

# Determining the payroll of civil servants in state administrative agencies of some countries around the world and lessons for Vietnam

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## **Abstract:**

This article focuses on understanding and analyzing the activities of countries around the world in determining the staffing of civil servants in state administrative agencies, and proposes lessons that can be applied to Vietnam. Male. Determining the staffing of civil servants plays an important role in building and maintaining the operations of state administrative agencies is not only an introduction topic of different models but also a presentation of the Valuable lessons from those experiences that can be applied to Vietnam. Optimizing civil servant staffing can make an important contribution to the development and effective operation of state administrative agencies, especially in the context of globalization and increasingly complex challenges.

**Keywords:** Payroll; Officer; State Administration; International; Vietnam.

## **1. Introduction**

With the diversity and constant change of state administrative agencies in the international environment, determining the staffing of civil servants becomes an indispensable factor. The staffing of civil servants not only affects the effectiveness of administrative agency operations but also plays an important part in implementing policies and serving community interests. In this situation, understanding the experience of determining civil servant staffing in state administrative agencies of different countries becomes extremely important and useful.

This article focuses on learning and analyzing valuable experiences from the process of determining civil servant payrolls in several countries around the world and thereby drawing lessons that can be applied to the situation of the country. Vietnam. To understand and analyze methods, criteria, and processes for determining civil servant payrolls, the article aims to propose ways to optimize human resource management, improve work efficiency, and ensure the match between human resource needs and job requirements in state administrative agencies.

The article will focus on a detailed analysis of experiences and lessons from models for determining civil servant payrolls in different countries. At the same time, the article will also emphasize the importance of applying these research results to the development of state administrative agencies in Vietnam, to contribute to promoting modernization and operational efficiency. of these agencies in the future.

In the context of globalization and continuous development, determining civil servant payrolls has become an important task that not only affects the development of administrative agencies but also contributes to prosperity and sustainability. community sustainability. This article aims to contribute to raising awareness and implementation ability in determining civil servant payrolls, especially in the context of Vietnam.

## **2. Some basic concepts**

### ***2.1. Payroll***

On the payroll is a word used a lot when being recruited or appointed as an officer, civil servant, or public employee. However, currently, only Clause 1, Article 3 of Decree 108/2014/ND-CP mentions the definition of payroll.

"Payroll" used in this Decree is understood to include: Personnel payroll, civil servant payroll, number of people working in public service units, and contract workers assigned by competent authorities according to regulations, under the law.

It can be understood that payroll is the number of officials, civil servants, public employees, and workers assigned and decided by competent authorities (currently the Ministry of Home Affairs, ministries, ministerial-level agencies...). Those on the payroll will receive salaries from the State budget.

Therefore, regardless of the type of contract cadres, civil servants, public employees, and employees are signed with competent agencies, as long as they are the number of people working in state agencies and public service units. All assigned public works are considered to be on the payroll.

Being on the payroll is when an individual is appointed as an officer recruited as a civil servant or public employee or signed a working contract with State agencies.

Many people see being on the payroll as a guarantee of stable work, fixed salary, and bonuses, even from the time they start working until retirement. However, it should be noted that currently, in addition to payroll, there is also streamlining of payroll and the new Law on Public Employees has removed regulations related to "lifelong payroll".

Downsizing is the removal from the payroll of redundant people, who do not meet the conditions and requirements of the job, do not continue to arrange other jobs, and are entitled to benefits reserved for those who are downsized.

According to the 2019 amended Law on Public Employees, there are now no longer indefinite-term contracts with newly recruited public employees except for the following 3 subjects: Officials recruited before July 1, 2022; Officials and civil servants transformed into civil servants; People recruited as civil servants work in areas with particularly difficult economic and social conditions.

## ***2.2. Officer***

Under the provisions of Clause 1, Article 4 of the Law on Cadres and Civil Servants 2008 regulations on cadres and civil servants accordingly:

Officials are Vietnamese citizens, elected, approved, and appointed to hold positions and titles according to terms in agencies of the Communist Party of Vietnam, the State, and central socio-political organizations. in provinces and centrally run cities (hereinafter collectively referred to as provincial level), in districts, towns, and provincial cities (hereinafter collectively referred to as district level), on the payroll and receive salaries from the budget government.

Under the provisions of Clause 1, Article 1 of the Law on Cadres and Civil Servants and the 2019 Amended Law on Civil Servants regulating civil servants accordingly:

Civil servants are Vietnamese citizens, recruited and appointed to ranks, positions, and titles corresponding to job positions in agencies of the Communist Party of Vietnam, the State, and socio-political organizations in Vietnam. central, provincial, and district levels; in agencies and units of the People's Army but are not officers, professional soldiers, or defense workers; in agencies and units of the People's Public Security but are not officers or non-commissioned officers serving under the professional regime, police workers, on the payroll and receiving salaries from the state budget.

## ***2.3. State administrative agencies***

State administrative agencies are general management agencies or each field of work, responsible for enforcing laws and directing the implementation of state policies and plans.

In Vietnam, state administrative agencies are formed from state power agencies at the same level, the Government is the highest state administrative agency and the executive body of the National Assembly, and the Government is led by the National Assembly. Established, the People's Committee is a local state administrative agency and the executive body of the People's Council, elected and dismissed by the People's Council and agencies at the same level. The Government and People's Committees at all levels constitute the system of state administrative agencies.

State administrative agencies are an integral part of the state apparatus, established to perform state administrative management functions. Research the administrative legal status of state administrative agencies to determine the role of state administrative agencies as subjects of administrative law and as subjects of administrative law relations. When participating in administrative legal relations, depending on each specific case, state administrative agencies are determined to be subjects carrying state power or subjects participating in administrative legal relations.

### **3. Analyze experience in determining civil servant payrolls in state administrative agencies of some countries around the world**

#### **3.1. Indonesia**

Flexibility in payroll management:

Indonesia has applied a flexible payroll management model, allowing staff size to be adjusted based on job requirements and environmental changes. The system is designed to flexibly respond to different situations, including expanding or reducing staffing as needed. This helps state administrative agencies maintain a balance between human resources and actual needs, avoiding excess or shortage of personnel.

Evaluate capacity and performance:

Indonesia has taken advantage of the process of competency testing and employee performance evaluation to determine civil servant staffing. This helps ensure that those working in public administration are truly up to the job requirements and can adapt to new challenges. This system helps ensure the quality and efficiency of administrative agencies while encouraging employees to strive for better performance.

Continuous training and human resource development:

Indonesia has implemented a policy of continuous training and human resource development to improve employee capabilities. This training system includes providing the necessary knowledge and skills to ensure employees adapt to changing working environments and increasingly complex jobs. This helps the administrative agency maintain improvement and progress, while also creating a feeling of support for employees in career development.

Leverage of information technology:

Indonesia has used information technology and electronic management in determining civil servant payrolls. This includes creating an online human resources management system, which simplifies processes and reduces time and resources. This system also ensures transparency and convenience in payroll management, from tracking personnel information to confirming positions and job duties.

Overall, Indonesia's experience in determining civil service staffing is an excellent example of how to leverage management flexibility, capacity and performance assessment, continuous training and workforce development, and Applying information technology to improve efficiency in payroll management. However, to apply successfully in the Vietnamese context, it is necessary to carefully consider cultural factors, laws, and specific country conditions.

#### **3.2. Thailand**

Combine capacity testing and performance assessment:

One of the highlights of the Thai experience is the combination of competency testing and performance evaluation to determine civil servant staffing. Instead of relying solely on academic ability, this process also considers actual performance in daily work.

This helps ensure that those working in public administration are truly up to the job requirements and can adapt to new challenges.

Facilitate professional development:

Thailand has focused on building a continuous career development system for civil servants. This system includes providing in-depth training and career advancement opportunities. This not only helps enhance employees' capabilities but also motivates them to strive to develop and contribute at work.

Electronic management and use of technology:

Thailand has applied information technology and electronic management to manage civil servant payroll. This helps reduce complicated procedures and create a transparent system for determining and managing payroll. This not only saves time and resources but also facilitates information tracking and human resource management.

Ensuring transparency and fairness:

Thailand has ensured transparency and fairness in determining civil servant payrolls by providing clear and transparent criteria. This helps avoid bias or loss of talent, while also creating trust from civil servants and public opinion.

Overall, the experience of determining the staffing of civil servants in the Thai public administration represents a combination of competency testing and performance evaluation, while focusing on continuous professional development. and use information technology to improve payroll management efficiency. However, to apply successfully in the Vietnamese context, it is necessary to carefully consider cultural factors, laws, and specific conditions of each country.

### ***3.3. Singapore***

The Singaporean government has begun the process of administrative reform and TGBC to streamline the structure and procedures of the public administration since the self-governance period in 1959. By 2014, "more than 90% of the population Singapore (out of a total population of about 5.4 million) uses the internet to register for more than 200 services – operated by 30 public administration offices using an application that saves time when doing paperwork. Licensing procedures"<sup>6</sup>.

Regarding human resources in the public sector, according to Today Online, as of 2014, Singapore's public sector "employs nearly 143,000 people - equivalent to 4% of the national workforce"<sup>7</sup>. Notably, in the 1960s, the country had a talent reform program related to the public sector. The government has set out a selective work and retirement strategy. The only factor in selecting human resources is competitiveness at work. Thanks to this process, a large number of ineffective civil servants were eliminated.

The Government has established the Public Service Department (PSD): to act as an executive agency, advising the Government on the appointment, dismissal, and discipline of state human resources. To attract the best and most talented, PSD offers many attractive scholarships and various support packages.

Students who accept the scholarship are obliged to work in the State after graduation for a certain number of years. Employee promotion and ranking are closely related to qualifications and performance at work and must go through an evaluation process.

Regarding salary issues, civil servants are paid according to market salaries commensurate with the private sector. This factor plays an important role for the Government to attract and maintain an appropriate proportion of the country's talent pool.

### **3.4. Malaysia**

#### *Continuous human resource training and development system:*

One of the highlights of the Malaysian experience is the focus on investing in training and continuous human resource development systems. Malaysian state administrative agencies have developed intensive and regular training programs to improve the capacity and skills of civil servants. This helps ensure that employees stay on top of their job requirements and can adapt to changes and new challenges.

#### *Performance assessment and capacity identification:*

Malaysia has implemented a performance evaluation of civil servants to determine staffing. This process is not only based on job criteria but also on actual performance assessments during work time. This helps create fairness and transparency in determining payroll and encourages civil servants to try harder at work.

#### *Flexibility in payroll management:*

Malaysia's experience demonstrates flexibility in payroll management. State administrative agencies are ready to adjust payrolls to reflect actual human resource needs. This helps ensure that the agency always has the necessary human resources to carry out its tasks without leading to overstaffing or understaffing.

#### *Leverage of information technology:*

Malaysia has applied information technology to manage civil servant payroll. Online human resource management system helps simplify the payroll determination process and minimize procedure time. This also ensures transparency and ease in information tracking and human resource management.

The experience of determining civil servant staffing in Malaysian public administration agencies demonstrates a focus on human resource capacity development, performance assessment, and capacity identification, along with the application of information technology, to optimize payroll management. However, to apply successfully in the Vietnamese context, it is necessary to carefully consider cultural factors, laws, and specific conditions of each country.

## **4. Lessons learned for Vietnam**

Experiences from countries with similar socio-economic conditions and administrative systems to Vietnam in determining the staffing of civil servants in state administrative agencies can bring valuable lessons to Vietnam. Male:

#### ***4.1. Flexible and customizable***

An important lesson from countries such as Indonesia, Thailand, and Malaysia is the application of flexibility in payroll management. Vietnam can learn how to adjust staffing according to changing environmental needs and conditions, ensuring that state administrative agencies always have enough human resources without leading to over- or under-staffing.

#### ***4.2. Combines competency testing and performance assessment***

The way countries like Indonesia and Thailand combine capacity testing and performance assessment in determining staffing can help Vietnam ensure the quality and efficiency of its public administration. This means that people working in the agency truly meet job requirements and can adapt to changes.

#### ***4.3. Continuous training and development of human resources***

Malaysia's focus on continuous training and human resource development can be an important lesson for Vietnam. Investing in improving employee skills and capabilities not only improves work performance but also boosts morale and career development.

#### ***4.4. Using information technology in management***

The use of information technology and electronic management in Indonesia, the Philippines, and Thailand can help Vietnam optimize the payroll determination process, create transparency, and reduce procedure time. Applying technology helps create a modern working environment and saves time and resources.

### **5. Conclusion**

In the context of globalization and development, determining the staffing of civil servants in state administrative agencies plays an important role in ensuring the effectiveness and development of the civil service sector. Experience in determining civil servant payrolls from countries with similar socio-economic conditions and administrative systems to Vietnam brings valuable lessons for the process of developing and improving the domestic personnel structure.

From Indonesia's experience, we realize the importance of creating flexibility in payroll management, helping to quickly adapt to changes and fluctuations in the working environment. Thailand has given us a lesson in combining competency testing and performance evaluation to ensure public administrations have people working to meet needs and challenges. Malaysia's experience provides lessons about investing in continuous training and workforce development, creating opportunities for employees to improve their skills and develop their careers. Taking advantage of information technology in payroll management like in the Philippines brings lessons about transparency, time optimization, and creating convenient opportunities for both agencies and employees.

However, it should be emphasized that applying experience from these countries to Vietnam requires careful consideration, customization, and adjustment according to the actual situation. Creating a model for determining civil servant staffing that is effective and appropriate to Vietnam's population size, administrative structure, and development requirements is a challenge that requires consideration, research, and consultation—many sources of information.

In summary, learning and sharing experiences from other countries can help Vietnam improve efficiency and effectiveness in determining civil servant staffing. Flexibility, capacity and performance assessment, continuous training and development, and leveraging information technology will contribute to creating a stronger and more responsive public administration—the development needs of the country.

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