achievements of the renovation process and stable and relatively balanced socio-economic development in the Southeast provinces has created favorable conditions in terms of resources and environment for renewing the content and methods of civil servant management. *Thirdly*, the quality of the civil servant workforce has been increasingly improved in terms of professional qualifications

and capacity for public service delivery. *Fourthly*, the proactive adoption and effective application of modern management methods in state administrative activities has contributed to improving the quality of civil servant management. *Fifthly*, the administrative reform and digital transformation processes have facilitated the standardization of procedures and enhanced transparency in civil servant management.

3.2.1.2. Causes of the limitations

Firstly, the leadership and direction of the Provincial Party Committees and the Standing Committees of some Provincial Party Committees in the Southeast region regarding the management of civil servants in specialized agencies under the provincial people's committees have not been truly decisive, consistent, and effective. *Secondly*, the negative impacts from the downsides of the market mechanism and the decline of a portion of officials and party members have affected the management activities of civil servants in specialized agencies under the provincial people's committees in the Southeast region. *Thirdly*, the mindset regarding civil servant management in some provinces is still slow to innovate, remaining influenced by the traditional administrative-command model, and has not shifted strongly towards modern public governance thinking. *Fourthly*, the control of power in personnel work is still lacking in rigor, with low enforcement effectiveness, affecting the transparency and quality of civil servant management in specialized agencies under the provincial people's committees in the Southeast region. *Fifthly*, the application of information technology and digital transformation in civil servant management in some provinces is still slow, lacking synchronization, and has not yet been effective.

3.2.2. Experiences

Firstly, emphasize the completion of civil servant management content in a way that closely aligns with the characteristics of job positions and the results of task execution. *Secondly*, it is necessary to innovate and flexibly coordinate civil servant management methods, combining administrative-legal, economic, and organizational methods to meet the demands of modern public governance. *Thirdly*, promote the application of information technology and digital transformation throughout the entire civil servant management process. *Fourthly*, focus on enhancing the professional qualifications, human resource management skills, and innovative thinking of personnel management staff.

Summary of Chapter 3

Based on the theoretical framework established in Chapter 2, the thesis closely adheres to the 12 content areas and 4 methods of managing civil servants in specialized agencies under the Provincial People's Committees in the Southeast region. It evaluates both the strengths and limitations of these 12 content areas and 4 management methods. The thesis uses assessments and data from documents issued by the Provincial People's Committees and specialized agencies under them, and also draws on the results of sociological surveys conducted as part of the dissertation. It analyzes the causes of both strengths and limitations and draws four key management experiences for civil servants in specialized agencies under the Provincial People's Committees in the Southeast region today.

Chapter 4

DIRECTIONS AND SOLUTIONS FOR STRENGTHENING THE MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEAST REGION IN THE COMING PERIOD

4.1. FORECAST OF IMPACTING FACTORS AND DIRECTIONS FOR STRENGTHENING THE MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEAST REGION IN THE COMING PERIOD

4.1.1. Forecasting the influencing factors.

4.1.1.1. Favorable factors

Firstly, the Party and the State will continue to pay attention to and issue many guidelines and policies regarding officials and civil servants to build a team of officials and civil servants that meet the requirements of the new development era of the country. *Secondly*, the Southeast region, with its position as the economic locomotive and a dynamic area, is facing many favorable domestic factors to enhance the management of civil servants in specialized agencies under the provincial People's Committee. *Thirdly*, the Southeast region will continue to be a dynamic development area, making significant contributions to the national GDP, thus creating many favorable conditions for managing civil servants in specialized agencies under the provincial People's Committee in the Southeast region. *Fourthly*, the trend of deep international integration and Free Trade Agreements (FTAs) will promote enhanced international cooperation in public governance.

4.1.1.2. Challenging factors

Firstly, there are challenges from the implementation of new policies and guidelines domestically. *Secondly*, there are difficulties arising from the socio-economic context in the Southeast region. *Thirdly*, certain international factors may pose challenges for the management of civil servants in specialized agencies under the provincial People's Committee in the Southeast region in the near future. *Fourthly*, the capacity and quality of the civil servant workforce are not uniform.

4.1.2. Directions for strengthening the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeast region in the coming period

Firstly, deeply understand the Party's guidelines, policies, and the State's laws regarding civil servant management. *Secondly*, effectively implement the contents of civil servant management in specialized agencies under the provincial People's Committee in the Southeast region. *Thirdly*, focus on innovating and enhancing the effectiveness of management methods for civil servants in specialized agencies under the provincial People's Committee in the Southeast region. *Fourthly*, emphasize the development of capacity and create motivation for contribution. Value training and fostering as an essential part of management work.

4.2. SOLUTIONS TO STRENGTHEN THE MANAGEMENT OF CIVIL SERVANTS IN SPECIALIZED AGENCIES UNDER THE PROVINCIAL PEOPLE'S COMMITTEES IN THE SOUTHEASTERN REGION IN THE COMING PERIOD

4.2.1. Raising awareness and responsibility of agencies, organizations, and authorized individuals in managing civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region

Improving awareness about strengthening the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region for agencies, organizations, and authorized individuals should focus on the following key aspects:

Firstly, developing a deep understanding of the role of strengthening the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region. This is a component of personnel work, playing a crucial role in building a modern, professional, and integrity-based administration that meets the demands of rapid and sustainable regional development while improving public service quality. *Secondly*, having a firm grasp of the contents involved in managing civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region. *Thirdly*, clearly understanding the methods of managing civil servants in these specialized agencies. *Fourthly*, fully comprehending the responsibilities of management entities regarding civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region.

4.2.2. Reforming the civil servant management mechanism and continuing to improve regulations for managing civil servants under the Provincial People's Committees in the Southeastern region

To effectively build a job position-based civil servant management mechanism for specialized agencies under the Provincial People's Committees in the Southeastern region, the following tasks must be accomplished:

Firstly, raise awareness and political will for building a job position-based civil servant management mechanism. *Secondly*, develop and complete the legal framework and guidance for transitioning to job position-based civil servant management. *Thirdly*, implement the development of job position proposals at agencies and units. *Fourthly*, innovate all stages of civil servant management.

4.2.3. Continuing to reform the recruitment, placement, use, and evaluation of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region

4.2.3.1. Continuing to strongly reform the recruitment of civil servants in specialized agencies

Firstly, develop and complete the list of job positions. *Secondly*, design recruitment content closely aligned with job positions. *Thirdly*, comprehensively evaluate candidates. *Fourthly*, fully and transparently publicize all information about job positions, criteria, conditions, and recruitment procedures. *Fifthly*, conduct computer-based recruitment exams and assessments. *Sixthly*, reform recruitment methods. *Seventhly*, enhance the capacity of recruitment councils. *Eighthly*, implement policies to attract and value talented individuals. *Ninthly*, ensure transparency and prevent misconduct.

4.2.3.2. Reforming the placement and utilization of civil servants in specialized agencies

Firstly, develop and complete job positions and competency frameworks. *Secondly*, place and utilize civil servants based on suitability of capacity and position. *Thirdly*, promote the rotation, transfer, and secondment of civil servants.

4.2.3.3. Strengthen the evaluation of civil servants in specialized agencies under the provincial People's Committee in the Southeast region towards quantitative

assessment, based on specific output results linked to performance measurement indicators (KPIs).

Firstly, establish a KPI criteria set based on job positions. *Secondly*, set up a transparent evaluation process. *Thirdly*, conduct evaluations and provide feedback. *Fourthly*, link evaluation results to compensation and development policies..

4.2.4. Promoting training and capacity building for civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region

Firstly, improve institutional and policy frameworks for training and capacity building. *Secondly*, link training and capacity building with planning, utilization, and evaluation. *Thirdly*, innovate training content, programs, and methods. *Fourthly*, increase investment and improve training institution quality. *Fifthly*, improve coordination and management of training activities. *Sixthly*, ensure sufficient financial resources for training and capacity building.

4.2.5. Complete the organization of specialized agencies under the provincial People's Committee in the Southeast region; strictly enforce discipline and administrative regulations; innovate the management of civil servant records; enhance the quality of officials and civil servants in the Department of Home Affairs in the Southeast region.

4.2.5.1. Complete the organizational structure of specialized agencies under the provincial People's Committee in the Southeast region.

The completion of the organizational structure of specialized agencies under the provincial People's Committee in the Southeast region plays a very important role in enhancing the management of civil servants in these agencies. A scientifically organized apparatus will help clearly define the functions, tasks, and authority of each specialized agency and each civil servant position; this serves as a basis for reasonably assigning and delegating work, avoiding overlaps and omissions in tasks, thereby enhancing the effectiveness of civil servant management.

4.2.5.2. Strictly enforcing discipline and promoting civil servants' sense of responsibility

Firstly, improve the system of legal documents and internal regulations. *Secondly*, strengthen communication and awareness-raising efforts. *Thirdly*, highlight the responsibility of leaders. *Fourthly*, promote the role of Party and mass organizations. *Fifthly*, reform the evaluation and classification process, linking it to task performance and compliance with regulations. *Sixthly*, promote responsibility and accountability in public service.

4.2.5.3. Innovating the management of civil servant records, enhancing the application of information technology in managing civil servant records under the provincial People's Committee in the Southeast region.

Managing civil servant records is an important step in the process of civil servant management; doing this well will ensure the effective implementation of other human resource management functions. Therefore, the public service management agencies of specialized departments under the provincial People's Committee in the Southeast region need to pay attention to this. The management of civil servant records in specialized agencies under the provincial People's Committee in the Southeast region also needs to apply information technology.

4.2.5.4. Enhancing the quality of the organizational structure, personnel, and civil servants of the Department of Home Affairs in the Southeast region.

Firstly, review and streamline the organizational structure.. *Secondly*, enhancing the quality of the team of specialized civil servants responsible for managing civil servants in specialized agencies under the People's Committee of the province in the Southeast region. *Thirdly*, innovate working methods and apply information technology. *Fourthly*, enhance inspection, supervision, and control of power.

4.2.6. Strengthening the leadership of Provincial Party Committees, the coordination of the Vietnam Fatherland Front and mass organizations, and public oversight in civil servant management

4.2.6.1. Strengthening Party leadership over civil servant management

Firstly, complete and strictly implement Party regulations on personnel work. *Secondly*, improve the quality of planning, evaluation, and utilization of civil servants. *Thirdly*, strengthen Party inspection, supervision, and discipline.

4.2.6.2. Enhancing coordination with the Vietnam Fatherland Front, mass organizations, and public oversight

Firstly, complete mechanisms and legal frameworks on the supervisory rights of the Fatherland Front, mass organizations, and the public. *Secondly*, raise awareness and responsibility. *Thirdly*, diversify supervision forms and methods. *Fourthly*, improve the capacity and responsibility of supervisory entities.

4.2.7. Strengthening inspection, supervision, strict handling of violations, and effective resolution of complaints and denunciations in civil servant management

Firstly, complete institutional mechanisms for inspection, supervision, sanctioning, and complaint resolution. *Secondly*, enhance the capacity and responsibility of inspection personnel. *Thirdly*, increase inspection, supervision, and handling of violations. *Fourthly*, improve the efficiency of complaint and denunciation resolution related to civil servant management. *Fifthly*, promote IT application in inspection, supervision, and complaint resolution.

Summary of Chapter 4

Chapter 4 of the thesis focused on analyzing the following issues: *Firstly*, the thesis clarified three favorable factors and three challenging factors affecting the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region in the coming period. *Secondly*, the thesis analyzed and explained five directions for strengthening the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region in the coming period. *Thirdly*, in order to strengthen the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region in the coming period, the thesis identified seven solutions.

CONCLUSIONS

Civil servants working in specialized agencies under the Provincial People's Committees play an especially important role in advising and implementing the functions and duties of state management across all areas of socio-economic life at the local level. In the Southeastern region - a dynamic area holding strategic importance in terms of economy, politics, national defense, and international integration - the demands placed on civil servant management have become increasingly urgent, requiring significant innovation in management thinking, methods, and tools.

In recent years, the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region has seen many positive developments. Recruitment processes have become more transparent and competitive; evaluation and classification mechanisms have improved; training and professional development have received more attention; and some localities have begun to apply digital transformation and information technology-based public service management. These outcomes have contributed to improving the efficiency of state administrative agencies and gradually meeting the requirements of administrative reform and sustainable development in the region. However, alongside these achievements, many limitations and shortcomings remain. Several localities still lack long-term strategies for developing their civil servant workforce; the evaluation, utilization, and assignment of civil servants are not yet fully aligned with actual performance and capacity; overlapping functions between specialized departments persist; the application of information technology in civil servant management is inconsistent; and there is still a shortage of high-quality human resources, particularly in specialized fields. Factors such as urbanization pressure, rapid economic development, and international integration demands also pose significant challenges to civil servant management in the region.

In response to these new demands, improving the quality and effectiveness of civil servant management in specialized agencies under the Provincial People's Committees in the Southeastern region requires the comprehensive implementation of the solutions outlined in this thesis. In the coming period, with strong political commitment from all levels of government, renewed awareness and action, and the region's considerable development potential, the management of civil servants in specialized agencies under the Provincial People's Committees in the Southeastern region is expected to make significant breakthroughs, contributing meaningfully to building a professional, modern, and service-oriented public administration that effectively meets the needs of the people in this new era.

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