

# Further Training of Cadres under Management of Standing Boards of Provincial and Municipal Party Committees in Red River Delta Region

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**Abstract:** Following President Ho Chi Minh's instructions on considering cadre training to be "the Party's core work" and thoroughly implementing Resolution No.26-NQ/TW dated 19 May 2018 by the 7<sup>th</sup> plenum of the Party Central Committee, the 12<sup>th</sup> tenure, on attaching importance to developing cadres at all levels, especially at the strategical one, and enhance their quality, capacity and credibility to meet the requirements of their tasks, provincial and municipal Party committees in the Red River Delta region always consider the training and further training of key cadres as one of the most important stages in the work on cadres. However, the work of further training of cadres who are under the management of the standing boards of those Party committees in the Red River Delta region is currently facing many issues that must be addressed to fulfil the requirements of the tasks in the new period.

**Keywords:** Further training of cadres, the work on cadres, Red River Delta.

**Subject classification:** Political science

## 1. Introduction

Cadres under the management of the standing boards of the provincial and municipal Party committees are those elected or approved by organisations in the political system or appointed by competent authorities to become heads and deputy heads of organisations and agencies in the provincial-level political system; or heads and deputy heads of the district Party committees and governments, as

well as members of Party standing boards and those of equal ranks [4]. In general, these cadres were mainly trained and challenged during the long and arduous revolutionary struggle process; they are also key leaders at all levels who have firm political bravery and a steadfast trust in the goals of the cause chosen by the Party, President Ho Chi Minh and the people. They are dynamic, creative, and enthusiastic in the implementation of the renovation of lines and

policies of the Party and the State. The expertise and capacity in economic and social activity management of these cadres have steadily increased. Most cadres uphold revolutionary moralities and qualities and lead a balanced and simple lifestyle with a strong sense of community. Up to now, 98% of key cadres at district, provincial and municipal levels in the Red River Delta region have acquired the high-level qualification of political theory; 96.5% of cadres have university and college degrees; 100% of the cadres planned to be elected to the provincial Party committee hold a university or college degree with 95% of those cadres being of the high-level qualification of political theory [6]. However, while Vietnam is moving towards the period of accelerating industrialisation, modernisation, and international integration with new, tough, difficult, and complicated political tasks, cadres under the management of the standing boards of the provincial Party committees or municipal Party committees are exposing many shortcomings and inadequacies. This article analyses the current situation, posed issues and solutions to improve the quality of further training of cadres under the management of the standing boards of the provincial and municipal Party committees in the Red River Delta region.

## **2. Current situation**

### *2.1. Organisation of the further training*

In the implementation of Resolution No.03-NQ/TW dated 18 June 1997 by the Party Central Committee, 7<sup>th</sup> tenure, on the personnel strategy during the country's

industrialisation and modernisation [1]; Resolution No.42-NQ/TW dated 30 November 2004 regarding the planning of cadres for leadership and management positions in the period of accelerating the country's industrialisation and modernisation [3]; Resolution No.16-NQ/TW dated 18 March 2002 on the main tasks with regard to the work on ideology and theory in the new context [2]; Regulation No.54-QD/TW dated 12 May 1999 by the Politburo regarding the regime on studying political theory in the Party [5]; pursuant to Decision No.40/2006/QD-TTg dated 15 February 2006 by the Prime Minister on the training and further training of civil servants in the 2006-2010 period [9]; based on the resolutions of the congresses of provincial and municipal Party committees, standards set for cadres and civil servants in the period of accelerating the country's industrialisation and modernisation and the results of the planning of cadres for leadership and management positions, the standing boards of provincial and municipal Party committees in the Red River Delta region are well aware of the importance and role of the further training of cadres. Standing boards of provincial and municipal Party committees have developed plans and programmes and directed units to develop master plans on that basis to train and further train cadres while requesting them to report on needs for training and further training for each cadre position. Provincial and municipal Party committees in the Red River Delta region have well implemented the recruitment regulations associated with the training and further training of cadres and considered it a significant step in determining the quality of cadres in their

provinces/cities. Provinces and cities in the Red River Delta region have determined that further training of cadres is to build a competent contingent of cadres at all levels, especially key cadres with the criteria of being sufficient in quantity, progressive in quality, synchronous in structure, ensuring a continuous and steady transition between generations of cadres to successfully implement the renovation process. They have also identified objectives of training and further training for each type of cadres, each field and each specific period, and classified the objects of civil servants associated with their standards and titles to conduct training. The contents of further training must be based on the titles and characteristics of the retrained cadres with a focus on equipping basic knowledge and practical skills for them. The activities of further training must be comprehensive in political theory, expertise, professional skills, leadership and management skills, foreign languages, information technology (IT) application, and others.

The academies, schools, training centres of the ministries and sectors shall undertake the function of further training of cadres who are under the management of the standing boards of the provincial and municipal Party committees. Every year, based on the regulations and guidance of the Party Central Committee, the Commission on Personnel Work of the provincial and municipal Party committees coordinate with the Departments of Home Affairs to timely instruct district Party committees, town Party committees, affiliated Party committees, provincial departments, organisations, agencies, people's committees of districts and towns to well implement the selection and assignment

of cadres to participate in courses of further training to ensure the compliance with principles, processes, procedures, and subjects, meeting the planned targets. On the basis of the titles of cadres in the political system of provinces or cities and the planning of cadres and leaders under the management of the standing boards of the provincial and municipal Party committees are appointed the right cadres to attend courses of further training based on the needs of each type of further training, meeting the necessary requirements, such as further training based on different ranks and grades of civil servants: further training on knowledge of state management, [public] specialists' programme; further training in line with titles: chairmen and vice chairmen of the people's councils, people's committees, leaders of departments and agencies, or leaders of districts; and professional further training on: personnel work, examination, dissemination, people's mobilisation, judiciary, inspection, women, youth, farmers' work, natural resources, environment; further training and updating knowledge; further training on a number of new issues on Marxism-Leninism, Ho Chi Minh Thought, knowledge of market economy, international integration, Party building in the new context, strengthening national defence, maintaining national security, and combating "peaceful evolution".

## *2.2. Curricula and content of further training*

The system of Ho Chi Minh National Academy of Politics and National Academy of Public Administration, which implement the programmes of further training, closely follow the objectives of the personnel strategy in the period of accelerating the country's

industrialisation and modernisation as stated in the Resolution of the 3<sup>rd</sup> plenum of the Party Central Committee, the 8<sup>th</sup> tenure. The compilation of the contents for programmes of further training should thoroughly follow Marxism-Leninism, Ho Chi Minh Thought, the Party's directions and policies, and the State's laws with a focus on fostering professional skills such as personnel work, inspection, dissemination, and updates of new knowledge of national defence and security. The academies have developed several new programmes of further training to contribute to improving the quality of further training, such as ones on active teaching methods, in-depth knowledge of classic works of Marxism-Leninism and Ho Chi Minh Thought, IT application, foreign languages, updates of specialised knowledge, professional skills in personnel work, examination, dissemination, and people's mobilisation [3]. With regard to the programme of further training for cadres under the management of the standing boards of the provincial and municipal Party committees in general and those in the Red River Delta region in particular, the Ho Chi Minh National Academy of Politics; the National Academy of Public Administration; the Academy of Politics of Region I; military schools in military zones; schools, training centres of ministries, departments, provinces, and cities actively organise and invite experts to conduct activities of further training, including programmes on knowledge of national defence and security; on updating of new knowledge; programmes of further training in line with the titles; on state administrative knowledge; and on foreign languages and IT application.

In the five years from 2015 to 2019, Red River Delta provinces and cities carried out procedures to send cadres to the programme of further training on knowledge of national defence and security at the National Defence Academy and other military schools of military zones: 232 cadres from Hanoi, 290 from Quang Ninh Province, 137 from Nam Dinh Province, 123 from Bac Ninh Province, 89 from Hai Duong Province, 17 from Ha Nam Province, 121 from Thai Binh Province; and 148 from Vinh Phuc Province. The period of further training was 30 days [10].

The programme of further training on updating of new knowledge focuses on further training of in-depth knowledge of Marxism-Leninism and Ho Chi Minh Thought, globalisation and international economic integration, cultural issues, issues related to the Party and the State in the new situation. For this programme, every year, although the Party Central Committee organises activities of further training for cadres who are under the management of the standing boards of the provincial and municipal Party committees, the quantity of cadres attending programmes remains very limited. In five years (2015-2019), the provinces and cities in the Red River Delta region sent these cadres to academies, ministries, central and local departments, and agencies to update their knowledge. Specifically, there were 169 cadres from Hanoi, 80 from Quang Ninh Province, 29 from Nam Dinh Province, 190 from Thai Binh Province and 109 from Vinh Phuc Province. The training period was from three days to three months [10].

Several localities in the Red River Delta region have actively provided further training

to their cadres and updated the latter's knowledge about the market economy, international economic integration, Party and State building, national defence and security in the new context. The organisation of courses of further training on knowledge updates for cadres under the management of the standing boards of the provincial and municipal Party committees in the Red River Delta region is conducted in a thorough manner. All study sessions record positive results with tests held and certificates granted. Through further training, being updated with and acquiring new knowledge, the level of professional awareness and skills of cadres has been significantly raised, step by step meeting the requirements of leadership and executive management. Moreover, the people's economic, cultural, and social conditions in the province have been stabilised, helping to enhance the national defence and security, and strengthen the political system. Contents of the programmes of further training are made to suit the cadres and equip them with new knowledge about current issues in the world, the country, and the localities, thus partly meeting the practical requirements and helping cadres understand the knowledge to perform tasks with great results. At the end of each course of further training, cadres have been certified in accordance with regulations.

As regard programmes of further training in line with titles: This is a type of further training for cadres holding a managerial title/position in the system of state management agencies. Title-based further training is a type of professional further training (as a leader, manager); therefore, when a cadre takes on a new task, he or she must be retrained with professional knowledge,

leadership and management skills for his or her position so that he or she may well perform his or her duties. From 2005 to 2009, Quang Ninh Province provided further training to 106 cadres and Hanoi provided further training to 52 cadres [10].

As regard programmes of further training on expertise: Such programmes are actively organised by ministries and agencies at the central level for leaders and managers to develop a firm grasp of expertise, profession, and working skills, such as professional training programmes on personnel work, dissemination, people's mobilisation, women activities, youth activities, religions, inspection and office work. Ministries and agencies have compiled many documents, organised annual training courses to equip cadres with comprehensive knowledge. In addition to the courses of further training organised by academies and ministries and agencies also were held courses of further training in provinces and cities to create favourable conditions for the adequate participation of cadres. In 2018 and 2019, the Party's Central Commission on Personnel Work cooperated with localities to organise professional courses of further training on Party building under the project of the Asian Development Bank (ADB) for most of the cadres under the management of the standing boards of the provincial and municipal Party committees in the country. The work of further training and improving professional qualifications for the contingent of cadres on Party building, examination, dissemination, mobilisation, and women activities is implemented according to the central agencies' annual plans of opening courses. In 2019, the Ho Chi Minh National Academy of Politics organised a course of

further training for cadres who are heads and deputy heads of the provincial and municipal Party committees.

In the implementation of the plan for further training of cadres, the provincial and municipal Party committees in the Red River Delta provinces sent cadres who are leaders and deputy heads at provincial and district levels to join professional training courses on personnel work, Party inspection and religions at Ho Chi Minh National Academy of Politics, Academy of Politics of Region I and the Party's Central Commission on Personnel Work [10]. In the five years of 2015 to 2019, Hanoi's Party Committee sent 44 cadres to join the course of further training on professional skills in Party building and 60 cadres to attend the course of further training on the inspection tasks of the Party; Quang Ninh's Party Committee sent 35 cadres of the provincial Party committees to attend the course of further training on Party building and 30 cadres to attend the course of further training on the inspection tasks of the Party; Nam Dinh's Party Committee sent three heads and deputy heads of the provincial Party committee's Commission on Personnel Work to participate in the course of further training on Party building under the ADB project at Ho Chi Minh National Academy of Politics, and sent 20 leaders of the personnel commissions of districts, cities and affiliated Party committees to take part in the course of further training on Party building in Hai Duong convened by the Party's Central Commission on Personnel Work, eight cadres to join the course of further training on religions at the Academy of Politics of Region I; Hai Duong's Party Committee sent 10 cadres to attend the course

of further training on Party building under the ADB project convened by the Party's Central Commission on Personnel Work, four cadres to join the course of further training on the inspection tasks of the Party and three cadres to join the course of further training on professional skills in people's mobilisation at Ho Chi Minh National Academy of Politics; Bac Ninh's Party Committee sent 15 cadres to attend the course of further training on Party building and six cadres to join the course of further training on the inspection tasks at the Academy of Politics of Region I; Ha Nam's Party Committee sent five cadres to join the course of further training on Party building and 15 cadres to attend the course of further training on the inspection tasks [10].

Most of the cadres of the standing boards of the provincial and municipal Party committees can attend professional training courses on personnel, inspection, dissemination, mobilisation and so on organised by the central departments and agencies in the Ho Chi Minh National Academy of Politics and the Academy of Politics of Region I.

As regard the programmes on further training on knowledge of state administrative management: the curriculum was compiled by the Ministry of Home Affairs in coordination with the National Academy of Public Administration. Provinces and cities in the Red River Delta region have advised the people's committees of provinces and cities to send cadres under the management of the standing boards of the provincial and municipal Party committees to attend courses of further training on state management for the senior and principal specialists. Some provinces and cities have actively collaborated with foreign training institutions to send

cadres abroad for study. For example, Hanoi sent cadres to participate in activities of further training at Yunnan Academy of Administration (China). In the five years of 2010 to 2015, Hanoi provided further training to 90 cadres and Quang Ninh Province sent 80 cadres to attend the course of further training on state administrative management for specialists (3 months); Bac Ninh Province sent 25 cadres and Nam Dinh Province sent 15 to attend the state administrative management programme (2 months) organised by the Ministry of Home Affairs and the National Academy of Public Administration; Thai Binh Province organised a programme of further training on state administrative management in the province for 160 cadres [10].

Many localities have set the standards for key cadres in departments, agencies, districts, towns and cities that they must be under 45 years old when being appointed, and have met the criteria for the title, having a bachelor's degrees of the right major, qualifications of high-level political theory, fostered the knowledge of state administrative management...

For the programme of further training on foreign languages and IT application, provinces and cities in the Red River Delta region have actively fostered and improved their foreign language and IT application skills. Fostering knowledge, IT application skills, and foreign languages for cadres and civil servants has received appropriate investment and attention from many localities to speed up the computerisation of state management. 100% of units have been connected to the Internet and the majority have internal IT networks. Many units in the localities have adopted a policy that

both requires and encourages cadres to attend training courses to improve their qualifications. Therefore, localities have initially had a sustainable contingent of cadres with gradually raised capacity to meet the requirements of each locality and unit in the period of accelerating the country's industrialisation and modernisation. Although the conditions in many localities remain difficult, they have spent a lot of resources for the organisation of foreign language and IT application courses. Through the results of tests for trainees as well as monitoring of real-world activities, after attending foreign language and IT application courses of further training, the knowledge application of cadres to handle situations is better, and their work efficiency has been improved sharply. Many cadres, after taking foreign language and IT application courses, are eligible to sit a public employee rank promotion examination and put their IT application knowledge to good use for their work. In the five years of 2010 to 2015, Hanoi provided further training on foreign languages for 18 and IT application for 15 cadres; Quang Ninh Province provided further training on foreign languages for 120 and IT application for 85 cadres; Ha Nam Province fostered foreign languages for ten cadres and IT application for ten cadres; Thai Binh Province sent 80 cadres to attend IT application courses [10].

### *2.3. Training team and methods*

The Ho Chi Minh National Academy of Politics, the National Academy of Public Administration, and several regional political academies have formed a relatively

stable and qualified training team. They are key scientists and leading experts, with comprehensive experience and prestige in teaching theory and professional expertise. In addition, leaders and managers of ministries and agencies and prestigious scientists in scientific research and training institutions are also invited to participate in teaching courses of further training of the academies. Ministries and agencies have built a relatively stable team of full-time and part-time trainers, regularly raise the qualifications of the trainers to update information on science, management, skills and methods.

The number of trainers at political schools of provinces and cities has significantly increased, with more and more PhD degree holders, regularly providing further training with increasingly professional skills and teaching methods. The academies and schools have built a contingent of part-time trainers, most of whom are members of the standing boards, heads and deputy heads of departments, agencies, and associations/ unions at the provincial level. Therefore, the schools have ensured the course opening plan is implemented and gradually elevated their training quality.

The types of training are plentiful and increasingly satisfy practical requirements with diversified forms, such as long-term or short-term full-time training, training during and after business hours, training integrated into other programmes, and the coordination for the implementation of the programmes of further training. The academies and schools have also paid attention to combining updating, supplementing, and modernising knowledge and equipping learners with new methods, and theoretical learning and actual

site visits; renovated training and learning methods, developed the independent and creative thinking of trainees and promoted their initiative and creativity; and promoted the teaching method of raising issues and increasing time for discussion, dialogue and practice. Many schools have applied supporting tools such as projectors and PowerPoint software, and implemented the motto of learning in combination with practice, the theory in association with practical work and life, linking theory with work practice, and the application of theory to the real-world management and leadership of localities and units. Ministries, agencies, and localities are actively expanding cooperation and partnerships with domestic and foreign training institutions to improve the quality of training. The forms of training in localities have also changed to be more and more appropriate. From the method that trainees only listen to lectures in class and involve in discussions, over the past years, the popular training method is to combine theoretical learning with experience exchange and field visits. The courses of further training in the past five years have spent considerable time onsite visits and research. It thus aroused the activeness and creativity of trainees, thereby effectively implementing the motto of theory in combination with practice. It also helps trainees to better grasp the provided knowledge. By strengthening the management, renovating the methods of further training and contents, as well as examination modalities, the teaching quality has been gradually improved. In general, the courses of further training for cadres under the management of the standing boards of the provincial and municipal Party committees organised in the localities are strictly

managed, taught, and learnt with higher quality than ever before. At the end of each session, there will be inspections, evaluations, classifications, and certifications following the guidance of the Party Central Committee.

### 3. Issues in the work of further training

*Firstly*, limitations in the cadre work, particularly the lack of uniformity and diversity in the standards for cadres. This is considered one of the direct causes of the weaknesses in the quality and capacity of leaders and managers under the management of the standing boards of the provincial and municipal Party committees. (i) In theory, the criteria and requirements often consider the working quality and capacity of cadres. However, in practice, the assessment of the actual capacity of cadres is usually just out of formality. On the one hand, it is because we focus on the political quality, seniority, family background and relationship with colleagues rather than the performance of cadres, we do not have a mechanism to determine the actual capacity of cadres. Performance evaluation criteria in working programmes and plans in general, as well as in the working registration papers of individual cadres in particular are often expressed in a general and formalistic (i.e. *window-dressing - translator's note*) manner. In individual working plans, it is often said that the task is well performed [8]. However, things like how “well” is a task performed (quantitative and qualitative assessment, coordination with others), how to collect feedback, and the procedure for evaluating the task performance, are often not determined. Therefore, the assessment often depends on

one’s subjective sentiments. Secondly, in terms of quality, we only generally assess the loyalty to the policies of the Party and the State. Loyalty to the Party and the State is not simply “not defaming”, and “distorting” the lines and policies of the Party and the State, but it needs to be expressed in concrete actions with specific criteria for the Party organisations, public services, and concrete attitude of wholeheartedly serving the people and the organisations. In addition, leadership and management tasks pose new challenges for each cadre, in which, “dare to think, dare to do, and dare to change” needs to be among the top criteria. This is the basis and condition to ensure that Party leadership and State management can adapt to the requirements of the new context. (ii) In general, there is not yet distinction between the criteria of Party cadres and civil servants. This is because the 1998 Ordinance on Cadres and Civil Servants, the most important legal document on cadres and civil servants, and the management of cadres and civil servants, still considers these two terms equivalent. The problem is that without a clear distinction regarding standards, the implementation can be difficult to be evaluated. In some cases, individuals are recognised as both civil servants and Party members when they attain certain achievements, and, in case of a mistake made, the aspect of a civil servant, with the requirements of public duties, is less attended to, but only the perspective of a Party member morality is dissected. This is a loophole and a factor that both reflects and causes ineffective assessment of management and leadership.

*Secondly*, directions of the Party executive boards and administrations of the provinces

and cities in the Red River Delta region. The cadres training and system of further training is not synchronous, cumbersome and fragmented; the training management is inconsistent, lack the linkage and connection between the general education and training system with the cadre training and system of further training; the programmes focused too much on training and further training of political theory with less concentration on training and further training expertise, professional skills and state management knowledge. Even in professional training, there is an imbalance among fields and professions. The forms and contents of cadre training and further training have not been promptly renovated. The training remains prolonged with much weight lent to the equipment of theoretical and impractical lessons in the absence of a focus on further training and updating new knowledge and developing the ability to handle practical situations. The training and further training in line with titles are still weak.

The reality shows that further training of cadres at all levels in general and cadres under the management of the standing boards of the provincial and municipal Party committees in particular in recent years lack the process of further training with knowledge and skills to take on key positions. The number of cadres under the management of the standing boards of the provincial Party committees or municipal Party committees in the Red River Delta region, who are trained based on their positions, remains very limited. Depending on each specific title, it is possible to organise many courses each year, with five to seven days per course. The courses are

organised by ministries and agencies in coordination with academies, schools, and training centres.

The quality of trainers, especially in practical knowledge, at political schools has not been commensurate with the increasing number of trainees. Overseas studies, surveys, and research are impractical and ineffective with the focus on visits and “policy implementation”, which is costly and wasteful. The training of political theory has not yet been extended to those who are not yet Party members.

The opening of in-service training classes, classes to earn Master’s and PhD’s degrees, granting of academic titles and degrees are rampant and formalistic, and have not been rectified in time. Many people attend training courses to just get degrees at the expense of knowledge. They only study to implement the policy of “standardisation of cadres” rather than to serve their current work, leading to conflicts between the degrees and actual qualifications. In many agencies, the persons who are capable of the job cannot or do not have time to attend the training courses while “idle” cadres attend too many courses, which leads to the situation that persons who can work effectively have few while ineffective cadres have all kinds of degrees; and when they are not arranged in positions that match their degrees, they might raise questions and do not feel satisfied.

The opening of courses of further training on updating knowledge and professional skills for cadres under the management of the standing boards of the provincial Party committees or municipal Party committees is limited and irregular; therefore, many

cadres have still not been sufficiently trained, especially those who have just been transferred, rotated or changed working positions.

*Thirdly*, training curricula and contents have been renovated but that process remains slow in comparison to the practical requirements and development, lacks knowledge and skills necessary for each cadre's title. They have not yet combined well theory and practice, as well as the acquisition of knowledge and its application in practical activities and the country's renovations. The further training of professional skills and knowledge has not been properly assessed. The promotion of activeness and creativity of trainees has still exposed many limitations. The combination of further training in psychology, sociology, and practical working skills at the grassroots level has not been paid adequate attention. The contents of some programmes are yet to be of high quality, yet to be close to reality. They are also [not diverse enough, so they are] inappropriate for cadres from different regions, localities and institutions, and impractical for trainees. They do not thoroughly follow the viewpoints of basic training and further training by titles according to the Resolution of the fifth plenum of the Party Central Committee, the ninth tenure. The programmes are overlapping without focal points. The coordination among training institutions, executive boards and cadre management agencies in monitoring and managing the study and evaluating post-training results is still inadequate. The number of cadres sent for further training is still limited; the knowledge for further training is sometimes not updated; the contents of further training of several sectors remain inadequate.

The professional training programmes are still focusing on theory at the expense of skills to handle exemplary situations, and these programmes are not consistent with the standards of titles, ranks, and grades of cadres, which do not meet the requirements of the current practice. Research and experience exchange have not yet achieved high efficiency in linking theory with practice; not paying attention to further training of cadres working in socio-political associations/unions. Some professional training programmes do not have consistent textbooks, and the process of information updates is quite slow. The number of courses of further training in foreign languages, IT application, new knowledge updates, and further training in line with titles, is still limited.

*Fourthly*, the structure of trainers and civil servants is not yet reasonable. The number of management and administration cadres still accounts for a high proportion. There is a lack of trainers, especially ones with high academic titles, good expertise, and practical experience. The existing trainers have some weaknesses in terms of qualifications, especially practical knowledge, political theory, expertise, methods and skills in communication, which fails to meet the requirements. Some training institutions use part-time trainers with low quality, limited expertise, skills and pedagogical methods, leading to poor training quality and passive trainees. Policies in training in general and policies to attract good cadres and trainers in particular still reveal many shortcomings. There is still a shortage of experienced trainers with practical knowledge.

#### **4. Solutions to improve the quality of further training**

##### *4.1. To clearly define the requirements for quality and capacity of the cadres of the standing boards of the provincial Party committee and municipal Party committee*

To fulfil their roles, key cadres at the provincial and district levels need to meet the qualifications and competencies of the cadres in general, such as (i) Political and ideological qualities including worldview, perspective on classes, Party stance, patriotism, qualities related to socio-political positivity and thinking capacity; (ii) Psychological and ethical qualities including politeness, tactfulness, determination, psychological sensitivity, and self-control, and moral qualities including democracy, fairness, simplicity, honesty, humility, and sincerity. These qualities are related to goal orientation, initiative in action, independence, determination, and belief in strength; (iii) Leadership and management capacities, including cognitive thinking, technical skills, and manpower skills. Skills of thinking related to the leaders' vision and approach need to also be strategic, holistic, and systematic to ensure the organisation's development ability. The vision of leaders and managers is also reflected in their ability to develop the next team of cadres. It is based on the contingent of staff that the development direction and characteristics of the organisation in the future may be determined [10].

##### *4.2. To renovate training contents, curricula and methods*

Curricula and content renovation are core issues in the renovation of further training.

Ultimately, this is due to the requirements of the practical implementation, in which to fulfil their tasks well, cadres in general, as well as the cadres under the management of the standing boards of the provincial and municipal Party committees in the delta Red River in particular, need to associate their learnt knowledge and skills with the practice to ensure the practical efficiency. The further training must be consistent with the requirements of industrialisation and modernisation with a roadmap that is suitable with the current administrative reform process in Vietnam. The contents, curricula, lectures, and materials of further training must encourage all cadres to think and explore independently to improve their thinking and capacities.

Regarding their contents, the programmes of further training need to “answer” the questions: What knowledge shall be provided? How much knowledge is enough to meet the essential needs of trainees for each type of cadres under the management of the standing boards of the provincial Party committee or municipal Party committee in the Red River Delta region? The contents of the programmes of further training are considered to be of high quality if they can satisfy the objectives of further training in accordance with the qualifications, absorption and needs of trainees, and answer the question of what knowledge should be provided to meet the required practical tasks. It is also essential to adapt to the current conditions and resources, to build and renovate the programme contents of the institutions of further training in accordance with the practical conditions. This is an extremely critical issue that should be given top priority

because the contents and curricula are directly related to the quality of further training.

In the context of Vietnam's accelerated industrialisation, modernisation, and wide and deep international integration, to ensure the compliance with requirements, to meet the objectives of training and further training of cadres, the development of the procedures and the programme of further training should be conducted in the following order: (i) To carry out surveys and collect comments from experts and managers on the assessment of the actual situation of professional qualifications and skills; leaders and managers are divided into groups with similar work contents; (ii) To analyse positions of the leaders and managers to correctly identify the tasks, powers and standards of positions/titles of the leaders and managers, thereby determining the needs for knowledge and skills to be trained and provided further training on, which is an essential prerequisite for building leadership and management programmes of further training; (iii) To determine the contents and knowledge that needs to be provided further training to for groups of leadership and management titles and positions. The accurate and complete determination of contents may help the training and further training to be effective in line with the competency framework, meeting the requirements of the leadership and management positions [11].

It is needed to develop methods of further training including the combination of traditional methods with modern ones. The application of methods such as dialogue and conversation gradually shift from one-way communication to two-way communication by exchanging and making dialogues between

trainers and trainees and organising case studies. Most cadres under the management of the standing boards of the provincial Party committees or municipal Party committees in the Red River Delta region are seniors who have extensive management knowledge and experience in practice. Therefore, in the process of further training, the situational method should be applied for these cadres to equip them with skills to address situations, thereby allowing them to gain a deeper understanding of the theory and have their skills and management methods strengthened and fostered. They will then also change themselves in public activities. This situation requires trainees to find data in management associated with the practice due to the availability of data in class to choose an appropriate solution. The use of the situational method will reduce the amount of theoretical training and improve the ability to apply the theory in practice, helping trainees with lessons learnt regarding problem-solving methods, which will help reduce the passive learning style, improve the ability to general reasoning, recognise, and analyse the problems comprehensively.

It is also necessary to enhance the amount of practice of settling practical situations to improve the strategic thinking, situation-handling skills, governance... for cadres.

#### *4.3. To improve the quality of trainers*

Training and further training for leadership titles and positions require trainers to not only be strong in theory and proficient in skills but also have practical experience in training. This is both a challenge and an opportunity to improve the quality of trainers who deliver these programmes for leaders

and managers. Improving the quality of the trainers is an important and urgent task for training institutions to ensure the effective implementation of training and further training of management cadres and civil servants in accordance with requirements and tasks in the new situation. Accordingly, it is necessary to focus on training and further training of trainers in a continuous and regular manner, well implementing the policy of attracting top experts, creating a considerable change in the quality of trainers who oversee delivering training and courses of further training for leaders and managers [11].

## 5. Conclusion

President Ho Chi Minh emphasised and asserted that cadres are the root of all jobs. Therefore, training cadres is the Party's core work. Accordingly, over the past years, the Party has made great efforts to strengthen the Party development, considering it as a major task, in which cadre training is the key to get success in the Party development [12]. The work of further training of cadres under the management of the standing boards of the provincial and municipal Party committees in the Red River Delta region has initially achieved significant results, creating positive changes, contributing to the prevention of phenomena of degradation in terms of political ideology, morality, lifestyle, and phenomena of "self-evolving" and "self-transformation", and improving the Party's leadership and combating capacities. However, in the current context, the work of further training and building a contingent of competent cadres, especially those at the

strategical level, must be conducted in a regular, careful, scientific, close, and effective manner. Working on the development of a contingent of key cadres is crucial for long-term and sustainable development.

## Note

<sup>1</sup> Translator: Vu Xuan Nuoc. Language editor: Etienne Mahler.

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