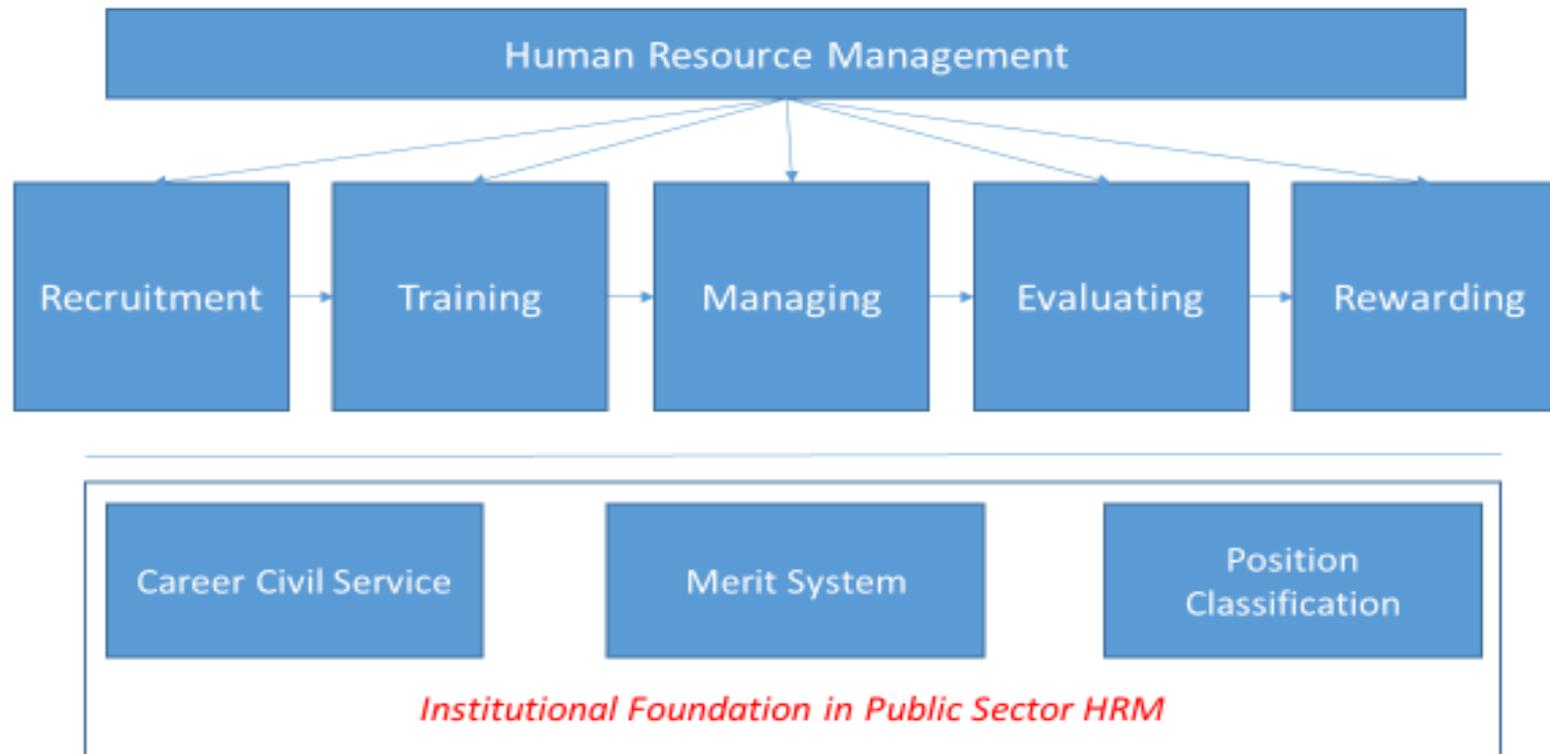# Public Management

Session 9: How to Recruit and Train Good Civil Servant

Session Overview

- Human Resource Management in Public Sector & Job Classification

- Recruitment – Merit-based System

- Training Civil Servants

- Re-assignment and Transfer

HR in Public Sector
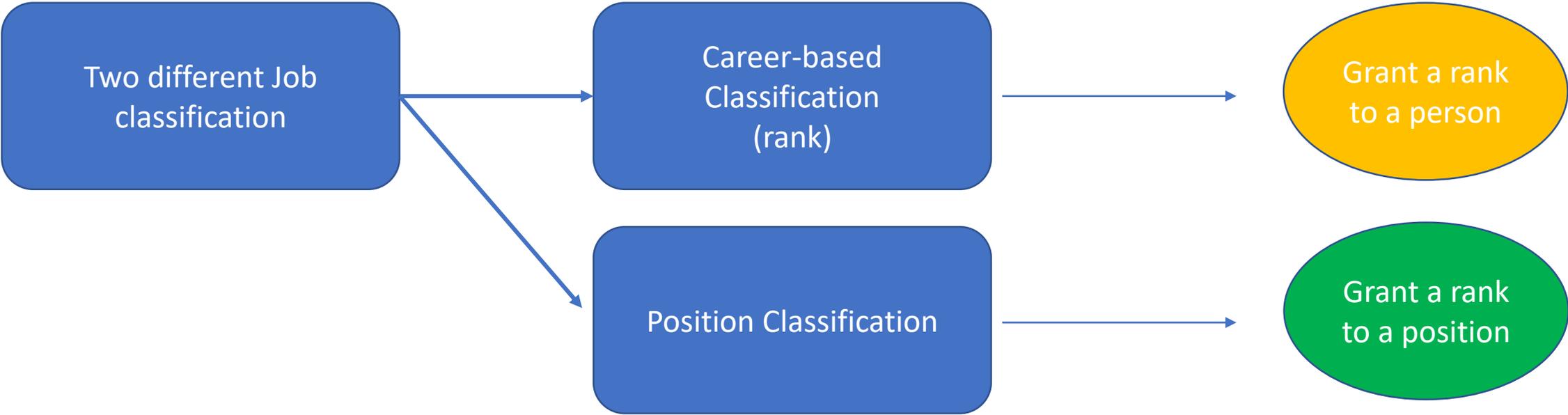
- Foundation of Modern Public Administration – Human

Human Resource Management

Recruitment → Training → Managing → Evaluating → Rewarding

Career Civil Service | Merit System | Position Classification

Institutional Foundation in Public Sector HRM

Provide a robust for ensuring that merit principles of professionalism Independence Integrity Impartiality Transparency Service to the Public
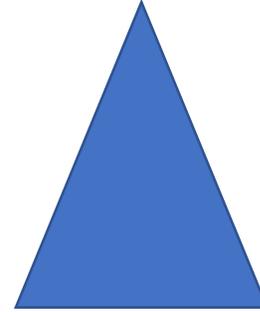
Job Classification

A proper and systemic classification of personnel in government is essential for the management of civil service in the modern state – Are you a generalist or a specialist?

Two different Job classification

Career-based Classification (rank)

Grant a rank to a person

Position Classification

Grant a rank to a position

Career-Based Classification

- Typical system – classified in a hierarchical order according to their _rank_. Employees, not job, are classified.

- The salary and status of an employee depends on his/her ranking in a group or service, not on posting.

- Seniority is important (c.f. Salary-position link → strong or weak?)

- Nurture generalist or specialist?

- Less detailed scheme of classification having fewer number of classes

- Promote loyalty to the civil service as a whole / easy to understand

1) Closed system
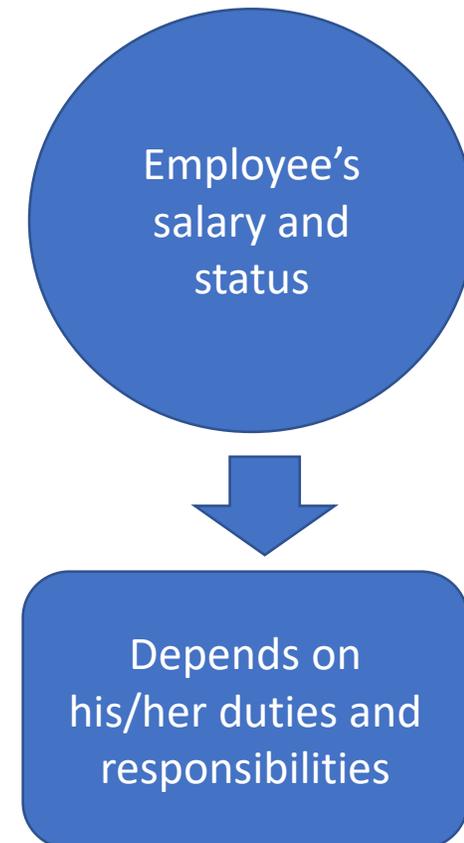2) Stable, HR planning
3) Rotation system, bigger picture

What about specialization?

What about job-performance link?

Position Classification

- The grouping of positions on the basis of duties, responsibilities, and qualifications. A position is classified in accordance with the nature of the job rather than the person holding the position.

- Horizontal, flat culture

- Expertise? (High or low) | Responsibility (High or low) | Performance-oriented or not?

- Job-Salary link? (Strong or Weak) | Managerial training? (Strong or Weak) | Human factor (High or Law)? | Loyalty (High or Law)?

	HR	Finance	Audit	IT
Class	O	O	O	O
	■■	■■	■	■■
	◆ ◆ ◆	◆ ◆ ◆	◆ ◆	◆ ◆ ◆
	◆ ◆ ◆ ◆	◆ ◆ ◆ ◆ ◆ ◆	◆ ◆ ◆	◆ ◆
	Position-based grouping			

Employee's salary and status

Depends on his/her duties and responsibilities

Position Classification

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- A number of similar positions put together for a class → A class specification specifies title of the class, description of duties and responsibilities, minimum qualifications, scales of pay.

Advantage: What would be advantages having position-based classification?

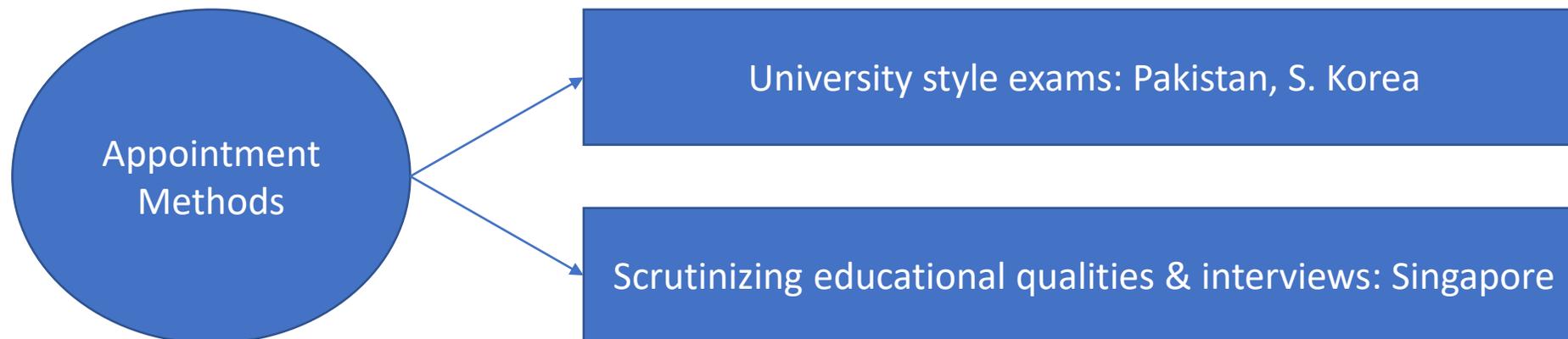Disadvantage: What would be disadvantages having position-based classification?

Recruitment

- How to recruit is the most important step in civil service system – quality and efficiency of the government depend upon the soundness of its recruitment system.

- Merit-based system (against spoils system, patronage system) – do you agree with the following statement? Y / N

Recruitment in the Vietnamese civil service is predominantly career-based. There is also a lack of transparency in recruitment procedures, and a lack of proper training of interviewers. High-level positions are filled almost exclusively from within the civil service or the Communist Party. Selection criteria at these levels are largely political (Bruynooghe, et al., 2009)

Recruitment (2)

- Job candidate's qualification (educational, technical, personal, and physical fitness) is tested or objectively judged → *Meritocratic* principle.

- Usual process: job requisition (survey) → determine qualification → advertisement → get application and scrutinize applicants → conduct examinations → send appointment letter → probation → placement.

Appointment Methods

University style exams: Pakistan, S. Korea

Scrutinizing educational qualities & interviews: Singapore
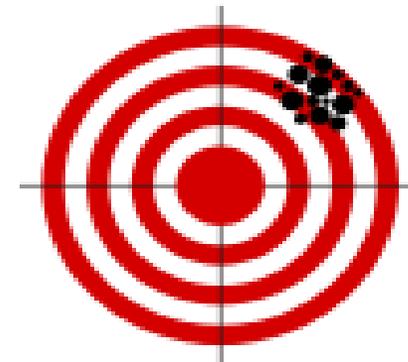
Which one is better?

Recruitment Test

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- In civil servant examination, what are the most important? – fair, easy….etc.? – Reliability and Validity

- Reliability: Are the test result consistent? (re-test method)

- Validity: how well a test measures what is supposed to measure (e.g. smart and competent civil servant)
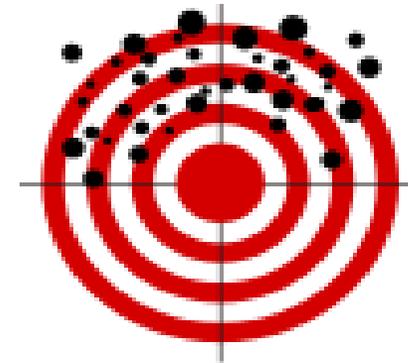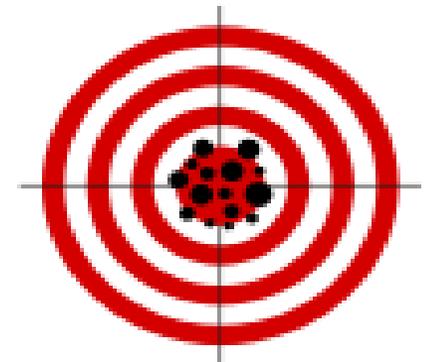

Unreliable & Unvalid
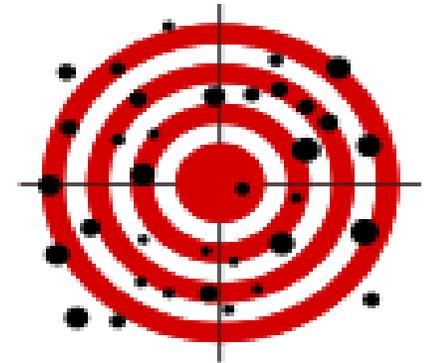
Unreliable, But Valid

Reliable, Not Valid

Both Reliable & Valid

Question – Vietnam's Civil Servant Exam

- Vietnam, based on the Law on Cadres and Civil Servants (2010) and Decree no. 24/2010/ND-CP (2010), gives exams for four subjects including *general knowledge test*, *professional test*, *foreign language test*, and *IT skills test*. Do you think the tests reflect **reliability** and **validity** requirement? In other words, are the tests suitable and appropriate to choose quality civil servants?

| General Knowledge | Professional Test | Foreign Language | IT |

S. Korea example

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Higher Civil Servant
(Manger-level)

→

Language logic

Data analysis

Situation judgement

Korean History

English

Constitution

PSAT

→

Economics
Administrative Law
Public Administration
Political Science
Information System Theory
Civil Law
International Law
Labor Law
Tax Law
Public Finance, etc.

(Depends on positions)

1st Test

2nd Test
For 5 days
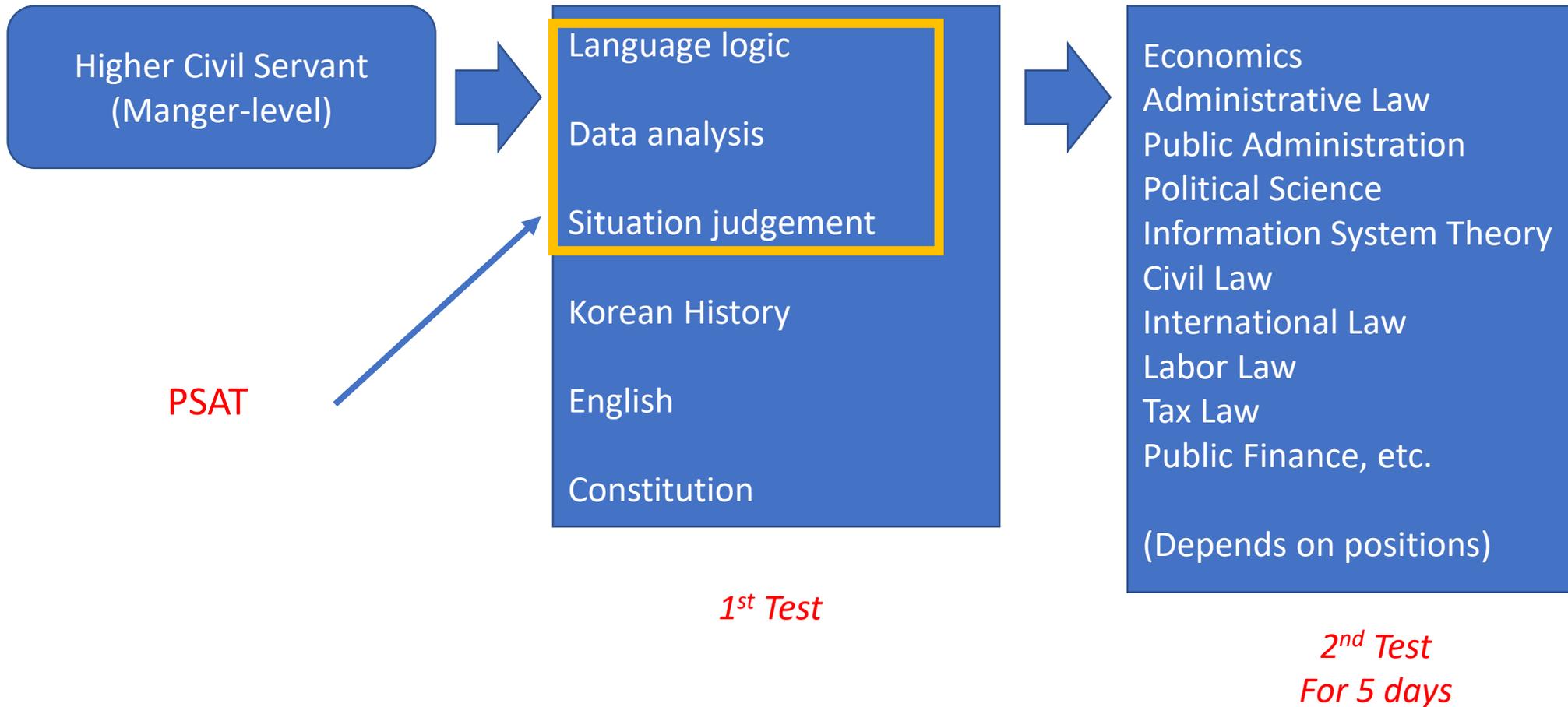
Japan / South Korea

- Japanese civil servants – 85% Tokyo / Kyoto Universities graduates, more than 60% of bureau directors and high positions Tokyo University graduates, about 80-90% of Ministry of Finance bureaucrats were Tokyo University Law Department graduates.

- Korean civil servants – more than 70% from 'SKY' universities

- In short, two countries successfully recruited the smartest and the most talented young people to the public sector.

Training

- Required job capacity = Selected employee's current capacity + 'α' – recruitment process **only assumes** that selected employee can do better than the others.

- 'α' is training

- If required job capacity > employee's capacity → train them

- If required job capacity < employee's capacity → ? _____

- Training – promote changes in knowledge, skills, attitudes, and values for improving job performance.

Question

- What is the most important factor for promotion in Vietnam's public agencies?

	Seniority	Competency	Performance
Core value	Loyalty to the orgs.	Personal capacity	Contribution to the orgs.
Type of jobs	Generalist	Specialist	Specialist
Detailed criteria	Years / Career / Age	Job capacity (management / ethical)	Outcome / performance / record
Pros or Cons			

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In-Class Discussion

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- 1. Chế độ trọng dụng nhân tài là tốt hay xấu? Việt Nam có cần những nguyên tắc sử dụng nhân tài rõ ràng hơn?

- 2. Trên thế giới, số lượng công chức nhà nước dưới hình thức hợp đồng lao động (bán thời gian) ngày càng tăng. Ý nghĩa đằng sau sự thay đổi của chế độ biên chế trọn đời?

Food for Thought: "...By the end of May, 40 civil servants recruited under Da Nang's High-Quality Human Resource Development Program had quit. Many of them, as contracted, had to reimburse the city for the so-called cost of training them, which ran into tens of thousands dollars. But one month later, Da Nang announced a policy encouraging officials to resign before they reach retirement age with a golden parachute of up to VND 200 million ($8,660), depending on their position..." (VN Express, July 23, 2018).