

## Developing Competency Frameworks in the Civil Service System - Taking the Ministry of Home Affairs of Vietnam as a Case Study

**Dao Thi Thanh Thuy, PhD.**  
Vietnam Youth Academy

**Pham Duc Toan**  
Ministry of Home Affairs of Vietnam

**Ho Kim Huong, PhD.**  
Vietnam Youth Academy

### ABSTRACT

Competency-based human resource management is a management approach that demonstrates the response to organizational changes that is taking place in many developed countries. It is associated with competency-determination, competency framework development, and using that competency framework as a basis for selecting, training, developing, and remunerating human resources. In Vietnam, through many years of administrative reform, though the quality of officials and civil servants have been improved, the results are modest. Therefore, the approach to civil servant management based on competency framework has been set. The project on job and/or position determination presided over by the Ministry of Home Affairs has initially approached the issues of developing competency framework for job and positions. However, the determination of competency framework for civil servants is still facing many difficulties because of the lack of systematic research and there's no piloting of a complete sample competency framework (model) to be applied in practice in a specific sector or field in Vietnam. The author has practically studied the process of job/position determination of the Ministry of Home Affairs of Vietnam as a focal agency assigned by the Government of Vietnam to build regulations, implement and manage this mandate so far. In which, statistical data from the implementation results of the Project of job/position determination of the Ministry of Home Affairs are used.

**Keywords:** Job and position; competency framework/model

### THE NEED TO DEVELOP A COMPETENCY FRAMEWORK TO MANAGE CIVIL SERVANTS ACCORDING TO JOB OR POSITIONS

#### Job and position

Job position is a work associated with the title, function, structure and rank of civil servants to determine staff and locate civil servants in agencies, organizations and units. The structure of each job position in agency, organization, and unit includes appropriate job description and competency framework. There are four main parts: The name of the job position; Duties and authorities that the person in charge must perform; Requirements on professional qualifications and skills that he/she must meet; Payment (Compensation) correspond to the job position and working conditions.

Job positions in an agency or organization include: (1) Group of leadership and management positions; (2) Group of operational and professional positions (policy advisory, general advisory, professional handling, inspection, checking, technical handling, supporting service).

Each job position needs to meet the requirements of quality, qualifications, competence and understanding corresponding to a specific category of civil servants and public servants.

### **Competency framework**

Competency framework is a tool that describes the competencies required for a specific type of activity, occupation, organization or sector. Competency frameworks are made up of competencies - they are created by a set of abilities, skills and characteristics required for an incumbent to successfully carry out tasks of his or her position.

Competency framework is often divided into three levels: General competencies; Professional or functional competencies; Competencies appropriate to specific role (according to individual, profession, position in the organization). This framework can guide career development at all levels.

Competency framework includes the following basic components:

- Name of the main operational competency: used to determine the function of the job;
- Definition of competency: which describes the general behaviors, functions and activities that need to be done to achieve the desired results;
- Competency levels: to determine the behaviors that the civil servant needed to perform effectively and control (master) that ability. The levels are arranged incrementally according to knowledge, skills, attitudes and other related-to-work abilities;
- Competency index: Describes the level to which a civil servant controls the criteria of competency levels.

### **The need to develop competency frameworks**

*First, competency framework is the basis for personnel planning and discovering talents of civil servants.*

Competency framework is the basis for planning a personnel development strategy for the organization and for discovering talents of civil servants. It is used to assess the current and future of competency requirements to each employee and organization. The gap between the competency of an individual or a group of staff or even an organization in comparison to requirements in the HR development plan would be identified through competency frameworks. Competency framework is a selection tool based on core competencies. When identifying the types of core competencies, the competency levels will help determine which level is the recruited or appointed person is in. The necessary competencies are clearly defined in the competency framework for recruitment and selection. Those who apply for a certain job position are assessed on each type of competencies available in the competency framework.

*Second, competency framework is the basis for competency-based training and development*

Competency framework becomes the basis for making a HR development plan. Each HR development plan is made based on a list of specific competencies that are consistent with the need for effective service performance. Employees assigned to study and courses organized are based on the need to develop specific types of competencies. The competencies built in the competency framework are the basis to create individual career plan of each civil servant. The necessary competencies of all job positions are then considered and compared with the capabilities they have to identify their potential positions and thereby develop their career plan.

*Third, competency framework is basis for assessing the performance results*

Competency framework arranges types of competencies from work (positions) not from persons (civil servants and officials). Work performance of civil servants and officials should

be evaluated in line with the requirements of competency standards as well as organization's objectives. The evaluation system should focus on specific behaviors and provide a "road map" for recognition, reward and promotion.

*Fourth, competency framework is the basis for competency-based remuneration*

The system of competency-based pay and remuneration encourages civil servants and employees to try their best to follow the organization's defined competency framework to achieve high efficiency. Various remuneration systems are used to: reward individuals whose competency level are higher than the standard level; increase salary and provide incentives based on competency development and performance results.

## **CONTEXT OF DEVELOPING COMPETENCY FRAMEWORK ACCORDING TO JOB POSITION IN VIETNAM**

The process of identifying job positions in state agencies in Vietnam has two main contents: developing job descriptions, job standards and competency frameworks for various positions of an organization. Thus, each state agency needs to determine how many positions are available and equivalent job descriptions and competency frameworks. The number of staff and structure of civil servants in each organization are accordingly determined. This will help the organization's recruitment and selection are based on clear criteria, helping to employ and evaluate civil servants objectively and manage civil servants effectively

It is common that when developing job positions, state agencies often base on available organizational structure and staff to define job positions for staffing and propose for approval rather than basing on their goals, functions, and tasks as well as from the actual workload. This has made the total staff increase compared to the approved number of staff. Therefore, it is imperative to conduct job analysis to define job positions for staffing and employment in a scientific and objective manner. The final product of developing job position includes the list of job positions in each agency and division; the job descriptions and competency frameworks; the total staff determination and civil servant structure; and the regulations stipulating competency-based civil servant management.

The process of determining job position in state agencies in Vietnam is carried out following 8 steps: (1) Listing jobs (work positions) according to functions, tasks and powers of agencies, units; (2) Grouping jobs; (3) Identifying factors affecting job positions; (4) Listing and evaluating current status of civil servants; (5) Determining the list of job positions of agencies and units; (6) Developing job description of each job position; (7) Developing competency framework of each (or group of) job positions; (8) Determining the corresponding civil servant rank; civil servant level, occupational titles corresponding to job positions and number of employees.

To date, in implementation of the Decree 36/2013/ND-CP of the Government and Circular 05/2013/TT-BNV of the Ministry of Home Affairs on job position and structure of civil servant rank, the Ministry of Home Affairs has approved list of job positions for ministries, sectors, localities and guiding the development, appraisal and approval of the Projects on job positions for organizations under the management of ministries, sectors and localities. The Ministry of Home Affairs has approved the list of job positions in 2015 and 2016 for all 63 provinces and central controlled cities, 22 Ministries, ministerial-level agencies and 8 government agencies and equivalent agencies in Vietnam.

Basing on identified job positions, the Ministries, sectors and localities develop job position Projects to determine the job positions needed; develop job descriptions and competency

standards for each job position; forming the competency dictionary for their own organizations. According to Decision No. 2077/QĐ-BNV dated December 31, 2015 of the Minister of Home Affairs, Ho Chi Minh City has 374 job positions; Decision 2076/QĐ-BNV dated December 31, 2015 of the Minister of Home Affairs, approving the list of job positions of Hanoi City with 366 positions; Decision 1696/QĐ-BNV dated June 28, 2016 approving the list of job positions in administrative agencies and organizations of the Ministry of Labor, Invalids and Social Affairs with 136 jobs.

However, the Projects and implementation plans of the determination of job positions of a number of ministries, sectors and localities have not yet been consistent in the content of job descriptions; The elements of the competency framework are also unclear, and general, resulting in the inconsistency in the same job positions. Based on the Decision of the Ministry of Home Affairs, a number of Ministries, sectors and localities have issued decisions to approve job positions and competency frameworks for affiliated units and organizations, but some others have not yet passed job positions for some career fields.

Currently, due to lack of detailed instructions on how to do (the level of difficulty of job, competency scale, indicators of each competency content), each Ministry, sector and locality has their own way of implementation, leading to the difference in the job descriptions, competency standards of the same job positions. Some carries out in detail, some does not. The way to implement the current job position project between ministries, sectors and localities has not been consistent in form and content, especially the job description has not shown specific types of tasks and standards of each job position has not been built in a general model.

## **DEVELOPING COMPETENCY FRAMEWORK– THE CASE OF VIETNAM MINISTRY OF HOME AFFAIRS**

### **The process of defining job positions**

The Ministry of Home Affairs is an agency of the Government of Vietnam and is responsible for submitting to the Government and the Prime Minister for promulgating legal documents on job positions, structure of civil servant ranks and the list of highest rank is used in administrative agencies; Approving the list of job positions and the civil servant rank structure submitted by the Ministries, ministerial-level agencies, government agencies, and organizations established by the Prime Minister; Listing job positions, structure of civil servant ranks of Ministries, ministerial-level agencies and Government agencies to report to the Prime Minister. According to the Decree No. 36/2013 / ND-CP dated April 22, 2013 of the Government regulating job position and structure of civil servant rank and Circular No. 05/2013 / TT-BNV dated June 25, 2013 of the Minister of Home Affairs guiding the implementation of Decree No. 36/2013 / D-G, Ministries, sectors and localities shall perform the task of job position nationwide.

The Ministry of Home Affairs has listed and evaluated the status of existing managerial leaders, civil servants and other employees, in the form of reports; listed status of the number and quality of officials, civil servants at the time of developing job position project in the Ministry of Home Affairs and made report on the arrangement and employment of civil servants and their job completion level in the ministry. According to the job position project and implementing Decree No. 36/2013 / ND-CP; Circular No. 05/2013 / TT-BNV, Ministry of Home Affairs has identified list of job positions, developed job description of each job position in affiliated units under the Ministry.

Basically, the units of MoHA have carried out developing job positions based on the assigned staff under the Minister's Decision promulgating regulations on organizational structure, functions and tasks of the unit. This task is considered to be quite positive in the units under

the Ministry, with the Organization and Personnel Department being the focal point to preside over and submit job position projects to the Ministry leaders for approval.

However, the positions and jobs at the units have been in the process of re-consideration and approval for many objective and subjective reasons. According to the annual staffing quotas and based on the functions and tasks of units, heads of units shall assign tasks to civil servants to ensure good performance of assigned tasks. Due to changes in functions and duties and organizational structure of the Ministry of Home Affairs according to Decree No. 34/2017 / ND-CP dated April 3, 2017 of the Government, the units under the Ministry have re-issued new functions and tasks of the units in accordance with the new regulations on functions and tasks of the Ministry. Job positions of each unit have been evaluated and rebuilt on the basis of this Decree and regulations.

### **Results of the job position Project of the Ministry of Home Affairs of Vietnam**

Result of job position of the Ministry of Home Affairs are built based on the functions and tasks assigned by the Government on each field and the position and job framework of each unit. Under the provisions of Decree No. 34/2017 / ND-CP, the Ministry of Home Affairs has an organizational structure of: 22 subordinate organizations and units, in which 18 advisory units help the Minister implement state management functions, including: Organization and Personnel Department; Department of Local Government; Department of Civil servants and Public Servants; Department of Training and retraining of Officials and civil servants; Department of Salary; Department of NGOs; Department of Public Administration Reform, Department of International Cooperation, Department of Legal Affairs; Department of Planning and Finance; Department of General Affairs; Department of Youth Affairs; Organization and Staffing Department; Inspectorate of the Ministry; the Ministry Office; *Central Committee of Emulation* and Reward; Government religious Committee; State Records and Archives Department

Public service delivery organizations assist the Minister in performing the state management functions, including: Institute on State Organizational Sciences; Journal of State Organization, Information Center; Hanoi University of Home Affairs; National Academy of Public Administration.

Through the process of research, the job position Project of the Ministry of Home Affairs is built based on the specific functions and tasks in the key areas of state management of the Ministry. The project includes the positions: (1) Leadership and management; (2) Execution and operation. Accordingly, depending on each job position, requirements on qualifications and competency depend on specific job position. Some are managerial, some operational/professional. Therefore, when determining the position of job, first of all, it is necessary to identify the leadership and management positions according to the principle: leadership and management positions include one head position, some deputy positions (but generally not more than 3 positions), following by functional and professional positions.

According to the Report of the Drafting Board of the job position Project of the Ministry of Home Affairs, statistics on civil servants and employees of the Ministry of Home Affairs, including employees of the units under the State Records and Archives Department and public officials seconded to work at projects, Party organizations and unions in 2011 are:

**Unit: person**

<b>Group of civil servants</b>		<b>Quantity</b>
Leaders, managers	The Ministry leaders	07
	Department Director and equivalent (General Director)	41
	Department Deputy Director and equivalent	72
Specialized civil servants by category	Senior and equivalent experts (specialists)	54
	Principal and equivalent specialists	
	Specialist and equivalent	186
	Technical Staff and equivalent	784
	Supporting Staff	147
<b>Total number of civil servants and officials</b>		<b>1.399</b>

**Source: MOHA - Vietnam**

On the basis of reviewing the report and analyzing functions and tasks of subordinated units under the Ministry; The Ministry of Home Affairs has appraised and processed the data to study the current status of the contingent of civil servants and officials and proposed the required number of job positions, structure of civil servants and employees according to ranks and staff (number of employees) corresponding to the number of job positions of each unit. Product of the Project is as follows:

In terms of job position, the total number of positions of the Ministry of Home Affairs is 172, of which 50 positions are leaders, managers and 122 professional executives. Including 2 groups:

- Group of positions of units under the Ministry's agency with a total of 84 positions, including 12 leaders, managers and 72 professional executive positions.
- Group of positions of the organizations and units belong to the Ministry with a total of 88 positions, including 38 leaders, managers and 50 professional executive positions.

Specifically:

- Ministerial level: Minister; Vice Ministers
- Department level and equivalent: Director General; Chief of Office; Chief Inspector;
- Deputy General Director; Deputy Chief of Office; Deputy Chief Inspector.
- Department Division level: Unit manager and Assistant managers
- The professional executing level in subordinate units. The specific positions are as follows:

The specific position is as follows:

- + Positions at the (Internal) Organization and Personnel Department: Managing and building teams; Managing organizational apparatus, staff and payroll; Collecting, statisticizing and managing files; Managing training and retraining; Managing regulations, policies and gender equality; Monitoring administrative reforms, public services reforms and civil servants; Internal protection (concurrently); National defence and security (concurrently)
- + Positions at the Department of General Affairs: Monitoring the development of the home affairs sector; Gender equality; Monitoring democracy at the grassroots level
- + Positions at the Department of Organization and Staffing: Management of organizational apparatus; Staffing (for the whole government system)
- + Positions at the Department of Legal Affairs: undertaking the tasks of several aspects of legal affairs in home affairs sector
- + Positions at the Non-Governmental Organization Department: Managing associations, funds, non-governmental organizations
- + Positions at the International Cooperation Department: Interpretation; Cooperation in ASEAN; Bilateral cooperation; Multilateral cooperation, Monitoring international projects

- + Positions at Department of Civil Servants: Building a contingent of civil servants and officials; High-level personnel monitoring; Managing records of officials, civil servants and officials.
- + Positions at the Administrative Reform Department: Monitoring institutional reforms; Monitoring organizational reforms, monitoring civil service and civil servant reforms, monitoring public administrative procedure reforms, monitoring public financial reforms, monitoring the administrative modernization; Information and communication; PAR report compiling and evaluation
- + Positions at the Department of Youth Affairs: Institutional and policy management; Management of databases of youth affairs
- + Positions at Department of Salary: Management of salary policies for civil servants
- + Positions at Department of Training and Fostering officials and civil servants: Formulating institutions and policies; Quality inspection and assessment; Managing programs and curricula; Managing oversea training and fostering; Monitoring system of training and fostering facilities.
- + Positions at Department of Local Government: Local Government building; Management of boundaries and urban areas; Managing officials and civil servants at commune level
- + Positions at Department of Planning - Finance: Planning management; Financial and accounting management; Asset management, Investment and capital construction management; statisticization, synthesization
- + Positions at the Ministry Inspectorate: Inspectorating; Monitoring the settlement of complaints and denunciations; Monitoring and preventing corruption (concurrently); Monitoring the implementation of conclusions and recommendations after inspection; Synthesization
- + Positions at the Ministry Office: Synthesization and advisory; Secretary of the Minister; Monitoring emulation - rewards; Relations with media agencies; Event organization; Managing traditional room (concurrently), managing and using stamps; managing outgoing and incoming documents; Archives; Chief accountant (concurrently); General Accountant; Accountant, Cashier, Office Administration; Office Health care; Receptionist; Driver, Security guard.

## **ANALYZING SOME SAMPLE JOB POSITIONS AT THE MINISTRY OF HOME AFFAIRS OF VIETNAM**

### **The Departmental Head level**

#### ***Legal status and functions, tasks***

At the Ministry agency, General Directors are the heads of MoHA units (departments), advising the Minister to perform the state management functions and tasks assigned by the Government. With the organizational structure prescribed by current law of Vietnam, heads of the units: Departments, Institutes, Ministry Office and equivalent are Department Directors and equivalent.

The Ministry of Home Affairs, the Government agency, is a multi-disciplinary Ministry, leading the specialized units and departments is Department Director, head of the Ministry Office is Chief of Office; Head of Ministry Inspectorate is Chief Inspector. According to the regulations on functions and duties of the Ministry of Home Affairs, there are currently 15 positions as heads of units under the Ministry, including: Department Director; Chief Inspector and Chief of Office. Equivalent to Departments are Committees, Authorities, public service delivery organizations with 02 Committee heads; 01 Authority Director; 02 Principals (Deans).

The Department Director and the equivalent is the head of the Ministry's unit, representing the unit, responsible to the superior leadership for the duties of the unit he manages. This position has the following functions:

- Directing and managing internal affairs of the Department: Managing and assigning the deputy level (Deputy Director) and Department officials to perform tasks of the Department according to regulations on a regular basis. As the head, he assigns works directly, sets deadline, gives quality requirements to each professional executive.
- Directing the effective coordination of the unit with other units inside and outside Ministry. The Director is the representative of the unit while contacting and working with the Ministry's leaders, responsible for the accuracy and timeliness of the contents directly directed by the unit. Directly receiving and implementing instructions from the Minister; Deputy Minister for unexpected and planned jobs. Directing the coordination and participation with other units to perform the unit's regular and unexpected tasks.

### ***Characteristics of the Department Director position***

The Department Director (Director General) should have the general characteristics of the head of a unit such as: Competency, shown in the results of directing and executing tasks; Ability to unite and gather civil servants to promote collective spirit, personal intellectual strength; Health, showing the healthy spirit to fulfill the regular and unexpected tasks; Personal prestige through the credibility of executive and professional staff and senior leaders ... Besides, he must be a person who understands well, understands deeply the fields managed by the Ministry of Home Affairs as the Ministry is tasked with managing the State in many different fields, including the relatively sensitive ones which affect rights and interests of many people such as: public servants, local government; Associations, Non-Governmental Organizations ... Therefore, in addition to the professional capacity of state management in general, the Director, as the head of the unit under the Ministry of Home Affairs must be knowledgeable and experienced to solve related jobs in the home affairs sector associated with organizations and people.

### **The executive and professional civil servant position**

#### ***Functions, tasks and characteristics of job positions***

The executive and professional civil servants may advise and propose assigned tasks by themselves or cooperate with other units and other officials to perform their tasks, ensuring the authenticity and proper regulations of the products directly submitted to Department leaders, Ministry leaders. They are responsible to complete assigned tasks according to certain contents, processes and procedures and have the right to reserve their opinions on matters having different opinions. Depending on the functions and tasks of each unit, professional executive have assigned with different tasks, job positions. However, output products must meet general regulations, be accepted and used by leaders of the Ministry and Department.

Executive and professional civil servant position is characterized by performing tasks according to the "administrative orders", directly drafting, advising and assisting the unit leaders when receiving tasks and taking direct responsibility to leaders of the specialized unit. Ordinarily, executive and professional civil servants perform tasks according to assignments, and are bound by the time schedule to perform such tasks.

#### ***Output standards to measure ability of executive and professional civil servants***

Output standard to measure the performance of functions and duties of executive and professional civil servants are daily work products that such civil servants perform, be it advisory documents, proposals or ideas, initiatives on assigned tasks. These products are expressed in writing, showing their accumulated and crystalized knowledge and wisdom.



These output products can be "produced" in the following cases: (1) Performing tasks according to the unit's plan; (2) Executing unexpected tasks directly assigned by department leaders, Department leaders, in some cases, executing tasks assigned directly by Ministry leaders; (3) Initiatives, ideas proposed in the process of implementing tasks and missions related to the functions and tasks of the and Ministry; the shortcomings, difficulties and legitimate proposals to improve the process of receiving and implementing work; improving working habits and manners for the development of agencies and units. The measurement of products and performance results can be based on annual plans; the tasks handled by civil servants.

The process, procedure and time for handling tasks of executive and professional civil servants are complied with the working regulations of the Ministry and the unit. Time for submission and handling of documents is specifically and clearly regulated and this is also one of the bases for evaluating public servants and civil servants at the end of the year, and classifying task completion level. Time to handle work is one of the "hard" standards to measure the result of civil servants' performance. Civil servants who are lazy, irresponsible, slow in work,.... shall be evaluated, criticized, warned by leaders at regular, preliminary and final meetings. This is also one of the bases to assess civil servants who have not completed their tasks or completed their tasks with limited capability.

The work result performed by executive and professional civil servants are advisory documents submitted to the leadership of the Department and the Ministry for consideration and approval. The products may also be creative ideas, proposals and recommendations to enhance work capacity and work handling ability; or suggestions related to the management of ministries and sectors, that are approved by the leaders for deployment.

For civil servants who perform tasks, professional capacity is always an important role, deciding the "product" of work. Professional capability shows the understanding of civil servants in the field of work; on the issues, tasks assigned regularly or unexpectedly. At the same time, the smooth coordination, exchange of information and experiences among civil servants in the same issue to make recommendations, solutions and proposals help to show their teamwork spirit.

### **ISSUES RAISED WHEN DEVELOPING COMPETENCY FRAMEWORKS IN VIETNAM**

The process of determining job position shows that, in order to properly develop competency framework, it is necessary to clarify the following issues:

*Firstly, requirements of the competency framework in relation to job position should be defined*

It's required to determined job position of each unit to propose corresponding competency frameworks. Currently, the Ministry of Home Affairs has still re-considered to approve job positions of units for various reasons, therefore, it is difficult to determine competency framework for each position or groups of positions such as head of the unit, sub-unit leaders and various types (ranks) of executive/professional civil servants. However, based on assigned staff, the clearly assigned functions and tasks of each unit will be the initial basis to determine competency frameworks.

The development of competency frameworks for management and leadership titles must contribute to a strong and fundamental change in the consciousness of the whole system in terms of capacity requirements to the leadership and management team in the coming time. Important measures and specific actions are taken to improve ability of management and leadership team, thereby promoting civil service reform, towards a professional civil service.

The competency framework development should promote and facilitate the personnel planning, employment, fostering, evaluation and selection for qualified leaders, managers to be able to lead the agency to complete the assigned objectives and tasks, creating a healthy competitive environment.

When developing competency framework, it should be presented at different levels:

- On overall level, competency framework is considered as a "legal framework" for the standards of management, leadership titles of the whole country, ensuring the general consistency and the certain "openness" in order for each sector and locality to concretize these standards to suit the characteristics of each place, based on the merit principle;
- The level of detail and quantification of criteria to apply. For example, the overall level may determine that Department-level leaders must have the capacity to "advise on the improvement of law and the policy-making of the sector ...", so how to know, to measure a person with this capacity? How to know, evaluate, and to improve this capacity? Only when quantifying these issues, the competency framework of managerial leadership titles are highly feasible and practical..

*Secondly, it is necessary to unify the method of developing competency frameworks*

- Determine the purpose and orientation of developing competency frameworks. In order to build frameworks for a number of job positions at the Ministry of Home Affairs, it is necessary to determine its purpose and help leaders and civil servants be aware of the importance of defining competency frameworks as a significant tool to support different HRM aspects.
- Analyzing the tasks of each unit according to the functions and tasks assigned to develop competency frameworks for various groups of positions or for a particular position. Each position requires different specialized skills and professions. In addition, officials need to be knowledgeable about state management of the sectors and fields of the Ministry of Home Affairs, experienced in handling administrative situations and problem-solving skills. Therefore, when developing competency framework for the respective positions, it is necessary to clearly analyze the tasks corresponding to the qualifications and capabilities that the civil servants should meet.
- Surveying and giving quantitative criteria on capability of executive/professional and leadership civil servants for assessment. A survey on expectation of executive and leadership civil servants on the importance of developing sample competency framework should be conducted. Since then, some quantitative criteria are given to assess their ability and develop framework for each position. Some given criteria may be surveyed such as professional qualifications, understanding of the sector and the management field; practical experience; other criteria such as public service ethics, decisiveness, thoroughness in leadership and management; behavioral communication, decision-making ability, ability to manage and develop personnel, change the way of managing resources, boldly reassign work and professional tasks to civil servants for high performance.

*Third, the structure of competency framework should be defined in accordance with nature of each job position*

When applying the competency framework in defining leadership and management standards at the Ministry of Home Affairs, the following basic factors need to be paid special attention:

Leaders and civil servants pay attention to the development of competency frameworks. To do it, leaders and civil servants need to understand the benefits and reasons of adopting competency-based management approach.

Once the initial framework is built and applied in practice, there should be improvements, amendments, supplements and renewals over time to suit the practical tasks and positions of civil servants. Experience from many countries shows that the competency framework building is a "testing and perfecting" process. Competency framework is initially basic, then evaluated and adjusted based on comments and recommendations from many parties.

Always taking into account the specific features of functions and tasks of the Ministry of Home Affairs in general and such of its subordinate units in particular to develop competency frameworks and make appropriate improvements. Specific features of the Ministry of Home Affairs are shown in State management functions related to organization and staffing; management of public servants and civil servants; adjusting administrative boundaries, urban issues of local authorities; State management in associations and non-governmental organizations, etc. These tasks should be taken into account when developing and applying competency frameworks to achieve positive effects in practice.

### **CONCLUSION**

Competency framework has proven to be an effective tool in managing and developing human resource in public and private sectors in many countries around the world. In Vietnam, more and more organizations and businesses develop and apply competency frameworks. In public sector, the issue of developing competency framework has just been raised in recent years. However, the development of competency framework also has different approaches and it has not yet become a tool for HR management in ministries, sectors and localities.

In order to apply the competency framework to the reality of civil service, it is necessary to have systematic and comprehensive research, to identify the key competencies of civil servants in the civil service to apply to the management of civil servants and public servants from recruitment and selection to personnel appraisal and training and development. The application will contribute to improve capability of civil servants constantly, meeting expectations of citizen and organizations to the civil service.

Basically, there is no systemic competency frameworks in Vietnam. With the results of determining job positions, job descriptions and initially developing competency frameworks on the basis of existing institutions, it can be said that the Ministry of Home Affairs should continue to take the next steps to make competency frameworks to become the significant tool in human resource management in public sector. In particular, it is necessary to pay attention to methods, processes, prerequisites for the development of competency frameworks to be effective and highly feasible. Since then, based on the framework, it is possible to compare competency levels of each job position. This will be the foundation for rearranging, arranging, evaluating, developing and recruiting new civil servants to meet the requirements of the job positions in Vietnamese civil service.

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