

MANAGEMENT OF TRAINING AND RETRAINING ETHNIC MINORITY CADRES, CIVIL SERVANTS, PUBLIC EMPLOYEES IN THE CURRENT PERIOD

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The training and retraining of ethnic minority cadres has always played an important role in building the contingent of the Party cadres. In the renovation period, the Party and the State have issued many guidelines, policies to focus on developing plan on training and retraining ethnic minority cadres, civil servants and public employees. As a result, the contingent of ethnic minority cadres, civil servants and public employees has been strengthened in both quantity and quality, gradually meeting the increasing requirements of reality. However, besides the achieved results, the management of training and retraining of contingent of ethnic minority cadres, civil servants and public employees still has limitations. The article analyzes the management situation of training and retraining of ethnic minority cadres, civil servants and public employees, since then, giving some limitations and causes of limitations that need further attention and research in the coming time.

Keywords: Management situation of training; Retraining cadres, civil servants and public employees; Ethnic policy; Ethnic minorities.

1. Introduction

Since the founding of the country up to now, our Party and State have always determined comprehensive socio-economic development, promoting sustainable poverty reduction in ethnic minority and mountainous areas, narrowing the gap between the ethnic groups... to be the main contents, at the same time also the goal of the revolutionary career, in which paying special attention to the human factor to be the focus of development.

In this article, the concept of the contingent of ethnic minority cadres is used to refer to cadres, civil servants and public employees of 53 ethnic minorities in Vietnam, who are working in the State agencies of the political system in Vietnam. These are people who implement and propose, supplement guidelines and policies in ethnic minority and mountainous areas; guiding and transmitting the State's lines, guidelines, legal policy and scientific and technological achievements, knowledge of market economy... help accelerate the process of economic restructuring in ethnic minority and mountainous areas. At the same time, this is also a pioneer force in carrying out the economic, political, socio-cultural tasks in the locality and

contributing to maintaining the national security and defense. Training and retraining of cadres, civil servants, public employees are defined as activities to improve, perfect and equip knowledge, skills and methods to perform tasks and official duties for the jobs which they undertake. This process is not universal training in the national education program but only taking place within the scope of human resources in the apparatus of State agencies.

Through researching a number of documents on regulations on training, retraining cadres, civil servants, public employees and investigating, surveying ethnic minority cadres, civil servants, officials with two types of questionnaires. The article presents achievements and limitations in the work of training, retraining cadres, civil servants, public employees of ethnic minorities in recent years.

2. Research overview

2.1. Research works on training and retraining in general and training and retraining ethnic minority cadres, civil servants, public employees in particular

A number of research works in Vietnam on training, retraining in general and training, retraining ethnic minority cadres, civil servants, public

employees in particular have presented many ways and methods to implement effective performance of this task, such as: Hoang Mai (2017), “Training, retraining of cadres, civil servants, public employees in the context of the fourth industrial revolution”; Pham Thi Trong Hieu (2017), “Improving the quality of ethnic minority cadres in the comprehensive and sustainable socio-economic development of ethnic minorities today”; Nguyen Van Chi (2017), “Some issues about developing the content of training and retraining programs according to job placement for ethnic minority officials today”; Dang Xuan Hoan (2019), “Innovating the training and retraining of cadres and civil servants to meet requirements and tasks in the new situation”; Nguyen Van An (2017), “Improving the quality of ethnic minority cadres and civil servants at commune level and in Dien Bien Province”; Tran Thi Huong (2009), “The matter of creating a source of communal cadres in remote, isolated and special difficulty areas - Current situation and solutions”; Nguyen Thi My Trang, Lai Thi Thu Ha (2005), “Admission policy - a true undertakings in the ethnic policy of our Party and State on education and training development in mountainous areas and ethnic policy areas”; Trinh Quang Canh (1998), “Training and retraining intellectual contingent of ethnic minorities in the renovation process”; Trinh Quang Canh (2007), “The work of training and retraining cadres of ethnic minorities today”...

2.2. Research works on state management in general and state management on training and retraining of cadres, civil servants, public employees in particular

In Vietnam, there have been some practical researches on state management in general and state management on training and retraining cadres, civil servants, public employees in particular, but these research works are not sufficient so far. Typically, some research works such as: Doan Nhan Dao (2016), “On decentralizing the management of civil servants in state administrative agencies”; Nguyen Thi Hong Hai, Doan Van Dung (2019), “Managing the quality of training and retraining cadres, civil servants to meet the requirements of administrative reform”...

Thus, the issues related to the field of state management on training and retraining cadres, civil servants, public employees have attracted the attention of many researchers as well as people working on state management of domestic and foreign training and retraining. The above researches have focused on theoretical issues, discussing the concept, characteristics, roles, content of the state management and state management of

training and retraining cadres, civil servants, public employees in general and the activities of training and retraining ethnic minority cadres, civil servants, public employees in particular.

3. Research method

The article was conducted through the research of a number of important documents on the regulations on training and retraining cadres, civil servants, public employees. At the same time, the article also uses two questionnaires, including the first survey on training and retraining ethnic minority cadres, civil servants, public employees, including 56 questions, divided into 5 parts. The second questionnaire on state management of training and retraining ethnic minority cadres, civil servants, public employees consisting of 17 questions. These surveys were conducted in 10 provinces including Hoa Binh, Son La, Lao Cai, Cao Bang, Thanh Hoa, Nghe An, Dak Lak, Dak Nong, Can Tho and Ca Mau.

4. Research results

4.1. Situation of training and retraining cadres, civil servants, public employees of ethnic minorities in Vietnam today

Through the content surveys on professional qualifications; political qualifications and about state management qualifications of cadres, civil servants, public employees of ethnic minorities in some provinces such as Hoa Binh, Son La, Lao Cai, Cao Bang, Thanh Hoa, Nghe An, Dak Lak, Dak Nong, Can Tho, Ca Mau shows that, in the past time, the training and retraining for ethnic minority cadres, civil servants, public employees people achieved some results as follows:

Firstly, about professional qualifications. The ethnic minority cadres, civil servants, public employees of the northern mountainous provinces have primary qualifications: 3%; intermediate level: 25.5%; college, university: 59.9%; postgraduate: 3.6% and untrained: 8%. The ethnic minority cadres, civil servants, public employees in the provinces in Central Highlands have elementary qualifications: 13.7%; intermediate level: 36.2%; colleges and universities: 43.2%; postgraduate: 2.4% and untrained: 4.5%. In the Southwestern provinces, the ethnic minority cadres, civil servants, public employees have primary education: 2.7%; intermediate level: 21.5%; college and university: 59.2%; postgraduate: 1.1% and untrained: 15.5%.

Secondly, on the level of political theory. The level of political theory of ethnic minority cadres, civil servants, public employees at the level of provinces and cities have the following structure: Primary level: 14.8%; intermediate level: 21.8%;

senior and bachelor degree: 18%.

Thirdly, on the level of state management of the contingent of ethnic minority cadres, civil servants, public employees have the following structure: Primary level: 27.1%; intermediate level: 19.1%; university 4.9%; postgraduate: 0.3% and untrained: 48.6%.

Firstly, the criteria for cadres, civil servants, public employees are considered important criteria, with a high rate of 92.9%. Assessing the suitability level of this criterion, with 88.4% of respondents said that it was appropriate.

Secondly, the criteria for planning cadres, civil servants, public employees, with 90.6% of cadres, civil servants, public employees asked and answered that this is the criteria required when being sent for training and retraining.

Thirdly, the criteria for working seniority, with 69.1% of cadres, civil servants, public employees were asked to choose this criteria.

Fourthly, title criteria, with 76.2% of cadres, civil servants, public employees said that when trained and retrained to require for this criteria, assessing the suitability level with 70.2% of cadres, civil servants, public employees who asked and answered this criteria to be appropriate.

Fifthly, the criteria on the civil servants and public employees rank, with 73.1% of cadres, civil servants, public employees said that when trained and retrained to require for this criteria, assessing of the suitability level was over 70.1% of cadres, civil servants, public employees surveyed and said that this criteria is appropriate.

Sixthly, the criteria of health, with 73.6% of cadres, civil servants, public employees asked and said cadres, civil servants, public employees need to ensure the health as prescribed when they attend training and retraining. Assessing the suitability level of the criteria with 70.6% of cadres, civil servants, public employees asked and answered this criteria to be appropriate.

About the time and place of training and retraining ethnic minority cadres, civil servants, public employees through the survey data in the above 10 provinces, the following results are obtained:

With 11 training and retraining programs put out the survey, most of the cadres, civil servants, public employees surveyed, they said that the time for training and retraining courses is sufficient (both over 82%); the results also indicate that, in some training and retraining programs for cadres, civil servants, public employees surveyed, the study time is too long or too short.

Through a survey in 10 provinces of training and retraining places, with two options given to be training and retraining in the province of cadres, civil servants, public employees, training and retraining in other provinces and cities, the results show that in all 10 provinces, with over 81% of cadres, civil servants, public employees were interviewed and they all received training and retraining in their home provinces. The remainings from 12.5% to 18.5% of cadres, civil servants, public employees to be ethnic minority people have studied outside the province. Responding to the suitability level of the place for the training and retraining courses, all 10 provinces with 94.7% to 98.2% of cadres, civil servants, public employees were asked that the study place was appropriate.

The results show that most of the training and retraining courses for cadres, civil servants, public employees to be ethnic minority people today are used in Vietnamese. For a number of training courses that are needed and use ethnic minority languages, 100% of cadres, civil servants, public employees surveyed, they said that a combination of Vietnamese and ethnic minority languages was used.

4.2. The situation of state management on training and retraining ethnic minority cadres, civil servants, public employees today

The choice of sample was conducted in provinces including Hoa Binh, Son La, Lao Cai, Cao Bang, Thanh Hoa, Nghe An, Dak Lak, Dak Nong, Can Tho and Ca Mau with the survey subjects being civil servants at the people Committee of district and provincial level. Thereby, the research has received comments, assessments on the construction work, issuing and implementing institutions, policies for training and retraining ethnic minority cadres, civil servants, public employees. Therein, the number of votes issued: 150 votes, the number of votes collected: 150 votes, reaching 100%. The shown results in Table 1 show that 63.3% of the opinions said that localities have not had guidance, institutions, policies on training and retraining ethnic minority cadres, civil servants, public employees and with 57% of the opinions said localities have paid attention to promulgating priority policies in training and retraining ethnic minority cadres and civil servants, public employees.

Table 1. Summarizing comments on construction work, promulgating and implementing the institution, policy on training and retraining ethnic minority cadres, civil servants, public employees

Calculating Unit: number of opinions and percentage

Opinions of respondents in 150 survey forms	Agree	Percentage (%)	Disagree	Percentage (%)	No idea	Percentage (%)
Guided - institutionalized policies and policies for training and retraining ethnic minority cadres, civil servants, public employees in the locality	34	22,6	95	63,3	21	14
Concerned to promulgate priority policies in training and retraining ethnic minority cadres, civil servants, public employees in the locality	57	38	81	54	12	8

The choice of sample was conducted in 10 provinces including Hoa Binh, Son La, Lao Cai, Cao Bang, Thanh Hoa, Nghe An, Dak Lak, Dak Nong, Can Tho and Ca Mau with the survey subjects being civil servants at the people Committee. of districts and provinces level; managed cadres of district and provincial Political Fostering Center. Therein, the research gathered comments and assessments on the construction and implementation of planning, plans for training and retraining ethnic minority cadres, civil servants, public employees. In which the number of votes issued: 150 votes, the number of votes collected: 150 votes, reaching 100%. The shown results in Table 2 show that 55% of the opinions said that the locality has not developed and instructed the implementation of the planning, training and retraining plan for ethnic minority cadres, civil servants, public employees and with 25% of the opinions said that Local state management levels has developed and guided the implementation of plans, plans for training and retraining ethnic minority cadres, civil servants, public employees.

Table 2. Summarizing comments on construction work and guide the implementation of planning, training and retraining plans for ethnic minority cadres, civil servants, public employees

Calculating Unit: number of opinions and percentage

Opinions of subjects surveyed	Agree	Percentage (%)	Disagree	Percentage (%)	No idea	Percentage (%)
The locality has developed and guided the implementation of plans, plans for ethnic minority cadres, civil servants, public employees	37	25	82	55	31	20

From the summary results of organizational structure and human resources for training and retraining ethnic minority cadres, civil servants, public employees of state management agencies from 150 questionnaires, the majority show that:

- The state management agencies about training and retraining cadres, civil servants, public employees have not yet separately arranged the apparatus for state management activities on training and retraining ethnic minority cadres, civil servants, public employees.
- Specialized staff has not been clearly assigned: cadres, civil servants advise on state management activities about training and retraining ethnic minority cadres, civil servants, public employees, mainly assigned to advise and handle upon written request of superior.
- Not satisfied with the capacity and way of working of civil servants in state management agencies for training and retraining ethnic minority cadres, civil servants, public employees.

Table 3. Summarizing comments - assessment of structure organization and human resources for training, retraining of ethnic minority cadres and civil servants, public employees

Opinions of respondents in 150 survey forms	Agree	Percentage (%)	Disagree	Percentage (%)	No idea	Percentage (%)
Your agency has arranged an apparatus for training, retraining ethnic minority cadres, civil servants, public employees	23	15,3	91	60,4	36	24
Your agency has arranged personnel responsible for monitoring, managing the activity of training and retraining ethnic minority cadres, civil servants, public employees	45	30	83	55,4	33	14,6
According to you, cadres, civil servants are responsible for state management about training and retraining ethnic minority cadres, civil servants, public employees who are competent and have worked well	48	32	66	44	36	24

About the mobilization of human resources for training, retraining ethnic minority cadres, civil servants, public employees. According to the survey results, 150 questionnaires are lecturers and managers at the Vietnam Academy for Ethnic Minorities and in the training facilities for cadres, civil servants, public employees in some provinces including Hoa Binh, Son La, Lao Cai, Cao Bang and Thanh Hoa. Nghe An, Dak Lak, Dak Nong, Can Tho and Ca Mau on mobilizing human resources for training, retraining ethnic minority cadres, civil servants, public employees, obtained the following results:

Firstly, about the assessment of investment and financial resources support for training, retraining ethnic minority cadres, civil servants, public employees, including 12 very good questionnaires (accounting for 8%), with 88 good questionnaires (accounting for 58.7%), there are 50 questionnaires not good (accounting for 33.3%).

Secondly, about assessment of investment in material resources for training and retraining ethnic minority cadres, civil servants, public employees, including 10 very good questionnaires (accounting for 6.7%), with 71 good questionnaires (accounting for 47.3%), there were 69 questionnaires to be not good (accounting for 46%).

Table 4. Survey results on the situation of mobilizing human resources for training, retraining ethnic minority cadres, civil servants, public employees

Content of assessment	Opinion of assessment					
	Very good		Good		Not good	
	Quantity (Person)	Percentage (%)	Quantity (Person)	Percentage (%)	Quantity (Person)	Percentage (%)
Evaluation of the investment and financial resources support for training and retraining ethnic minority cadres, civil servants, public employees	12	8	88	58,7	50	33,3
Evaluation of the investment in material resources for training, retraining ethnic minority cadres, civil servants, public employees	10	6,7	71	47,3	69	46

According to the survey results, the respondents did not appreciate highly about the current level of mobilizing resources for training and retraining ethnic minority cadres, civil servants, public employees today at the training facilities. However, this is also a remarkable result, it shows that the state management on the mobilization of resources for training, retraining ethnic minority cadres, civil servants, public employees has been concerned.

5. Discussion

From the survey results in the provinces including Hoa Binh, Son La, Lao Cai, Cao Bang, Thanh Hoa, Nghe An, Dak Lak, Dak Nong, Can Tho, Ca Mau shows that the situation of the management of training and retraining ethnic minority cadres, civil servants, public employees has achieved some achievements as follows:

Firstly, the institutionalization of ethnic policies and views is an important political task that has been paid due attention by the National Assembly and the Government.

Secondly, the development of policies for training and retraining ethnic minority cadres, civil servants, public employees has been given special attention. In which, specific objectives, policies, measures and responsibilities of relevant sectors about training and retraining ethnic minority cadres, civil servants, public employees at grassroots levels for ethnic minority and mountainous areas.

Thirdly, about the number of ethnic minority cadres, civil servants, public employees participating in training and retraining had encouraging results.

Fourthly, after training and retraining ethnic minority cadres, civil servants, public employees not only take positions at agencies and administrations at local levels (provinces, districts, communes), at the same time they also play an important role in the army force (Military, police), in these forces there are high rates of ethnic minority cadres, civil servants, public employees.

Firstly, some contents have been directed in decrees, resolutions,... on training and retraining ethnic minority cadres, civil servants, public employees, but have not been institutionalized or delayed

to institutionalize, the content has not been synchronized between legal texts, policies as well as feasibility for implementation organization.

Secondly, presently the system of policies is quite adequate, however the policies have been issued close to each other in time, the contents of the policies are not much different and not yet breakthrough, so the validity and effectiveness of the policies are not yet high.

Thirdly, for constructing a contingent of cadres, civil servants, public employees to be ethnic minority people for both the political system and the state apparatus, in addition to the Government's Decree No.05/2011/ND-CP dated November 14th, 2011 on Ethnic Affairs with content of regulations on policies for ethnic minority cadres, civil servants, public employees and other legal documents mentioned are still few. This is also a lack of policy mechanisms in training and retraining ethnic minority cadres, civil servants, public employees.

Fourthly, the promulgation of policies is still slow. Resolution No.24-NQ/ TW dated March 12th, 2003 of the IX Session Central Committee of the Party at the Seventh Conference on Ethnic Minority Affairs was issued and to January, 14th, 2011 Decree No.05/ND-CP of the Government on Ethnic Minority Affairs was newly issued and until September 11th, 2014, Joint Circular No.02/2014/TTLT-BNV-UBDT in order to concretize the priority policies for officials, civil servants, officials (including communal cadres and civil servants) who are ethnic minorities (including communal cadres and civil servants), concretizing Article 11 in Decree No. 05/ND-CP newly issued. This also affects the training and retraining of ethnic minority cadres, civil servants, public employees.

The cause of the limitations in training and retraining ethnic minority cadres, civil servants, public employees is determined by several factors such as: (1). Perceptions of some leaders at all levels and localities have many different views, especially the head of some units related to training and retraining ethnic minority cadres, civil servants, public employees, it also has a significant influence on the task of training and retraining, raising the level of ethnic minority cadres, civil servants, public employees. (2). Ethnic minority cadres, civil servants, public employees basically come from ethnic minority and mountainous areas with difficult geographical conditions of residence; natural disasters, epidemics occur abnormally; much affected by climate change; infrastructure and social services develop slowly; language barriers, cultural characteristics, ethnic psychology, religious beliefs... (3). Training and retraining ethnic minority cadres, civil servants, public employees in

many places is not associated with the planning and task requirements of each industry, each level, each agency and unit. (4). Some training and retraining programs overlap in content; contents, programs and methods of training and retraining are not really appropriate. (5). Funding for training and retraining cadres, civil servants, public employees are still low compared to the current practice.

6. Conclusion

Training and retraining ethnic minority cadres, civil servants, public employees and management on training and retraining ethnic minority cadres, civil servants, public employees is an important and strategic task in improving the quality of cadres, civil servants, public employees in general and ethnic minority cadres, civil servants, public employees in particular as well as in the cause of national construction and defense and development of the country.

Through the situation research of the management on training and retraining ethnic minority cadres, civil servants, public employees through analyzing documents, survey, the situation of the quantity and quality of ethnic minority cadres, civil servants, public employees show that the management of training, retraining ethnic minority cadres, civil servants, public employees in the past years has achieved many positive results, the institutional system and policies have been codified and synchronously mentioned. However, besides the achieved results, there are also some limitations that need further attention and research such as: The development and implementation of strategies, plans and plans are still lacking in a timely manner and not to be synchronized; The functions and roles of state management subjects in training and retraining ethnic minority cadres, civil servants, public employees have not been clearly defined, there is no consensus in approaching and directing the administration; The State investment, human resources and funding for training and retraining ethnic minority cadres, civil servants, public employees are inappropriate with actual requirements; Activities of inspection, examination, summary and evaluation are still inadequate, unsynchronized and inconsistent.

The results of analyzing a number of factors on achievements, limitations and causes leading to the situation of management work on training, retraining ethnic minority cadres, civil servants, public employees as above will be the basis of necessary science to propose solutions for improving the effectiveness and efficiency of the state management on training and retraining ethnic minority cadres, civil servants, public employees in the coming period.

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CÔNG TÁC QUẢN LÝ ĐÀO TẠO VÀ BỒI DƯỠNG CÁN BỘ, CÔNG CHỨC, VIÊN CHỨC NGƯỜI DÂN TỘC THIỂU SỐ TRONG GIAI ĐOẠN HIỆN NAY

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Từ khóa: Chính sách dân tộc; Dân tộc thiểu số; Quản lý đào tạo; Bồi dưỡng cán bộ, công chức, viên chức.