MINISTRY OF EDUCATION AND TRAINING
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SKILLS OF EXECUTING ADMINISTRATIVE OPERATIONS OF COMMUNE/WARD OFFICIALS

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SUMMARY
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INTRODUCTION

1. RATIONALE

Currently, one of the most concerned issues in the operations of local governments is the organization and operations of commune government. Commune government (including commune/ward/townlet authorities) - is an administrative level in the system of executive agencies of the Vietnamese government and classified as a basic-level administrative power subdivision, which is closest to the people, gets involved directly in implementing specific daily tasks of state management in every field, and in materializing guidelines of the Party and policies and regulations of the State, performing most clearly the function of building and perfecting the socialist state of law “of the people, by the people, for the people".

Every profession requires certain set of skills from people. These professional skills create core components for building the professional capacity. The research on professional skills from psychology perspective provides a scientific basis for the designing and organizing professional capacity formation, as well as for accessing individual professional capacity. Therefore, the research on skills in general and professional skills in particular withdraws increasingly attention in modern society, in which the applied psychological research on professional fields plays a fundamental role. The identification of psychological structure of skills, process of skill formation, level of skills creates psychological basis for the evaluation, education and training of staff. Therefore, psychological researches must explore deeply every field of activities, every type of works to figure out the structure and system of professional skills.

The research on skills of executing administrative operations among government officials at commune\ward level, helps identify bottlenecks for properly improving the execution of administrative operations. Like human factor in any other organization, officials at commune\ward level do not only play a crucial role, but also determine the operational quality of commune authorities in particular and of the whole basic-level political system in general. Although there have been many researches on government officials at commune\ward level, research on skills of executing administrative operations of commune officials from psychological perspective remains new and untapped by previous research works.

Based on above-mentioned rationales, this dissertation entitled ***“Skills of executing administrative operations of commune/ ward officials”*** has been chosen.

2. RESEARCH PURPOSES

It aims at formulating a theoretical framework, conducting surveys on skills of executing administrative operations among commune\ward officials, recommending relevant measures for enhancing skills of executing administrative operations of commune\ward officials, contributing into improvement of quality of administrative operations of commune authorities in the context of administrative reform promotion at all levels.

3. SUBJECT AND OBJECT OF RESEARCH

3.1. Subject of research

Manifestations and levels of skills of executing administrative operations of commune officials.

3.2. Object of research

Assessments of stakeholders on skills of executing administrative operations of commune officials.

4. SCIENTIFIC HYPODISSERTATION

4.1. Based on job requirements, skills of executing administrative operations of commune officials can be classified into 5 basic groups: (1) skills of processing and filling documents; (2) skills of advising and assisting; (3) skills of synthesizing and reporting; (4) skills of organizing events; (5) skills in solving situations emerged in administrative operations. Skills of executing administrative operations of communel officials just met the basic level of professional requirement. The groups of skills reaches unequal levels of proficiency, in which a group of skills of processing and filling documents gets the highest level and a group of skills of solving situations emerged in administrative operations and a group of skills of advising and assisting get the lowest one.

4.2. There are two groups of factors affecting the skill proficiency of commune officials, which are subjective and objective ones. Among these groups, a group of subjective factors exercises more influential power, in which a factor "responsibility and willingness of sacrifice for public goals" of commune officials is of special concern.

4.3. Skill proficiency of commune officials might be enhanced with proper "training skills of executing administrative operations".

5. RESEARCH TASKS

5.1. Building a theoretical framework on skills, administrative skills of commune officials, supporting skills, manifestations and levels of skills... Foreseeing factors, which affect administrative professional skills of commune officials.

5.2. Surveying and identifying the current forms and levels of administrative professional skills of commune officials, and factors affecting those skills levels.

5.3. Piloting and recommending a measure “training administrative professional skills” for improving skill proficiency of commune officials.

6. RESEARCH LIMITATION

6.1. Content

The dissertation focuses on studying some groups of skills related to administrative operations of commune officials, including: (1) Group of skills of processing and filling documents; (2) Group of skills of advising and assisting; (3) Group of skills of synthesizing and reporting; (4) Group of skills of organizing events; (5) Group of skills of solving situations emerged in administrative operations; studying on some key factors affecting the proficiency of execution of administrative operations of commune officials and providing relevant solutions for improvement.

6.2. Research geographical areas:

A representative sample of 3 regions in Vietnam is selected:

+ Northern region: Thanh Xuan Nam Ward, Thanh Xuan Bac Ward, Dai Yen commune, Van Phuc commune (Hanoi); Truong Thi Ward, Van Mieu Ward, My Xa commune (Nam Dinh).

+ Central region: Bau Quan Ward, Nghi Kim Commune, Hung Loc Commune, Hung Phuc Ward (Vinh City, Nghe An); Tan Thanh Ward, Binh Sa (Tam Ky, Quang Nam).

+ Southern region: Long Binh Ward, Tam Hiep Ward, Tan Hanh Commune, Hiep Hoa Commune (Bien Hoa City, Dong Nai); Tan Phu Ward, Tang Nhon Phu A Ward (District 9, Ho Chi Minh City).

7. RESEARCH METHODOLOGY

7.1. Principles of research methodology

The dissertation uses some basic principles of psychology research methodology as follows: approach administrative professional skills via administrative operations; review and assess the level of overall skills of executing administrative operations via relevant components.

7.2. Research methods

7.2.1. Theoretical research method.

7.2.2. Empirical research method.

7.2.3. Statistical method.

8. THE POINTS TO DEFENSE

8.1. Skills of administrative professional execution of commune officials, including basic groups: (1) skills of processing and filling documents; (2) skills of advising and assisting; (3) skills of synthesizing and reporting; (4) skills of organizing events; (5) skills in solving situations emerged in administrative operations. In this regard, component skills are correlated and integrated to formulate overall skills.

8.2. The levels adequacy, maturity, flexibility of component skills in each

skill group and among skill groups are diverse.

8.3. Skills of executing administrative operations of commune officials depend on various subjective and objective factors, in which subjective factors have more influential power.

8.4. Skills of executing administrative operations of commune officials can be improved by relevant professional training.

9. CONTRIBUTION OF THE DISSERTATION

9.1. Theoretical contributions

- Providing some additional theoretical contents of skills, administrative professional skills of commune officials.

- The results of the dissertation can be used in training activities of universities and colleges, especially operating in the field of administration education and training..

9.2. Practical contributions

The research results of the dissertation show the substances of each skill in each skill group, then defining which skills meet job requirement or not. These results also support the orientation in training and developing an army of local and commune officials. On the other hand, the results of this dissertation contribute into specialized trainings in the field of office administration in other training institutions.

10. THE STRUCTURE OF DISSERTATION

Beside the Introduction and Conclusion, List of references, the dissertation consists of three chapters:

Chapter 1: Theoretical framework for researching skills of executing administrative operations of commune officials.

Chapter 2: Organization and methodology of research on skills of executing administrative operations of commune officials.

Chapter 3: Results of imperical researches on execution of administrative operations of commune officials

Conclusion

Recommendation

CHAPTER 1
THEORETICAL FRAMEWORK FOR RESEARCHING SKILLS OF EXECUTING ADMINISTRATIVE OPERATIONS OF COMMUNE OFFICIALS

1.1. Overview

1.1.1. Studies on skills and professional skills

a. Studies on skills

- *The first tendency* is to emphasize techniques and operations of skills, but it also stresses the necessity of practicing by subjects in obtaining skills so that they can withdraw lessons and make proper calculation.

- *The second tendency* is to consider skills as manifestation of human capacity, while defining that skills demonstrate capacity of delivering a productive action with corresponding quality and amount of time in certain conditions. Therefore, the skills are attributed with high stability, flexibility, elasticity, goal orientation. In this regard, skills imply efficient action, reflected by the following signs: intellectual capital, stability, elasticity, flexibility and goal orientation.

b. Studies on professional skills

The uses of skills in a number of professional operations create professional skills, which can be applied in every fields of life, and this is a direction for applied psychology to follow in enhancing practicalness of the major.

The above-mentioned skill studies show that each field of operations in general and each type of occupation in particular require relevant skills from the subjects, which help them control every situation and achieve high efficiency in every operation, business. Therefore, training and skill formation is inevitable.

1.1.2. Research works on skills of executing administrative operations

Studies by various authors have mentioned the very practical and specific skills of administrative government officials, including commune officials. These are practical suggestion for dissertation author in doing research. However, these criteria are not immutable but are subjects to adjustment based on lessons learned from public administration and civil services of developed countries, taking into account the actual situation of the country in each period of time. In the meantime, it provides with suggestions for shaping the components of professional skills of commune officials in resolving problems of the dissertation.

1.2. Some theoretical issues of administrative skills of commune\ward officials

1.2.1. Skill

Skill is the use of knowledge and experiences in effectively performing certain activities.

1.2.2. The definition of administration

According to the book "Administrative terminology", *"Administration is an activity in the field of organization, management and coordination based on certain rules, defined or admitted by the State or other entities, which are enforced, imposed or ordered (power - submission) in order to achieve certain common goals".* This is the definition, which will be used throughout this dissertation.

1.2.3. The definition of administrative skill

Administrative skill is the use of knowledge and experiences, which are relevant to certain realities and conditions of subjects, in the field of administration in order to address effectively the tasks of an organization.

1.2.4. Skill of executing administrative operations of commune\ward officials

Skill of executing administrative operations of commune/ward officials is the use of knowledge and experiences in the administrative field of commune/ward officials in order to deliver administrative works at commune\ward level and be manifested in the skills: skills of processing and filling documents; skills of advising and assisting; skills of synthesizing and reporting; skills of organizing events; skills in solving situations emerged in administrative operations.

This concept is built on the basis of integrating approaches to psychological nature of skills, in which skill is considered as the ability to apply the knowledge to deliver works, and systematic approach to skills, in which skill is considered as a combination of various component skills in doing jobs. This concept also demonstrates an approach to administrative operational skills to ensure skills of executing administrative activities cover all required missions.

1.2.5. The expression of skills of executing administrative operations of commune/ward officials

+ Group of skills of processing and filling documents: Clerical profession; Store operations; Drafting administrative regulations; Processing travel documents in accordance with administrative procedures; Sorting and recordkeeping; Technology’s applications in the text editor; Processing travel documents in accordance with the first door; Use of office equipment in the drafting and processing of travel documents.

+ Group of skills of advising and assisting: Identifying jobs, events related to the field of administrative leadership to advise the implementation plans; Identify tasks, events related to the field of administrative leadership to advise the implementation plans; Advising the leader in the management of local activities and establishments; Detects new events arise in practice in the field of administration to promptly advise the leadership process; Demonstrate advising, advising with the text tool or language; Text editor expressing the

idea of superior fit specific activities in accordance with administrative violations; Keeps all records to ensure full contents of the event; Syndissertation of the event is to highlight the main themes; Discovered new problems arise in the event to recommend to superiors; Write a summary of conference resolutions and notified to the concerned entity.

+ Group of skills of synthesizing and reporting: collect, process information from different sources; Planning, work program and detailed overall weekly, monthly, quarterly and yearly; Syndissertation of periodic reports, as required extraordinary; Communicate, promote and monitor the relevant actors to do their duty as planned; Using information technology in processing, analyzing various information sources to aggregate and report; Syndissertation and processing of feedback, the superiors.

+ Group of skills of organizing events: Organization of programs and events; organize and coordinate the activities in the process of administration of the event; Organization, coordination of activities in the process of administrative event; Cooperation with entities in administrative event; Presentations, convincing the partner language and nonverbal means; Listening, respect, courtesy, friendliness in communication with partners.

+ Group of skills in solving situations emerged in administrative operations: Knowledge of identification, classification situations arise; To maintain themselves in situations that arise unexpectedly; Analyze the situation and the expected level of progression and consequences of situations; Formation of response measures; Forming response plans and reports on the level; Mobilization and coordination of forces engaged in resolving the situation in its powers; Flexible processing situations functions, powers assigned; Reasonable behavior before the wrongful expression of colleagues, partners in the administrative service; Responding to the pressure of the job itself; Solution those arising affect the internal unity.

The relationship among the skill groups: The component skill groups have relatively independent feature, and can be measured differently. Each skill group corresponds to a job that requires the execution by commune/ward officials. At the same time, the component skill groups, belonging to the same group or different groups, also have complementary relationship because they jointly make up the professional skills of executing administrative tasks.

1.2.6. The levels of skills of executing administrative operations of commune/ward officials.

- Level 1: Seldomly meeting the job requirements (skills of executing administrative operations are very basic, reaching the lowest level, or equivelent to insufficient, unskillful, unflexible on measurement scale);
- Level 2: Sometimes meeting the job requirements (administrative professional enforcement skills had but incomplete, weak, or insufficient

extent, less mature, less flexibility on the scale) administrative professional enforcement skills had not yet full, weak;

- Level 3: Fairly meeting the job requirements (general administrative professional enforcement skills also separately identifiable, or relatively complete level, relatively mature, relatively flexible on the scale);
- Level 4: Sufficiently meeting the job requirements (administrative professional enforcement skills at a high level, equivalent to the full extent, maturity, flexibility);
- Level 5: Efficiently meeting the job requirements (administrative professional enforcement skills are high, equivalent level of very full, very mature, very flexible on the scale).

1.3. The main factors affecting the administrative skills of commune/ward officials

1.3.1. Subjective factors: Motivation and interest in administrative work; Conscious learning, improve the level of office staff; Capacity to adapt to the requirements of administrative activities

1.3.2. Objective factors: Employment policy mechanism, arranged to use, remuneration for commune office staff; The training and retraining of professional administrative skills; The conditions to ensure the consolidation and development of professional skills of the staff administrative office communes; Working environment and economic characteristics, political, cultural and social in the precinct; Administrative reform and modernization gradually commune authorities.

These factors interact with each other and create an overall impact on the level of personal maturity of administrative professional enforcement skills of commune/ward officials. Therefore the impact of all factors should pay attention in order to be satisfactory before selecting a solution to improvement.

Conclusion of Chapter 1

This dissertation researched and reviewed the foreign and domestic studies on administrative skills of officials and public servants, secretaries, officials in offices, in local including communes/wards, from which studies and models to enhance administrative skills of commune/ward officials that were applied in the previous related studies are figured out.

Basic system of concepts has been identified such as skill, profession, administration, civil servants, officials, commune authorities ... leading to the formation of the conceptual tools used in the study which were administrative skills of commune/ward officials. Professional administrative professional enforcement skills of commune officials are the applied knowledge and experience in the field of administrative professional enforcement skills of commune/ward officials administration to implement effective administrative work of district and is shown in the skills such as archives skills, skills advise

secretary, general skill, situation reports, event organizational skills and administrative skills solve problems that arise in main operating activities.

Determine the basic skills of executing administrative operations of commune\ward officials, including 05 major skill groups: (1) skills of processing and filling documents; (2) skills of advising and assisting; (3) skills of synthesizing and reporting; (4) skills of organizing events; (5) skills in solving situations emerged in administrative operations.

Analysis factors which affecting the level of skills formation of basic administrative professional enforcement skills of commune/ward officials includes 02 major influencing factors: Group objective factors and subjective factors group

The describing overview and establishing a theoretical framework on matters related to the basic administrative professional enforcement skills of commune/ward officials have created the basis for scientific theory and practical to conduct dissertation stage of according to the research process, complete the tasks which set out strict procession.

CHAPTER 2
ORGANIZATION AND METHODOLOGY OF RESEARCH

2.1. Organization of research

2.1.1. Content of research

In the theory: study on the theoretical issues related to the professional skills of administrative enforcement of the commune/ward officials;

In the reality: surveying the current situation and levels of administrative skills of commune/ward officials corresponding to 5 basic office skill groups: (1) skills of processing and filling documents; (2) skills of advising and assisting; (3) skills of synthesizing and reporting; (4) skills of organizing events; (5) skills in solving situations emerged in administrative operations.

2.1.2. ***Research subjectives***

** Survey subjectives*

The number of research subjectives: 369 subjectives who work at commune\ward people committees in 19 selected communes\wards (including 154 public servants working in the office and other 215 staffs are management leaders, colleagues).

** Empirical subjects*

The experimental samples selection is the officials at 02 wards in the south offices includes Long Binh Ward and Tam Hiep Ward - Bien Hoa - Dong Nai, to make the measurement the impact, target to foster and complement, complete professional skills of administrative enforcement of these wards' office staffs. They are 21 officials of these wards, Tam Hiep ward: 13, Long Binh ward: 08 and have similarities in many respects: Age, work seniority, experience ... They were selected for experiment. In particular, office staffs of Tam Hiep Ward is control group, Long Binh ward' staff is experimental group.

2.2. Research methods

Method of literature review; survey using a questionnaire (including the evaluation of measurement characteristics in questionnaires and testing the reliability of the questionnaire by the coefficient Cronbac's; method of observation, interviewing, research methods production the operation; method case studies, empirical method, mathematical statistics method ...).

Summary of Chapter 2

The implement of research topics is organized based on a strict process and science in the cordination with many different research methods. These methods supplement and support each other to help research results of administrative skills of commune/ward officials fully and accurately in many ways. The data and information obtained in the subject were treated and analyzed from the perspective for technical the resulting multidimensional to ensure reliability, objectivity and scientific value.

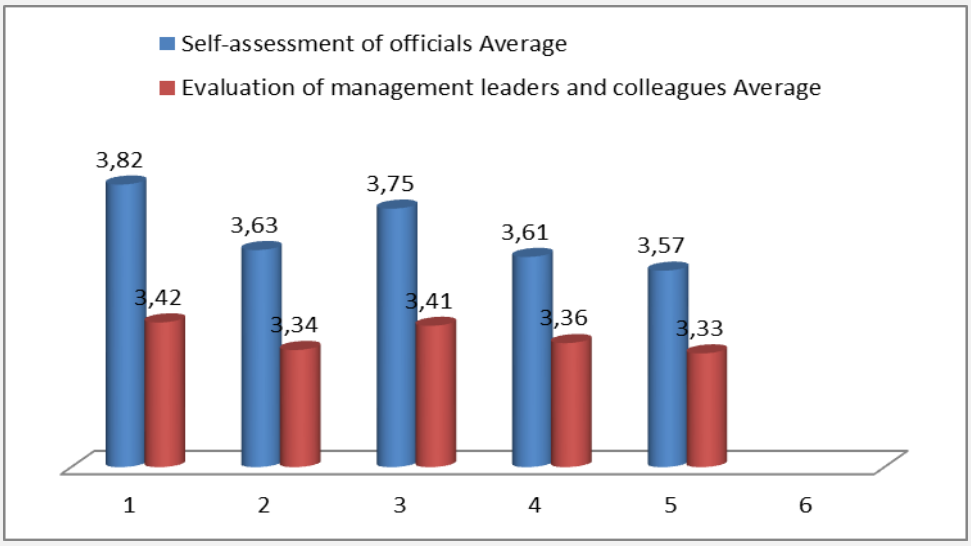
CHAPTER 3
STUDY RESULT ON REALITY OF ADMINISTRATIVE SKILLS OF COMMUNE/WARD OFFICIALS

3.1. Reality of administrative skills of commune officials

3.1.1. General assessment on administrative skills of commune/ward officials

Table 3.1: General assessment on administrative skills of commune/ward officials

No.	Skill groups	Self-assessment of officials			Evaluation of management leaders and colleagues			General	Total
		GP	*Standard Deviation*	*Average*	*GP*	*Standard Deviation*	*Average*	*GP*	
1	Clerical - Storage skills	3.82	0.68	1	3.42	0.71	1	3.62	5.47
2	Advisory - Secretary skills	3.63	0.66	3	3.34	0.70	4	3.62	4.05
3	Administrative reporting and synthesizing skills	3.75	0.67	2	3.41	0.72	2	3.58	4.65
4	Administrative event organizing skills	3.61	0.64	4	3.36	0.72	3	3.48	3.51
5	Skills of resolving situations incurred in administrative operation	3.57	0.69	5	3.33	0.74	5	3.45	3.19
GP (General point)		**3.67**	**0.668**		**3.37**	**0.718**		**3.52**	**4.12**
GP of two objectivity groups		**3,52**							



Note:
1: Clerical - Storage skills
2: Advisory - Secretary skills
3: Administrative reporting and synthesizing skills
4: Administrative event organizing skills
5: Skills of resolving situations incurred in administrative operation

Figure 3.1: General assessment on administrative skills of commune/ward officials

From the self-assessment of officials with general point (GP) is 3.67 indicates that the administrative skills of commune officials is at level "Full, skilled, flexible", this means the skills are meeting job requirements. While the mutual evaluation between colleagues showed GP for all 5 groups were lower by 3.37 that achieve "relatively skilled", just meet the basic requirements to work requirements. Among five skill groups surveyed, the Clerical - Storage skills and Administrative reporting and synthesizing skills are done at a higher level with GP is 3.62 and 3.58 respectively, reach Good level. Administrative event organizing skills ranks 3rd, Advisory - Secretary skills ranks 4th and Skills of resolving situations incurred in administrative operation got 3.45 at lowest rank. There are differences between the two objectivity groups evaluation. Self-assessment of officials and mutual evaluation of management leaders and colleagues shows the diversity between the skill groups: In overall consideration of the skill groups, GP of officials' self-assessment is higher than 3.67; meanwhile GP of management leaders and colleagues is lower 3.37. This suggests that the mutual evaluation is more rigorous, the results may be accepted. It is noteworthy that the two evaluation channels are not too different. Along with it, in each group skills, level of difference shown in marks is in the trend where results of self-assessment is higher than that of mutual evolution of management leaders and colleagues.

To make the research result more reliable, the dissertation has combined the result of some different methods: observation, direct interviews with relevant stakeholders, the gap in achievement of the skills between communes/wards throughout the whole country showed the cause of the problem is that: the communes/wards which get a top rank of skills because the administrative reform has always been respected, modern administrative technology was applied popularly in administrative work, workforces have been specialized, Committee and Party always examine closely, that is supposed to be a key task of political duties. Besides, officials' experience has usually evaluated, trained and supplemented by lessons learned from brief meeting, training courses annually.

3.1.2. Real situation of skill groups of administrative professional enforcement of commune/ward officials according to variables.

3.1.2.1. *Real situation of skill groups of administrative professional enforcement of commune/ward officials according to gender.*

Table 3.2: Real situation of skill groups of administrative professional enforcement of commune/ward officials in terms of gender

No.	*Administrative professional skills*	**Self- assessment of officials**				**Evaluation of management leaders and colleagues**			
		Male		**Female**		**Male**		**Female**	
		GP	*Standard Deviation*	*GP*	*Standard Deviation*	*GP*	*Standard Deviation*	*GP*	*Standard Deviation*
I.	Clerical - Storage skills	3.68	0.86	3.73	0.83	3.68	0.917	3.74	0.89
II.	Advisory - Secretary skills	3.59	0.82	3.65	0.76	3.56	0.911	3.64	0.90
III	Administrative reporting and synthesizing skills	3.64	0.80	3.49	0.94	3.60	0.915	3.52	0.87
IV.	Administrative event organizing skills	3.55	0.82	3.52	0.83	3.57	0.912	3.43	0.90
V.	Skills of resolving situations incurred in administrative operation	3.51	0.79	3.48	0.83	3.55	0.922	3.57	0.88
	GP (General point)	3.60	0.82	3.44	0.89	3.59	0.915	3.44	0.89

3.1.2.2. Real situation of group of administrative skills in terms of variable of age.

Table 3.3: Comparison among groups of administrative skills in terms of age.

No.	Skill groups	**Age**			
		20÷30 (Q'ty=59)	**31÷40** (Q'ty=45)	**41÷50** (Q'ty=30)	**>50** (Q'ty=20)
1	Clerical - Storage skills	3.69	3.64	3.79	3.84
2	Advisory - Secretary skills	3.58	3.64	3.73	3.64
3	Administrative reporting and synthesizing skills	3.52	3.60	3.67	3.56
4	Administrative event organizing skills	3.48	3.61	3.67	3.56
5	Skills of resolving situations incurred in administrative operation	3.44	3.61	3.68	3.59
	GP (General point)	3.54	3.62	3.71	3.63

3.1.2.3. Real situation of administrative skills of commune/ward officials according to areas.

Table 3.4: Administrative skills of commune/ward officials in terms of areas

No.	*Administrative professional skills*	Northern		Central		Southern	
		Self-assessment of officials	*Mutual evaluation of management leaders*	*Self-assessment of officials*	*Mutual evaluation of management leaders*	*Self-assessment of officials*	*Mutual evaluation of management leaders*
1	Clerical - Storage skills	**3.70**	3.79	**4.01**	3.62	**3.76**	3.76
2	Advisory - Secretary skills	**3.55**	3.61	**3.76**	3.31	**3.59**	3.55
3	Administrative reporting and synthesizing skills	**3.66**	3.62	**3.81**	3.37	**3.78**	3.65
4.	Administrative event organizing skills	**3.53**	3.66	**3.66**	3.28	**3.63**	3.53
5.	Skills of resolving situations incurred in administrative operation	**3.54**	3.60	**3.52**	2.92	**3.67**	3.47
GP (General point)		**3.59**	3.65	**3.75**	3.30	**3.68**	3.59

3.1.2.4. Real situation of administrative professional enforcement of commune officials in terms of each commune.

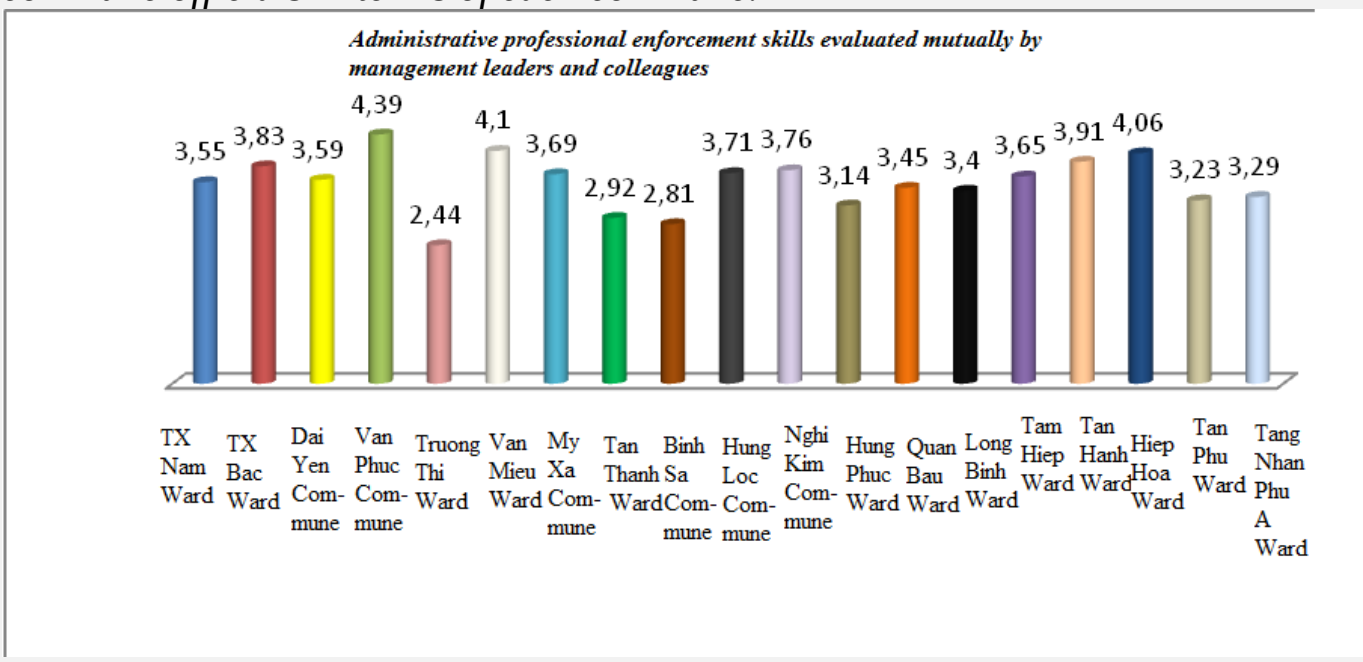


Figure 3.2: Evaluation of management leaders and colleagues on implementation level of administrative skills of commune/ward officials

The above result showed that real situation of administrative professional enforcement of communal officials according to variables reflects not only the

multi-dimension and difference in channel assessment, individual skills and group skills but also the diversity in age, seniority, gender, region and each particular communes/wards.

3.3. Real situation of factors affected on administrative skills of commune/ward officials

3.3.1. Effect level of subjective factors

Table 3.5: Effect level of subjective factors on administrative skills of commune/ward officials

No.	Effect of Subjective factors	Self-assessment of officials		Mutual evaluation of management leaders and colleagues	
		GP	*Standard Deviation*	*GP*	*Standard Deviation*
1	Initial training level of individuals.	3.64	0.73	3.77	0.70
2	The sense of responsibility for the work of officials to the job.	3.87	0.61	3.93	0.82
3	Passion, motivation, excitement for the work of officials	3.99	0.61	3.80	0.93
4	Personal experience in the field of administrative profession.	3.85	0.62	3.88	0.78
5	Personality, temperament of individuals.	3.75	0.62	3.62	0.80
6	The positive learning to improve the qualifications of individuals.	3.95	0.66	3.74	0.84
GP (General point)		**3.84**	**0.64**	**3.79**	**0.81**
GP of two objectivity groups		**3.81**			

3.3.2. Effect level of objective factors

Table 3.6: Effect level of objective factors on administrative skills of commune/ward officials

No.	Effect of Objective factors	Self-assessment of officials		Mutual evaluation of management leaders and colleagues	
		GP	*Standard Deviation*	*GP*	*Standard Deviation*
1	Motivational policies, treatment regime, emulation and commendation	3.64	0.52	3.66	0.90
2	Appointing the right people, the right thing	3.68	0.86	3.94	0.82
3	Work regulation mechanism to commune/ward officials	3.62	0.60	3.72	0.80

4	Consciousness and the qualifications of people	3.49	0.78	3.66	0.95
5	Permanent training and fostering to improve office and administrative profession	3.80	0.64	3.89	0.75
6	Facilities, equipment used for office work	3.45	0.92	3.84	0.71
GP (General point)		**3.61**	**0.72**	**3.78**	**0.82**
GP of two objectivity groups		**3.69**			

Both objective and subjective factors affect noticeably the proficiency level of administrative skills of commune/ward officials. However, the subjective factor make stronger effects so it is necessary to notice about subjective factor when analyzing the effective factors.

3.4. Experimental results on impact

3.4.1. Measurement results on administrative skills of commune/ward officials of the experimental group in the second time.

Table 3.7: Comparison between the first time and the second time of Long Binh Ward (Experimental group)

Situation question	GP in the first time of measurement	GP in the second time of measurement
1	2.62	3.00
2	2.46	2.88
3	2.38	2.88
4	2.63	3.00
5	2.63	2.85
6	2.50	2.88
7	2.69	3.00
8	2.62	3.00
9	2.54	2.88
10	2.38	3.00
Average	**2.56**	**2.936**

In order to examine the difference between the two measurements, the research assume that there is a certain difference between two measurements in the experienmental group; in the second time of measurement, after impact was counted, the test result are as follows: t is -0.31; df is 14, considering the statistics table shows that the index is outside the confidence interval, hence, there is statistical significance was showed the difference between two measurement of the test groups.

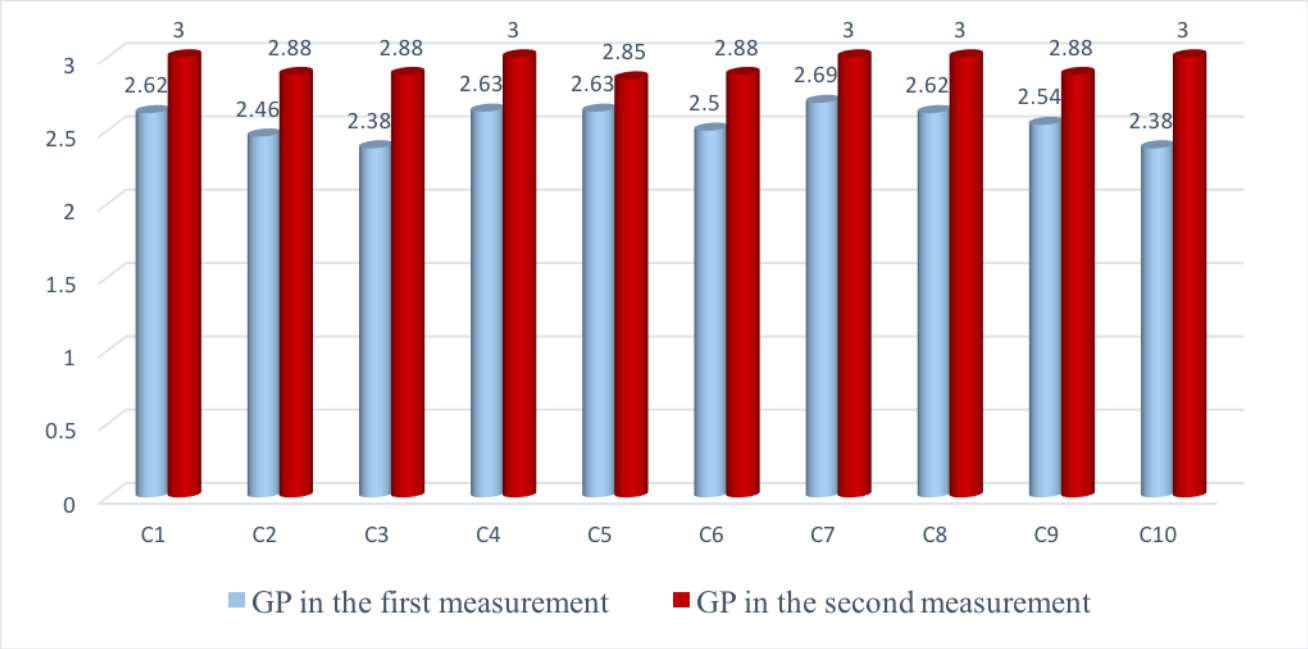


Figure 3.3: Result of first time and second time measurement of administrative proficiency of officials through problem-solving scenarios of the experimental groups

The general conclusion of the experimental result:

By testing the results of the experimental and control groups in two assessments: before and after the experiment, experimental group showed that they are capable at every component skills and their general skills are higher than the control group. Therefore, it can be concluded that the influencing measures brought about significant impacts and the empirical and scientific hypothesis of the dissertation is confirmed.

3.5. Some results from other research methods

The general conclusion: through preliminary studies of two typical cases (female office worker at the age of 30, Long Binh Ward, Bien Hoa City, Dong Nai Province. Major: College of Arts. Work seniority: 07 years. Male office worker, 50 years, Long Binh ward, Bien Hoa City, Dong Nai province. Seniority: 20 years), interviews with related stakeholders, and observations of the activities of commune/ward officials, it's shown that the reviewing, studying to find out the weaknesses and inedequancies of administrative skills is needed, therefore fostering priorities are skills shortages, training programs, training and practical needs in association with practical work, especially to listen to the exchange and discussion of the office staff. Besides, the improvement of infrastructure serving administrative work, especially information technology infrastructure is also very significant in improving the productivity and quality calcined gypsum administrative work, requiring the efforts of the parties Participants: office workers, leaders at all levels, especially community leaders and ward; people and staffs, e.g.

Conclusion of Chapter 3

Through the study on administrative skills of commune/ward officials at 19 communes / wards throughout the country all three regions representing North, Central and South we have some initial comments as the following:

Administrative skills of commune/ward officials are mainly skills "Relatively complete, mature and flexible", some skills had reached a "Full, mature, flexible" i.e. much of the skills to meet the basic requirements of the job, and some skills already meet the requirements of the job, this result is very similar to the initial assessment of the research hypodissertation.

There is a difference between the individual communes, each ward; each region; assess trends of male and female staff when assessing administrative skills of commune/ward officials of commune office staff. Meanwhile, administrative skills of commune/ward officials of commune office staff with the highest scores were: Van Phuc (Ha Noi), Van Mieu (Nam Dinh), Hiep Hoa, Tan Hanh (Bien Hoa).

In terms of regions, it showed the score assessment in the South and North is higher than in the Central, but this claim is only relative because of communes /wards survey not very wide scale. However, one fact must be recognize is that this region have made great strides in promoting administrative reform because there has appeared the typical model of administrative efficiency: The modern administrative center, administrative model one-stop shop to meet the practical requirements expand and attract investment, to please the people, e.g. are concerned..

In terms of the communes\wards, skills of ward officials are higher than that of commune officials. This is also a match because of administrative work in the ward more diverse and higher demand. This is because the intellectual standards of the people in urban areas are usually higher than rural area. For this reason, commune\ward officials are required to make more efforts in learning and improving.

In terms of the gender, the results indicated male gender was evaluated is higher than female gender. This is also identified as talking about rational and precise manipulation of the male skills more favorably by women and gender issues, the second is men who have the opportunity to study, ability to work under pressure completed their skills more quickly.

In terms of basic factors affecting the achieved level in the administrative skills of commune/ ward officials. It can be divided into two groups that is subjective and objective in which subjective factors had influence more powerful. However, it was not too different.

For the main solution raising the administrative skills of commune/ward officials, the human resources solution is the most effectively which means correctly organized people in balance with regular training for the weak skills.

CONCLUSION AND RECOMMENDATION

1. Conclusion

By solving the issues raised in the dissertation, some basic conclusions are found as follows:

1. In term of theories

The dissertation has defined the basic concepts such as skill, operations, administration, public servants, administrative officials, commune authorities..., thus the concept of skill of executing administrative duties of commune officials was also clarified. Skills of executing administrative operations of commune officials are considered as their application of knowledge and experiences in implementing efficiently administrative works at commune level and specified in skills such as skill of processing and filling documents, skill of advising and assisting, skill of synthesizing and reporting, skill of organizing event, and skill of solving problems emerged in administrative operations.

- Identifying the fundamental skills of executing administrative operations of commune officials, which are classified into 5 skill groups: (1) Group of skills of processing and filling documents; (2) Group of skills of advising and assisting; (3) Group of skills of synthesizing and reporting; (4) Group of skills of organizing events; (5) Group of skills of solving situations emerged in administrative operations.

- Pointing out factors affecting the level of administrative proficiency of commune officials, which are sorted in 2 groups: Group of objective factors, derived from working environment, decision of managers and leaders of commune people's committees (6 factors); Group of subjective factors, derived from commune administrative officials themselves (6 factors). These factors suppose to exert powerful influence on proficiency of executing administrative operations of commune officials, in which the subjective factors influence stronger then objective ones. The identification of those factors is significant for devising appropriate adjustment measures.

2. In terms of studying current situation

Skills of executing administrative operations of commune officials mainly reach the level of "Fairly sufficient, skillful, flexible", i.e. their skills are just sufficient to meet job requirements. Among 5 surveyed skill groups, the group of skill of processing and filling documents and the group of skill of advising and assisting are performed better. Skill of solving situations emerged

in administrative operations is ranked the third. Skill of organizing events is ranked the fourth.

There are differences between two channels of evaluation, but the differences are not noticeable and the levels of proficiency are ranged from "Fairly sufficient, skillful, flexible" to "Sufficient, skillful, flexible" depending on measurable scale (corresponding to fairly meeting job requirements and meeting job requirements).

Commune officials in the South are rated with a higher scores than commune officials in the North and the Central in terms of skills of executing administrative operations; skills of executing administrative operations of ward officials are higher than that of commune officials.

In terms of communes/wards, there are 11 out of 19 communes/wards reached level 4 of proficiency scale, equivalent to "Sufficient, skillful, flexible", 6 out of 19 communes/wards reached level 3 of scale, equivalent to "Fairly sufficient, skillful, flexible". There is only one ward, having reached level 2, i.e. "Not sufficient, skillful, flexible", meeting job requirements sometimes. Skill of processing an filling documents and skill of synthesizing and reporting get higher level than the rest. Skill of solving situation emerged in administrative operations reached the lowest level.

In terms of gender, male officials at commune level is judged to have higher administrative professional enforcement skill than female because male has many advantages in time, learning investment, about the accuracy of the technical operation, especially in approaching technology issues. But the fact that the proportion of female officials is higher than that of male in the structure. Therefore, to improve the operational capacity of the commune administration, it is essential to consider improving administrative professional enforcement skill of the force, especially for female officials.

Influential factors show that, the subjective factors and objective factors are said to have relatively equal influence on the formation of administrative professional enforcement skill in the force of officials at the level of commune. Although subjective factors have stronger influence, the degree of disparity in the score is not much and fell into the range of "Good" on the scale (strong influence).

The subjective factors having strongest influence are: "The passion, motivation, excitement of commune administrative officials for the job"; "Individual efforts in improving study level"; "The sense of responsibility to

work for jobs of officials"; "The experience of individuals in the field of administrative profession." Thus, the incentive and motivative factors comes from within the commune administrative officials and the the appeal of the nature of office administrative works will be the leading factors affecting the quality of this work.

The objective factors having the strongest influence on the level of administrative professional enforcement skill of commune administrative officials include: "Appointing the right people, the right thing"; "Regular training and retraining to improve the office administrative operations"; "Working stipulation mechanism for officials at the level of commune"; "Motivation policy, remuneration, emulation and commendation".

The dissertation has proposed measures to contribute to the improvement of administrative professional enforcement skill of officials force at the level of commune. The dissertation also conducted empirical impact on one group of proposed solutions, demonstrating the practical effect of the impact measures.

With conducting experiments 1 in 5 groups of solutions have been proposed specifically "Training and fostering to supplement, finalize, raise the administrative professional enforcement skill of officials at commune level" (Group of solutions with the highest score). Dissertation conducted impact experiments on two object groups: Officials of Tam Hiep Ward (control group), Officials of Tan Binh Ward (experimental group) - Bien Hoa City, Dong Nai province (in the Southern Region), while the impact group is impacted by participating in training courses (There is a specific program content, focusing on fostering the skill groups having lower scores among the group through a baseline study the results of administrative professional office skill in a month, they have made significant progress comparing to the control group in the first starting point. the experimental results show the feasibility of the proposed solution has proven in practice.

2. Recommendation

2.1. For authorities, managing commune/ward officials

Based on imperical search results on levels of proficiency of commune\ward officials, it's learned that it's necessary to adopt more feasible measures in enhancing the administrative proficiency of commune\ward officials, via: training, self-learning, specialized meetings. Therefore, the agencies, which manage basic-level commune\ward officials, such as commune authorities, Section of Internal Affairs, Department of Internal

Affairs at local government, the Ministry of Interior Affairs and other relevant agencies, should collaborate in conducting in-depth tranings of professional operational skills for commune\ward officials. During the training process, it should be noticed as follows:

- In order to achieve high efficiency of skills trainings for commune\ward officials, the training priority should be put on skills of low proficiency such as: Skills of solving situations emerged in administrative operations, Skills of organizing events. Among 5 skill groups, the groups of low marks should retain more attention for improvement; skills of processing and filling documents; skills of advising and assisting; skills of synthesizing and reporting; skills of presentation; skills of negotiating, formulation of counter measures...

- Regarding training and nurturing commune\ward officials, the stress should be attached to: renovating the contents, curriculums, and reality-based methods of training, directing towards solving scenarios appeared in performing their duties; improving capacity, administrative skills to work more efficiently and meet all demands of the people; implementing mechanisms of pre-public services training, conducting periodical and compulsory trainings for commune\ward officials, conducting trainings tailored to each position; in the meantime, stressing the moral and political qualification trainings for public servants to enhance patriotism, national pride, a sense of responsibility, to fight against misconducts, to acquire proper attitudes toward serving people...

- The establishment of standards for assessment of public servants quality is needed, including: age, professional background, operational skills. The definition of standards will serve as the basis for recruitment, job allocation, evaluation and training of officials. The standards of evaluating administrative officials must be gradually advanced in order to continuously encourage offcials improve their professional skills and meet current requirements of the reality.

2.2. For the leaders of authorities managing commune/ward officials

Given actual impacts of factors influencing practical skills of executing administrative operations of commune\ward officials, attention should be paid to adjustment of some key factors such as: education to form proper work motivation, to raise the sense of discipline and responsibility at work, to enhance the spirit of learning for constantly improving professional skills for commune/ward officials. Besides, regular trainings should be carried out in various forms and right job should be assigned to right people. At the same

time, the evaluation of the work effectiveness and efficiency of commune\ward offcials should be implemented regularly to learn about the relevance and effects of established standards, thus helping authorities make proper adjustments in improving work quality and efficiency of commune\work officials.

In order to help administrative officials enhance their sense of self-training and improving skills, the local authorities should pay attention to creating relevant, innovative and feasible incentives such as giving time, creating favourable material and spiritual conditions for staff, improving working environment... The policies should be formulated to encourage self-motivation of officials, enhance work commitment and sacrifice, inspire learning and imporving administrative proficiency for serving people and society better.

Administrative reforms should be maintained at all levels of state management in terms of institutional reform, administrative procedure reform, apparatus organization reform, public servant line-up reform, public finance reform, modernization of administrative foundation... Besides, the communication for officials and people understanding of administrative reforms should be accelerated; the impelementaion should be monitored closely to avoid or minimize complaints of the people about the basic-level administrative works. Continuing and expanding the application of one-door administrative model, intergrating and modernizing administrative system via the introduction of advance administrive and usage of softwares for simplyfing procedures, reducing paperwork requirements and speeding up the paperwork processing should be done. In the meantime, closely coordinating with relevant authorities in training and developing human resources, taking advantages of basic-level forums for disseminating information and withdrawing lessons for increasingly enhancing quality of commune\ward authorities services.

Besides, local governments should actively mobilize resources, create favourable conditions in terms of institutions, material facilities, equipments, especially know-how of modern administration, for ensuring good working environment for commue\ward officials.

2.3. For commune\ward authorities

Given the results of surveys and interviews, it’s learned that the periodical organization of meetings with representatives of the commune\ward blocks hosted by commune\ward authorities for directly hearing their ideas,

feedbacks, is helpful for commune\ward authorities in increasing awareness and experiences of their staff, as well as coordinating their administrative operations in practical an efficient manner. The briefings with higher-level authorities for hearing their guidances and comments are crucial for ensuring smooth handling of administrative works. In the meantime, the high spirit of listening to requests and guidance of higher-level authorities, feedbacks of the people and colleagues and self-defining a roadmap of self-training and self-educating helps commune\ward officials continuously perfect their administrative skills.

2.4. For commune\ward officials

They should increase their pro-activeness, improve their work accountability by:

- Raising awareness, sense of complying with regulations, discipline and administrative principles in performing official duties; making continuous efforts in studing and improving their administrative skills; making themselves active, creative, and highly responsible in serving people.
- Defining clearly work position for themselves so that being able to make high commitment and concentrate more on performing their duties better, create work aspiration and motivation taking work efficiency and people satisfaction as goals, make every effort to overcome any chellenge of their administrative works.
- Being pro-active in proposing solutions to superiors in order to gain better opportunities of enhancing their administrative skills;
- Listening to feedbacks of the people and colleagues in order to withdraw experiences and make proper adjustments for constantly improving efficiency of administrative works.

2.5. For organization representatives and individuals, who visit commune administrative office for business

For organization representatives and individuals, who visit commune administrative offices for business, they must enhance their awareness about the legislation and administrative procedures in different ways: self-learning, consulting with supporting staff, carefully reading the posted guides and notices; if they encounter any issue during handling process, they should ask staff of the relevant sections for inquiries. If you find any sign of trouble-making or negative acts, they can report via hotline telephone numbers or meet in person with leaders of communes\wards authorities. In the meantime, they

should share their ideas and comments or suggest solutions to promote administrative reforms, improve the proficiency of executing administrative operations of public servants in general and of commune\ward officials in particular toward developing commune\ward authorities in modern and comprehensive manner.

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