

Improving the quality of communal-level civil servants in the current new context: A case study of Hai Phong City

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ABSTRACT

The article delves into the pivotal role of building a capable and committed team of commune-level civil servants in Hai Phong city - a mission that has become increasingly urgent in today's context of administrative reform, grassroots empowerment, and deeper international integration. Commune-level civil servants are not merely passive executors of Party and State directives; they are, in essence, the frontline ambassadors of the State - those who engage daily with the people, address the most immediate and pressing administrative concerns, and channel grassroots voices upward. In this "new context", where local governance is expected to be both responsive and developmental, the commune-level cadre emerges as a critical link in the broader machinery of state efficiency. The article takes a hard look at the current status of this team in Hai Phong: their professional competencies, administrative capabilities, morale, and the structural frameworks that govern their work. While there has been measurable progress - notably in professional development and digital adaptation - several persistent issues remain: a lack of real work incentives, inconsistencies in qualifications, and management mechanisms that are still too rigid or opaque to foster excellence. To build a truly professional, modern, and effective local administration, the article proposes a set of pragmatic yet ambitious solutions: intensifying targeted training programs with an emphasis on digital governance and citizen-centric service; overhauling incentive structures to genuinely inspire public servants rather than simply retain them; and constructing a transparent, merit-based performance evaluation system that recognizes real contributions over mere formality. If Hai Phong aims to chart a sustainable development course and fulfill its role in national modernization, then strengthening its commune-level civil service isn't a choice - it's a necessity. This task demands not only strategic investment but also a long-term vision that respects tradition while embracing change.

Keywords: Commune-level; Civil servants; Team development; Model of a creative and developing state; Hai Phong city.

INTRODUCTION

In the broader context of Vietnam's pursuit of a developmental state model, the task of building a strong and capable commune-level civil servant team especially in major urban centers like Hai Phong has become more than an administrative necessity; it is now a strategic imperative. Commune-level civil servants are not merely executors of top-down policies. They are the first point of contact between the State and the people, directly resolving day-to-day issues, ensuring local governance functions smoothly, and embodying the authority and responsiveness of the public sector.

The rising demands of administrative reform, innovation, and international integration now place enormous pressure on this grassroots force to improve their competence, integrity, and motivation. Commune-level civil servants must be equipped not only with professional skills but with a sense of mission that aligns with the goals of a modern state.

This article examines the current state of this team in Hai Phong, focusing on three interrelated pillars: professional qualifications, work motivation, and the systems of management and performance evaluation. While the city has made considerable efforts in recent years to elevate the quality of its commune-level cadre-especially in training and digital literacy-persistent bottlenecks remain. Professional capacity across the board is still uneven, motivation is often stifled by outdated management practices, and the workplace environment has yet to fully support initiative and innovation. Most notably, the mechanisms for performance evaluation remain incomplete and at times superficial, failing to recognize and reward genuine contributions.

The article goes beyond merely pointing out these limitations-it offers a roadmap. Core recommendations include overhauling remuneration policies to reflect actual performance, fostering motivation through a more transparent and empowering work environment, and reforming the evaluation system to fairly assess and encourage the contributions of commune-level civil servants.

If Hai Phong is to build a professional, responsive, and modern grassroots administration, then the development of its commune-level civil service cannot be treated as an afterthought. It must be seen as a cornerstone—one that directly determines the success of local governance, public satisfaction, and ultimately, the city's sustainable development..

2. RESEARCH MODEL

The operating mechanism of the commune-level developmental state in Hai Phong city must be an integral part of the overall relationship of “Party leadership - State management - People mastery” to promote the combined strength of the entire political system. This mechanism has the characteristics of developmental creation, according to Ho Chi Minh's thought: “Whatever is beneficial to the people, we must do our best. Whatever is harmful to the people, we must avoid at all costs”.

The operating mechanism of the Hai Phong city commune government according to the model of a developmental state must have an effective two-way dialogue with businesses and people; timely, accurate, complete and transparent information about necessary information for businesses and other subjects in society. Develop mechanisms and regulations so that agencies, cadres and civil servants must be close to the people, respect the people, listen to the people, and care about the legitimate interests of the people.

The Hai Phong city commune government has established a mechanism for people to monitor activities. At the same time, there are specific sanctions to make people's monitoring effective, especially monitoring the exercise of power by state agencies and civil servants.

The model of a commune-level developmental state in Hai Phong city must converge three basic elements:

Firstly, the developmental state must plan the development path for the country, Hai Phong city, especially the industrialization path, the program to promote start-ups, hunger eradication and poverty reduction, etc., and at the same time promote the realization of that path. In that process, the city government does not act on behalf of the people and businesses, but creates a system of incentives through policies, taxes, credits, franchises, etc. to attract resources to focus on investment for development goals. In addition, the city also needs to promote the advantages of the regulatory state, which is to create an institutional framework so that each person and business can easily produce and do business, especially ensuring the right to freedom of business, freedom of property, freedom of contract, etc.; increase publicity and transparency; respect and protect the commitments of contracts; and resolve disputes quickly and effectively;

Second, Hai Phong city leaders need to prioritize investment in education and health care. Because these are the most important foundations for development. At the same time, it is also necessary to provide quality, low-cost public services to the public. To do so, it is necessary to build a professional, effective administrative and civil service apparatus through recruitment and appointment based on professional and technical competence in a serious manner;

Third, Hai Phong city leaders need to create healthy competition so that all subjects in society have the opportunity to rise up and to attract talent to develop the country.

3. RESEARCH RESULTS

Current status of civil servant quality at commune level in Hai Phong city

Educational level refers to the level that a civil servant has achieved in his or her learning path. Determining the correct educational level of civil servants in a unit will help the unit easily establish a training plan and transfer personnel appropriately.

In recent years, Hai Phong city has focused on training and fostering the state civil servants in general and commune-level civil servants in particular , encouraging and creating conditions for civil servants to study to improve their professional qualifications. As a result, the training level of state administrative civil servants in Hai Phong city has been increasingly improved, as shown in Table 1.

Table 1: Professional qualifications of commune-level civil servants in Hai Phong period 2020-2024

Year	2020		2021		2022		2023		2024	
Level	Quantity	Rate (%)	Quantity	Rate (%)	Quantity	Rate (%)	Quantity	Rate (%)	Quantity	Rate (%)
Above University	407	34.23	441	38.15	429	37.21	432	37.96	485	38.49
University	769	64.68	705	60.99	711	61.67	693	60.9	732	58.1
College	4	0.34	5	0.43	5	0.43	6	0.53	25	1.98
Intermediate	6	0.5	2	0.17	7	0.61	5	0.44	15	1.19
Remaining	3	0.25	3	0.26	1	0.09	2	0.18	3	0.24
Total	1,189	100	1,156	100	1,153	100	1,138	100	1,260	100

(Source: Department of Home Affairs of Hai Phong City)

The above summary table shows that the professional qualifications of Hai Phong city's commune-level civil servants have increased significantly over the past 5 years (2020 - 2024). The number of civil servants with postgraduate degrees is not much compared to the total number of civil servants in the city, but the number is always increasing. This is also a manifestation of many civil servants who have proactively studied to improve their professional qualifications. In 2024, the number of commune-level civil servants in Hai Phong city with postgraduate degrees increased significantly compared to 2020 (up 4.26%). The number of civil servants with university and college degrees accounts for over 50% of the total number of state civil servants in the city.

The number of civil servants with intermediate qualifications and those without training has tended to decrease in recent years (from 2020 to 2023). However, the number of these civil servants increased significantly in 2024, the number increasing steadily along with the number of civil servants with postgraduate, university and college degrees. This can be explained based on statistics showing that the total number of commune-level civil servants in the city increased by 122 people compared to 2023.

Political qualities and public ethics

Implementing the policies of the Party and the State, the team of commune-level civil servants in Hai Phong city always upholds the spirit of absolute loyalty to the Party's ideals, Marxism-Leninism, Ho Chi Minh thought, the spirit of dedication to work, wholeheartedly serving the people; has a firm political stance, steadfast in the goal and path to socialism. Determining the important role of commune-level civil servants in all current revolutionary stages, the political stance of civil servants is an important criterion, determining the ideological stance and political consciousness of the team of civil servants.

Implementing the study and following of Uncle Ho in implementing public ethics, the Standing Committee of Hai Phong City Party Committee always determines to focus on leading, directing and organizing the implementation of two key contents in implementing the study and following of Ho Chi Minh's ideology, ethics and style for civil servants in general and commune-level civil servants in particular.

Improve the effectiveness of mass mobilization work of the entire political system; strengthen handling and effectively prevent the situation of commune-level civil servants of the city showing signs of harassment and causing trouble for people and businesses in handling work; promote administrative reform, improve the investment and business environment.

Strengthening the building of the great national unity bloc, internal unity; continuing to innovate the style of commune-level leaders and civil servants according to the motto of being close to the people, listening, dialogue with the people, understanding the people's thoughts to resolve outstanding issues that cause public concern. Focusing on training and building a team of civil servants and party members who are pioneers in intelligence, steadfast in political will, and exemplary in revolutionary ethics. City leaders focus on enhancing the role and responsibility, the exemplary role of the Party Committee, especially the Party Committee Secretary, the heads of agencies and units is increasingly clearly demonstrated and clearly responsible. The exemplary role of cadres and party members in general and leaders in particular has had positive changes in terms of political ideology, ethics, lifestyle; self-criticism and criticism; relationship with the people; responsibility in work; awareness of organization, discipline and internal solidarity... The process of studying and following Ho Chi Minh's ideology, morality and style has produced many examples of sense of responsibility, dedication to work, and good completion of assigned tasks, contributing significantly to the achievements in various fields. Hai Phong City always identifies promoting the pioneering and exemplary role of commune-level civil servants and Party members in implementing public ethics as a central and continuous task, of great significance in contributing to launching and promoting the emulation movement.

Qualifications, professional expertise and skills

The level of civil servants is reflected in their certificates and diplomas, and in their ability to apply specialized knowledge in practice. Civil servants must be good at their profession and skills, understand knowledge related to leadership and management, be able to grasp and process information, and know how to apply the laws of the market economy in each specific condition and circumstance.

The leaders of Hai Phong city have implemented and achieved the desired results in training and fostering civil servants in general and commune-level civil servants in particular in the period of 2022-2025. Creating a strong change in quality and efficiency in training and fostering work contributes to building a team of commune-level civil servants of the city that is politically strong, professional, proficient in their work, and has the capacity to fulfill assigned tasks well, contributing to the city's socio-economic development and international integration in the context of the Fourth Industrial Revolution and the requirement of building Hai Phong city into a modern industrial city.

To achieve the plans set out for the 2022-2025 period for the city's commune-level civil servants, Hai Phong city leaders have focused on training to meet the prescribed standards on political theory, state management knowledge, national defense - security knowledge, information technology, foreign languages, 100% of civil servants meet the prescribed standards before being appointed to ranks, leadership and management positions;

Ensure that at least 90% of civil servants are updated with legal knowledge and trained in public ethics; 80% are trained to update knowledge, skills, and methods of performing public duties;

25% of city and commune-level officials and civil servants (focusing on leaders and civil servants from department level and equivalent and above under 40 years old) achieve foreign language proficiency level 4 or higher as prescribed.

Work performance, self-control and personal responsibility

The quality of commune-level CC is demonstrated through the results and effectiveness of the work of specialized agencies under the Commune People's Committee and the results of implementing socio-economic development tasks, ensuring national defense and security in the commune, specifically as follows: (Report of the Department of Home Affairs of Hai Phong City)

The results of the assessment of the task completion level of 13 specialized departments under 10 commune-level People's Committees are as follows:

In 2022, 40 departments completed their tasks excellently, 70 departments completed their tasks well, and 20 departments completed their tasks;

In 2023, 50 departments will complete their tasks excellently, 70 departments will complete their tasks well, and 10 departments will complete their tasks;

In 2024, there will be 60 departments that will excellently complete their tasks, 60 departments that will well complete their tasks, and 10 departments that will complete their tasks.

In the past 3 years, specialized departments under the People's Committees at the commune level have proactively and actively implemented state management tasks in various fields according to the provisions of the Law on Organization of Local Government 2015 and the Laws, Ordinances and Decrees of the State; implemented socio-economic development tasks, ensuring national defense and security in the commune; together with the Party Committee, the government and the people of all ethnic groups in the commune, achieved important results: the economy maintained a fairly high growth rate, the economic structure shifted in a positive direction, key economic development programs were actively implemented; budget revenue ensured the assigned estimates, met the needs of regular expenditures, socio-economic development expenditures, ensured national defense and security of the commune and contributed to investment in building local infrastructure; The fields of culture, education, health, poverty reduction and employment have made much progress, people's lives are stable and gradually improved; social issues such as drugs, traffic accidents, anti-corruption and waste are given attention and direction to resolve; national defense and security are consolidated and maintained; social order and safety are maintained, foreign affairs activities are strengthened and expanded.

To continue to strengthen discipline and order in implementing the Working Regulations of the City People's Committee, to enhance the sense of responsibility of commune-level agencies and units in the city (first of all, the heads) in handling work and performing assigned tasks. The Chairman of the City People's Committee has directed and requested the Heads of Departments, branches and sectors; Chairmen of Commune People's Committees; Heads of public service units under the City People's Committee to strengthen their responsibilities, directly direct and direct

the handling of work within the functions, tasks and powers of agencies, units and localities; to be personally, directly and fully responsible to the City People's Committee, the Chairman of the City People's Committee and before the law for issues under their authority as prescribed, decentralized, authorized and assigned by superiors.

Spirit of public service

The leaders of Hai Phong city always affirm that our state is a state of the people, by the people and for the people, so every civil servant must wholeheartedly serve the people, respect the people, especially the commune-level civil servants of the city because this team is the one who directly solves the people's work, protects the rights and legitimate interests of organizations and individuals. Therefore, to evaluate the quality of the commune-level civil servant team, we cannot help but consider the satisfaction of the subjects served by the commune-level civil servants.

The leaders of Hai Phong city have raised the general principle: All behaviors of commune-level civil servants must comply with current legal regulations, traditions, national cultural products and socio-economic conditions; ensure that they do not violate social customs and ethical standards, and at the same time meet the requirements of international integration.

Criteria for evaluating the satisfaction level of the served subjects include: Sense of responsibility for work; Service attitude and style; Professionalism and standards; Effectiveness in handling work.

Creative adaptability

Hai Phong City is in the trend of increasingly deep international integration, constantly strengthening cooperation in all fields. Along with the people's awareness being constantly raised, the manifestations of lack of creative adaptability in work as well as relationships inside and outside the agency of the commune-level civil servants will be barriers to the common development of society. Therefore, correct awareness and active promotion of the ability The ability to adapt creatively to work in the integration period of the city's commune-level civil servants will contribute significantly to building a modern, effective, flexible, civilized public administration, building a "integrity, creativity, action, service, efficiency" government. Along with the institution are people who perform public duties with their ethics, responsibility, and professional capacity. If there are complete regulations, the only way for each commune-level civil servant to meet the new requirements of work and tasks is to self-awareness and self-change to adapt to the general trend of perfecting and developing the agency - there is no other choice.

Strategic thinking and long-term vision

Hai Phong city leaders believe that strategic thinking capacity in leadership, management, and administration for leaders and in the performance of public duties of civil servants is a decisive factor in the successful implementation of all tasks.

In recent years, the key commune-level civil servants of Hai Phong city have generally promoted their strategic thinking capacity in leading, directing, managing, and operating sectors, fields, units, and localities. With strategic thinking, long-term vision, proactively grasping opportunities, potentials, and inherent advantages, in recent years, Hai Phong city leaders have directed leaders at commune and commune levels to focus on exploiting and promoting internal resources, while strengthening inter-regional cooperation in all activities. However, in addition to the achieved results, the strategic thinking capacity of commune-level civil servants still has some limitations. Therefore, it is necessary to have improved solutions to meet the requirements and tasks in the new period.

4. POLICY IMPLICATIONS TO IMPROVE THE QUALITY OF COMMUNE-LEVEL CIVIL SERVANTS IN HAI PHONG CITY ACCORDING TO THE DEVELOPMENTAL STATE MODEL

Innovate recruitment process and attract talent

Hai Phong city needs to build an effective and transparent civil servant recruitment system.

For many years, the city has not done a good job in planning and training, so the proportion of civil servants is still unreasonable (in terms of age, gender, training level, rank, and position). Therefore, if recruitment is not done well, there will continue to be more imbalances in terms of age, training level, industry, profession, etc.

When implementing the recruitment process for commune-level civil servants, the leaders of the recruiting unit of Hai Phong city need to base on the competency framework and job description based on competency, candidates are evaluated and selected according to specific criteria; help compare, recognize the differences between candidates, have a more specific, clear, scientific, and objective candidate evaluation method, thereby selecting the candidate with the most suitable competency for the position and job to be recruited.

- In terms of age, it is necessary to form 3 to 4 generations. Experience shows that in agencies and units where the

civil servant team is diverse in terms of age, good results are achieved: there is inheritance between the young and old generations; effective work; low salary fund costs; harmonious working atmosphere... To have a reasonable ratio of age structure, first of all, newly recruited civil servants must be under 30 years old, with basic training. Therefore, when selecting, priority must be given to the establishment of sectors, professions, and fields that are and will be lacking such as: urban management, construction, finance and currency, international cooperation on investment ...

- When recruiting, it must be based on the needs of communes, each industry, and each field.
- Correctly and more boldly implement the incentive principle when recruiting to select new, talented civil servants, attract talented people from other economic sectors or outside the city to work in the state management apparatus.
- Clearly define the subjects, targets and selection criteria. The selection criteria must come from the purpose of performing the work, and must be based on the criteria in the civil servant title standards. The selection criteria must closely follow the actual needs of the organization, and must come from the city's civil servant planning specifically in the job position project. The selection criteria and subjects must closely follow the general orientation of the work of organizing cadres; must rejuvenate the civil servant team, improve qualifications to meet the requirements of the country's industrialization and modernization process.
- Civil service examinations must be conducted scientifically, accurately, objectively and fairly.

Implement well the planning of commune-level civil servants.

Party committees at all levels conduct comprehensive reviews and assessments of planning work, selecting people with capacity, quality and ability; giving priority to female and young cadres. The review and assessment must be carried out strictly, objectively, fairly, impartially, openly and transparently. The implementation of planning must be linked to the resolutions of the Central and City Party Committees on personnel work.

Planning objectives must be linked to practical requirements, on the basis of the current staff through reviewing, evaluating, and forecasting the needs and development capabilities of the city's civil servant team; ensuring requirements on quantity, structure of civil servants, professional qualifications, inheritance, etc.

In the process of implementing the planning, it is necessary to ensure the principle of unity and comprehensiveness in personnel work on the basis of publicity, democracy, and attaching the responsibility of those who introduce cadres to the planning. In addition to publicity, transparency, and impartiality, it is also necessary to not miss out on qualified people who are not included in the planning; to attach importance to quality, to ensure harmony and connection between planning and training stages; between planning for incumbent cadres and source cadres from all levels. On the basis of the guidance, it is necessary to concretize it into directive documents for implementation. Party agencies, departments, branches, and sectors are responsible for disseminating information about this activity.

- Prepare well the source of civil servants at commune level.
- Hai Phong City needs to develop a plan for training and fostering commune-level civil servants immediately after planning the civil servant team. The training and fostering plan must ensure the following requirements: it must be based on the current situation of the civil servant team (professional qualifications, age, health, etc.) and the goals of building a commune-level civil servant team in each period set for each group of civil servants, must be scientific and must be consistent.
- Develop a plan for using commune-level civil servants. The use of civil servants must be carried out seriously and carefully in planning, avoiding arbitrarily wasting commune-level civil servant resources and low efficiency.

Improve professional capacity and management skills through training and talent development

Innovating training and development programs to suit new requirements according to the model of a developmental state.

During his lifetime, President Ho Chi Minh emphasized that “training cadres is the fundamental task of the Party”. The administration of each country depends on the staff of cadres, civil servants and public employees working in the agencies and public service units of the country. This is the basic, important resource and determines the existence, stability and development of the country. The effectiveness of the state apparatus and the administrative system is determined by the qualifications, qualities, capacity and work results of the staff of cadres, civil servants and public employees.

Faced with the new requirements of national development in general and Hai Phong city in particular, before the period of industrialization - modernization and deep integration, implementing the current Government's

orientation of building a serving Government, creating a friendly and open administration, to integrate with the region and the world, Hai Phong city needs to apply and build a team of commune-level civil servants according to this orientation. Especially in the current new conditions, the application of scientific and technological achievements in information technology to modernize the administration, training and fostering civil servants is an issue that needs to be addressed in a practical way suitable to the new situation of the city. Training and fostering is to improve the operational capacity and performance of commune-level civil servants, which is a key task in building and developing human resources. Annual training and fostering of civil servants is often carried out by sending civil servants to attend training courses to improve their working capacity and standardize State regulations on job title and position standards according to the ranks and levels prescribed by the State for each appointed position and professional title .

The Commune People's Committee synthesizes training and development needs; advises the City People's Committee to develop annual and phased training and development plans, submits them to the City People's Committee and implements the plans after approval.

- Complete and develop the city's education and training system, ensure human resources in quantity and quality to meet the increasing demands for industrialization and modernization; strive to build a material foundation for a large-scale and synchronous education and training system; attach importance to scale, quality and efficiency at all levels and fields of study; diversify training types.

- Invest funds, build facilities, develop commune-level civil servants for the training process towards modernization.

- Synchronously improve the content and methods of training and fostering civil servants at the commune level of the city.

- + Training content must originate from the knowledge and skills that need to be equipped for students in the course; ensure that it is suitable for each student so that students can effectively absorb the subject content, at the same time it must ensure that it is advanced, ensuring that students can absorb it while also requiring students to constantly make efforts in studying, only then will the training be truly effective. The subjects in a training program need to be arranged scientifically and reasonably, creating conditions for students to absorb faster and apply the knowledge they have just learned.

- + The selection of training and development methods must ensure the purpose of the training course, ensuring a positive and relatively complete cognitive process.

- Identify training needs, link with training and use of commune-level civil servants of Hai Phong city, overcome the situation of training and fostering in the wrong place, not for the right purpose, widespread training, lack of clear direction, the consequence of which is that everyone can see the large number of training and fostering but still cannot overcome the shortage of cadres .

- Do not send civil servants to attend many classes at the same time, limit sending older civil servants to attend long-term classes, civil servants not in the planning, civil servants going to school to solve the problem of salary increase...

- Training must be associated with scientific arrangement and use.

- Create a coordination mechanism between relevant state agencies (Home Affairs, Finance, Planning - Investment, Education - Training) in developing training plans; between training agencies (city level, commune level) and state management agencies for civil servants; between state management agencies for civil servants and agencies doing Party personnel organization work.

- Strengthen and innovate training and development management. Specifically:

- + Build, supplement and perfect the system and institutions for managing training and fostering civil servants at the commune level; review and examine legal documents on training and fostering to adjust and supplement them to suit the reality of each period and stage, from training and fostering regulations; functions, tasks and organization of the training apparatus; regulations on lecturers and students to regulations on the program system, regulations on granting diplomas and certificates...

- + Develop plans and programs for training commune-level civil servants in accordance with local conditions. State management of training commune-level civil servants is only truly comprehensive and effective when it is a continuous process from training planning to implementing training steps and using civil servants after training.

- + Clearly assign and decentralize responsibilities in managing training of commune-level civil servants.

- Develop and implement a synchronous system of policies.

- Strengthen international cooperation in training and development with the aim of acquiring experience, accessing modern scientific knowledge of the world, and improving management capacity in accordance with the practical conditions of our country. Specifically:

- + Develop long-term and short-term international cooperation programs according to State targets and budgets.
- + Integrate training and development content for this team into foreign-funded projects with many rich and diverse implementation forms such as: national projects, projects of organizations and economic groups.
- + International cooperation in training and fostering commune-level civil servants domestically and locally with financial support and foreign experts.
- + Select key groups of commune-level civil servants for international cooperation training programs, especially in sectors and fields that need experts and senior specialists in areas that meet the requirements of the national economic integration process such as: investment cooperation, urban management, monetary finance, tourism, etc.
- + Selecting commune-level civil servants to participate in international cooperation programs on training, can be those who are performing well in certain positions, trained and nurtured for further development or excellent students, young civil servants, with qualities and abilities, trained and nurtured to inherit and take on future positions. It is necessary to avoid selecting older civil servants, or those who have worked for many years in the "policy-solving" style, because such training is less effective.
- + Select partners for international cooperation in training. When selecting, pay attention to developed countries with long-standing administrative systems, countries and territories that have been cooperating in economic development in the area.

It is necessary to pay attention to training young cadres, female cadres, and cadres from ethnic minorities; focus on specialized post-graduate training to have a team of good intellectuals in each industry and field, especially those with high requirements in international integration. The training and development of cadres must be linked to the use of civil servants, avoiding the situation of training not in accordance with professional expertise.

It is necessary to focus on building appropriate training programs, from facilities to a team of teachers with extensive knowledge and practical experience in the industry. Training and fostering must be multifaceted and comprehensive, from political theory, state management, leadership skills to knowledge and professional expertise in the field of management. The content of the training and fostering program for civil servants as well as all levels must always be innovated and updated continuously according to the economic situation.

5. CONCLUSION

The article has studied and analyzed the important role of developing the commune-level civil servant team in Hai Phong city in the context of building a developmental state. Through studying the current situation of the civil servant team, the article has pointed out significant achievements in improving the quality of civil servants, while clarifying the difficulties and limitations that still exist, such as the lack of uniformity in professional qualifications, work motivation that has not been fully promoted, and the mechanism for evaluating work performance that is not really optimal. These issues are significantly affecting the work efficiency of commune-level civil servants, reducing the quality of administrative services and the ability to quickly respond to local development requirements.

From that situation, the article has proposed specific solutions to develop the team of commune-level civil servants in Hai Phong. The solutions include enhancing professional training, improving modern administrative management skills, improving remuneration policies and work motivation, along with perfecting the civil servant evaluation mechanism to ensure fairness and efficiency. These solutions not only contribute to improving the capacity of civil servants but also create a professional and transparent working environment, thereby helping to build an effective local administration that meets the requirements of the model of a developmental state.

The article asserts that developing the commune-level civil servant team is a continuous and strategic process. To achieve this goal, there needs to be close coordination between state management agencies, training organizations and commune-level civil servants. At the same time, it is also necessary to focus on innovating management policies and improving the quality of recruitment, training and career development. Effective implementation of these solutions will help Hai Phong build a strong commune-level civil servant team with sufficient capacity and qualities to meet the increasing demands of society and the government in the integration and development period.

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