

## **STAFF ASSESSMENT AND SURVEY ACTIVITIES IN VIETNAM: THE SITUATION AND SOME SOLUTIONS**

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**Abstract:** Survey and evaluation of cadres is the first and important premise to decide on the arrangement and use of cadres from central to local levels. Aware of that importance, Vietnam has issued many guidelines, policies, regulations on personnel and staff assessment and surveys have been put into practice. In order to build a team of staff with professional capacity and ethical qualities to meet the increasing requirements for the process of development and international integration, the survey and assessment of cadres in Vietnam continues. theoretically researched and actively implemented in practice. Therefore, in this article, on the basis of using a number of research methods, the authors conduct an analysis of the current situation of survey and assessment activities in Vietnam in recent years (specifically through a number of research projects). Ministries, branches and localities) from which to propose some basic solutions and recommendations to improve the effectiveness of survey and assessment of cadres in Vietnam in the coming time.

**Keywords:** Officer; survey and evaluate staff; reference value; evaluation criteria.

### **1. Make a problem**

In cadre work, surveying and properly assessing cadres is the first premise to decide on the arrangement and use of cadres. Evaluation is defined as the review after an activity of an individual or organization in practice by people related to that organization/individual (Frey, 2007). Surveying and properly assessing cadres as a basis for planning, training, fostering, selecting and arranging to promote the potential of cadres, so that cadres themselves have the right direction in striving. Practise; is the basis for properly implementing the cadre policy, praising and honoring cadres who have excellently fulfilled their assigned responsibilities, contributed and contributed to the country, localities and units; at the same time criticize cadres who do not fulfill their tasks, do not set an example, and reduce people's trust in the Party organization. Surveying and properly assessing cadres is an important factor contributing to building solidarity and unity in agencies, localities and units, contributing to political stability, encouragement and promoting the positivity of employees people and officials in the common cause. On the contrary, if

cadres are misjudged, especially the heads, it is easy to cause distractions among cadres, affect internal solidarity, reduce trust, and sometimes lose the whole movement in each locality and sector. , unit. Many researchers have shown that the cadre evaluation system associated with cadres' responsibilities greatly affects the behavior of cadres and agencies from central to local levels and orients the development of cadres and agencies. development of the political system (Edin, 2003; Gao, 2009).

Over the past time, the Party has issued many resolutions, decisions and regulations on cadre work and cadre assessment such as the Resolution of the Third Party Central Committee (term VIII), Decision No. 286-QD/TW dated 8/08 02/2010 of the Politburo (X term) "On the promulgation of the Regulation on the evaluation of cadres and civil servants", Regulation 89-QD/TW dated August 4, 2017 of the Politburo, stipulating the standard framework titles, orienting the framework of evaluation criteria for leaders and managers at all levels; Regulation 90-QD/TW dated August 4, 2017 of the Politburo, stipulating title standards and evaluation criteria for cadres under the management of the Central Committee, the Politburo and the Secretariat. On that basis, the Government issued Decree No. 56/2015/ND-CP, dated June 9, 2015 on assessment and classification of cadres, civil servants and public employees. However, the organization and implementation of the above documents depends on the heads who have the responsibilities and tasks of staff management and staff evaluation; depends on the consulting agency, the advisory staff is in charge of personnel work.

In fact, there have been a number of cases where cadres were trusted by the people but not trusted by the authorities and vice versa. In many standards of leaders and managers, the cadre strategy has been stated quite fully, but now a large number of cadres, party members and people are very interested in exemplary standards, dare to think, dare to do. dare to take responsibility, go hand in hand with action, do not corrupt and resolutely fight against corruption, stick closely to the people and gain the people's trust. Therefore, the evaluation and survey of cadres in the political system in Vietnam need to be studied fully, objectively and comprehensively in order to gradually build a contingent of qualified and capable cadres to meet the task requirements posed in the current situation.

## **2. Current status of staff assessment and survey activities in Vietnam**

\* On the promulgation of documents on surveying and evaluating cadres in the political system

The Party's policies and resolutions on cadre evaluation: Since its inception, the Communist Party of Vietnam has always identified cadre work as the key to Party building. The Party exists because of the quality of its cadres and party members. Doi Moi is a very important political task of the entire Party, army and people. Successful

implementation of the renovation cause will help people's life to be prosperous and happy, and at the same time, enhance the leadership position in the country. Party leadership. Therefore, after the 6th Congress of Deputies, the Party regularly promulgated regulations to improve all stages of cadre work, especially cadre evaluation in order to prevent inadequate cadres. standards affect political prestige, the Party's leadership role in the State and society.

Decision No. 23/QD-TW, dated November 24, 1997 of the Politburo, term VI on cadre management, mentioned the need to develop a strict cadre evaluation process, ensuring objectivity, fairness. The Party commented that: "There is a regime to periodically evaluate cadres, assign and monitor cadres. The person in charge and the collective participate in staff evaluation". The evaluation and comment of officials must be public, so that the official can present his/her opinion on that comment. Resolution 03-NQ/HNTW of the Third Conference of Term VII on a number of tasks of reform and rectification of the Party has set out a number of standards for cadres to serve the assessment of cadres: "The assessment cadres must rely on cadre standards. The leading standards of current leaders and managers are: having a firm political stance, steadfast in socialist goals and path, determined to successfully carry out the renovation cause; have the knowledge and ability to participate in collective decisions and the ability to practice and work effectively; have revolutionary morality, thrift, integrity, justice and impartiality, resolutely fight to protect the views and lines of the Party; consciously organizing discipline, preserving unity in the Party; stick with the masses, gain the trust of the masses. At the same time, based on actual work efficiency, including economic, political and social efficiency. Staff evaluation must be comprehensive, specific and fair; overcome the situation of subjective, one-sided, narrow-minded, prejudiced, unfair, and democratic evaluations"<sup>1</sup>. The evaluation criteria in this period are still mainly based on political standards and the main ethical and lifestyle quality, although, initially, standards have been determined for the performance of the assigned functions and tasks.

At the 8th National Congress of Deputies, in order to build a contingent of cadres to meet the requirements of the process of industrialization and modernization of the country, the Party issued the "Strategy of cadres in the period of industrial promotion nationalization and modernization", in which continuing to recognize the important role of cadre work and cadre evaluation: "Card is the decisive factor for the success or failure of the revolution, associated with The destiny of the Party, the country and the regime is a key stage in Party building work. President Ho Chi Minh

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<sup>1</sup> Resolution of the 3rd Plenum of the 7th Central Committee on a number of tasks of reforming and rectifying the Party

and our Party have worked hard to train, train, and build a team of dedicated, resilient cadres who have successfully completed their tasks through the revolutionary periods"<sup>2</sup> at the same time, bringing in cadre evaluation is one of the contents of the regulations on cadre work: "The evaluation of cadres must be done annually, before the end of the term, or the transfer of a job, based on cadre standards and effectiveness actual work results, taking into account the environment, working conditions, and people's trust level. The responsibility for cadre evaluation belongs to the party committee, the party organization where the cadre lives, the management agency of the cadre's immediate superiors, and the cadres themselves self-evaluate. The evaluation of cadres must be based on strictly implementing the self-criticism and criticism regime; according to the principles of collectivism, democracy, publicity, and conclusions by majority"<sup>3</sup>.

At the beginning of the 12th Congress, facing the current situation of cadre work in general and cadre evaluation in particular, there were still many shortcomings and limitations, so the Central Committee, the Politburo, and the Joint Secretariats continue to promulgate guidelines and regulations to improve the evaluation of cadres in the direction of objectivity and fairness. In the evaluation of cadres, in the previous term, the Central Executive Committee and the Politburo had not yet issued a clear standard framework and orientation for evaluation criteria, so the evaluation of cadres at all levels was conducted separately, heterogeneous, "various shapes". Therefore, in order to make the evaluation of cadres, especially leaders and managers at all levels smoothly and synchronously, the 12th Politburo issued Regulation 89-QD/TW, dated 4/8. 2017 on the title standard framework, orienting the framework of evaluation criteria for leaders and managers at all levels. Regulation 89-QD/TW has set out 5 standards in the standard framework for cadres and managers, and at the same time, develops a framework of criteria for evaluating leaders and managers at all levels, including two groups of criteria only, the first group of criteria on "ideological politics; ethics, lifestyle; sense of discipline; working style and manners" and the second group of criteria on the performance of assigned responsibilities and tasks. In addition, the Regulation also specifies in detail the framework of classification criteria, competence and evaluation process for leaders and managers at all levels.

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<sup>2</sup> Resolution 03-NQ/TW dated June 18, 1997 of the 3rd Conference of the 8th Party Central Committee on "Strategy of cadres in the period of accelerating industrialization and modernization of the country"

<sup>3</sup> Resolution 03-NQ/TW dated June 18, 1997 of the 3rd Conference of the 8th Party Central Committee on "Strategy of cadres in the period of accelerating industrialization and modernization of the country"

The Party Central Committee issued Regulation No. 132-QD/TW, dated March 8, 2018 of the 12th Politburo of the Politburo, on earning points and evaluating and ranking annual quality for collectives and individuals. people in the political system. Regulation 132-QD/TW stipulates principles, grounds, processes and authority to conduct review, assessment, and quality rating of collectives and individuals in the political system.

Most recently, the 12th Politburo issued Regulation No. 214-QD/TW dated January 2, 2020 on "Framework for title standards, criteria for evaluating cadres of the Central Executive Committee and the Politburo management secretariat". Beside the group of mandatory criteria on ideological politics; ethics, lifestyle; working style and manners; With a sense of organization and discipline, this Regulation has emphasized and emphasized the criteria of position and assigned tasks, and enhanced the efficiency of job completion. In summary, during the term of the 12th National Congress, our Party has synchronously and comprehensively developed standard frameworks and oriented frameworks for evaluating cadres and party members at all levels from cadres of the Central Committee, Politburo, Secretariat management; cadres are leaders and managers at all levels to cadres and party members.

Based on the Party's resolutions and regulations on cadre work, the State has gradually developed many legal and sub-law documents stipulating the functions, powers, and methods of evaluating cadres, civil servants and public employees. . Currently, the Ministry of Home Affairs has developed and is collecting comments on the draft Decree to replace Decree No. 56/2015/ND-CP, which has been amended and supplemented according to Decree No. 88/2017/ND-CP. Decree No. 02/VBHN-BNV dated November 9, 2017 on assessment and classification of cadres, civil servants and public employees. The revised Law on Cadres, Civil servants and Public Employees 2019 took effect from July 1, 2020.

\* About tools for surveying and evaluating staff

In building a framework of evaluation criteria, the Communist Party of Vietnam has focused on building survey and evaluation tools for cadres in order to evaluate the right people, the right jobs, with fairness and objectivity. The process of developing an evaluation tool has been gradually completed by our Party to create money for the Party organization and its affiliated committees to develop an appropriate set of assessment tools for each unit and field.

The XI Politburo promulgates Regulation No. 262-QD/TW dated October 8, 2014 on obtaining votes of confidence for leading members of the Party Committee and leading cadres in the Party, State, and Front agencies. Fatherland battles and socio-political organizations. Objects of confidence vote Politburo member, member of the Secretariat; Members of standing committees at all levels; cadres between the leadership positions in the Party, State, Fatherland Front agencies and socio-political

organizations from the central level to the level with affiliated units. The contents of the vote of confidence include: Political qualities, ethics, lifestyle; practical capacity.

In order to create conditions for party organizations and committees at all levels to develop a framework of evaluation criteria to suit each unit, the 12th Party Central Committee issued Regulation No. 89-QD/TW dated August 4, 2017 on the title standard framework, orienting the framework of evaluation criteria for cadres, leaders and managers at all levels. The framework of evaluation criteria for leaders and managers at all levels is very specific and detailed, evaluated on all aspects including politics and ideology; ethics, lifestyle; sense of organization and discipline; working style and performance criteria and performance of assigned duties and responsibilities. Evaluation criteria are also developed specifically for each type of cadre such as the Party's advisory cadres group; cadres of state administrative agencies; elected bodies; leaders of the Fatherland Front and socio-political organizations. The staff evaluation stage has been quantified in detail, some units have developed evaluation sheets and scorecards to help the assessment work fairly and objectively, for example: District Party Committee of Ho Tay, Long Bien of Ha Noi, Quang Tri Provincial Party Committee...

\* Regarding the survey and evaluation of staff

In recent years, Party committees and Party organizations from the central to grassroots levels have determined that in order to perform well the cadre work, it is essential to complete the cadre evaluation, so the cadre evaluation has been achieved a number of important achievements. During the term of the 12th National Congress, the Central Executive Committee issued a number of regulations to supplement and complete the evaluation of cadres, which are: Regulation 89-QD/TW, dated August 4, 2017 on cadre evaluation. title standard framework, orientation criteria framework for evaluating leaders and managers at all levels; Regulation 132-QD/TW dated 8/3/2018, on the annual review, evaluation, and quality classification with collectives and individuals in the political system. In addition to the general regulations promulgated by the Central Committee, a number of Party committees and lower-level Party organizations have created a number of new forms of evaluation with high efficiency, suitable to the characteristics of each unit. .

The cadre evaluation stage is conducted on two criteria: political and ideological criteria; morality; life style; sense of organization and discipline; working style and manners; performance criteria for the performance of assigned responsibilities and tasks. In the criteria of performance of duties and responsibilities, it is divided into general criteria for all management leaders and separate criteria for each type of cadres such as officials, leaders and managers of consulting agencies; leaders and managers of state administrative agencies.

The evaluation of cadres, civil servants and public employees is carried out in many steps: cadres self-criticize, receive ratings; direct superiors comment and

evaluate; peer groups comment and evaluate; direct subordinates to comment and evaluate (if any). There are four levels to classify the quality of cadres, party members and civil servants and public employees working in organizations of the Political System: (i) Excellently completing tasks; (ii) complete the task well; (iii) complete the task; (iv) failed to complete the task. The results of the evaluation of the quality of cadres, civil servants and public employees will be kept in the file to serve other activities of the cadre work.

In particular, in recent years, in addition to evaluating by measuring the completion of assigned responsibilities and duties, the Party and State have also assessed the credibility of cadres, leaders and managers at all levels through a vote of confidence. The assessment of the Party's credibility is carried out in parallel with the credit assessment of the State agencies, the evaluation process aims to measure the trust level of Party members and the masses of the People towards individuals and officials leadership, the Party's leadership activities and the State's management and administration activities.

Framework of title standards and evaluation criteria for cadres under the management of the Central Committee, the Politburo and the Secretariat. In the criteria for evaluating officials and party members, our Party, in addition to emphasizing the criteria of political bravery, ethics and lifestyle, has gone deeply into the criteria of fulfilling responsibilities and duties. Staff evaluation activities are gradually changing from qualitative to quantitative, from sentimental to rational, some units have detailed quantification of criteria and standards to help the evaluation stage perform better.

Second, cadre evaluation is carried out throughout, continuously, and evaluates cadres and party members monthly, quarterly and at the end of the year. In recent years, the evaluation of the quality of collectives, cadres and party members is not only done at the end of the year but also monthly and quarterly (four months is a quarter, a year is divided into four quarters). In terms of evaluation forms, it is also very diverse and rich, in addition to the evaluation and review in the traditional form of a review meeting, but also in the form of a mid-term vote of confidence, collecting opinions from the public. Party organizations and the masses where cadres and party members reside. At the 9th Conference of the Party Central Committee, term XII, the Party Central Committee voted for confidence in the Politburo members and members of the Party Central Committee's Secretariat. The vote of confidence was also carried out. present in all Party Committees under the Central Committee of the Party. Some Party organizations have also created very good ways to evaluate cadres, for example, some units in the People's Public Security force have regulations that cadres and soldiers must write daily work diaries, the evaluation of staff based on the results of the amount of work completed in the day, month, quarter and whole year.

Third, a number of organizations and Party committees have issued their own set of evaluation criteria based on the general regulations of the Central Committee, the Politburo, and the Secretariat. Very scientific and rigorous assessment. Some Party committees and organizations have creatively applied the regulations of the Central Committee to build a very scientific, rigorous and objective evaluation system. For example, in order to prepare personnel for Party congresses at all levels to the Provincial Party Congress and the 13th National Party Congress of the Party, the Provincial Party Committee and Standing Committee of Quang Binh Province have built a survey team survey personnel before appointing or recommending candidates”. The personnel survey team consisted of 8 leaders of departments and branches: Organization Committee, Inspection Committee, Internal Affairs Committee of the Provincial Party Committee, Chairman of the Provincial Fatherland Front Committee, Director of the Department of Home Affairs, Secretary. Party committees under the Provincial Party Committee related to personnel work expected to appoint or nominate candidates, heads of agencies, units and localities where cadres are expected to be appointed or nominate candidates, shall be appointed by Mr. The Head of the Organization Department of the Provincial Party Committee shall act as the leader of the Control Group.

In Tay Ho district, since 2013, the District Party Committee and the Standing Board of the District Party Committee have issued a set of criteria and procedures for evaluating officials representing the Standing Board of the District Party Committee and a set of criteria for evaluating and classifying organizational quality subordinate party organization. The evaluation process of Tay Ho District Party Committee consists of 7 steps with specific criteria for each position and title associated with assigned tasks and powers. The total score is 100 for the criteria, the criteria for completing the assigned task account for 60% of the total score<sup>4</sup>.

Fourth, most party organizations and Party committees at all levels have fully implemented the order of assessment of party cadres and members. Currently, our Party has stipulated that all other stages in cadre work from appointment, dismissal, planning, and mandatory rotation are conducted on the basis of cadre evaluation. Cadres and party members must be thoroughly evaluated before they can be added to the planning, rotated, appointed or dismissed. The evaluation process must be based on the efforts, efforts and achievements in the working process of officials and party members, etc. For example, our Party stipulates that before supplementing and adjusting the cadre planning Party committees and organizations must strictly carry out the evaluation of cadres, take the results of the cadre assessment to make a decision whether the cadre can continue or be removed from the planning.

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<sup>4</sup> Ha Binh, Many solutions to improve staff quality in Tay Ho District, published on November 28, 2017 in Vietnam Urban Newspaper (electronic version). Link: <http://tinhtedothi.vn/nhieu-giai-phap-nang-chat-luong-can-bo-tai-quan-tay-ho-304015.html>.



The important achievements gained from the assessment, survey, and cadre practice in the political system in Vietnam stem from a number of fundamental reasons as follows: (i) in the past years, the Party committee and the organization The Party at all levels has become more aware of the position and role of the evaluation of Party cadres and members. The Resolution of the 12th National Party Congress identifies cadre evaluation as the most important and weakest stage. It is necessary to strengthen the objective and honest assessment of cadres; (ii) Most of the regulations of the Central Committee on the evaluation of the quality of party organizations, cadres and party members are detailed and detailed to create favorable conditions for lower-level Party organizations. apply quickly; (iii) the quality of the staff working as consultants and assistants in public affairs, organization and cadres at all levels has been improved, contributing to the effective implementation of staff evaluation.

In addition to the achievements, in the evaluation and survey of staff in Vietnam, there are still many limitations and shortcomings that need to be overcome in the coming time, which focuses on some basic issues such as:

Firstly, some Party committees and organizations have not properly understood the importance of cadre evaluation.

The document of the 12th National Congress of Deputies asserts: "The assessment of cadres is still the weakest stage over many terms, but there are no specific evaluation criteria and scientific solutions to overcome it"<sup>5</sup>. To Resolution 26-NQ/TW dated May 19, 2018 of the 7th Plenum of the 12th Central Committee of the Communist Party of Vietnam on focusing on building a contingent of cadres at all levels, especially at the strategic level, with sufficient quality, capacity and prestige. The staff assessment is still the weakest stage, not reflecting the true nature, not associated with specific results and products, not less in cases where there is still feeling, respect, permissiveness or prejudice"<sup>6</sup>.

There is still a small part of party committees and organizations that are looking down on the cadre evaluation stage, the team carries out formal evaluations, and the leaders impose their subjective opinions, lacking democracy. In particular, there are party organizations that only properly perform the evaluation process at the end of the year to consider emulation achievements, but do not evaluate the quality of cadres and party members on a monthly or quarterly basis. Because it is not based on periodic evaluation results, the evaluation of cadres and party members at the end of the year is only sketchy and unbiased bad" "good leaders, weak employees" should cause disunity and internal turmoil.

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<sup>5</sup> Communist Party of Vietnam, Document of the 12th National Congress of Deputies, National Political Publishing House - Truth, Hanoi, 2016, p.194

<sup>6</sup> The 12th Central Committee, Resolution 26-NQ/TW dated May 19, 2018 of the 7th Party Central Committee's Conference on focusing on building a contingent of cadres at all levels, especially at the strategic and qualified levels. quality, capacity and reputation.

Second, in the evaluation of cadres in some party organizations, the phenomenon of group interests, factions, sectarianism, taking advantage of evaluation to maintain philosophy, lower prestige, and cause disunity internal links of agencies and organizations. Evaluating cadres is a form of the principle of criticism and self-criticism. A well-executed cadre evaluation will help cadres and party members throughout the Party to recognize their own shortcomings and mistakes in order to promptly correct them cure, straighten. However, there are some cadres and organizations who have taken advantage of the cadre evaluation to maintain, debase, and reduce the combativeness of the party organization. In particular, in some agencies and units, the unit does not evaluate the staff based on the level of certainty of completing the assigned responsibilities and tasks, but based on personal feelings (the person who is the leader is appreciated, he or she is evaluated well). In addition, there are a number of cases when reviews, comments and evaluations do not focus on behavior but focus on attributing human nature, people without defects, mistakes are fabricated and slandered.

Third, the evaluation of cadres at some levels of party committees and organizations still shows respect, avoidance, and fear of collision. The document of the 12th National Congress of Deputies commented: "In self-criticism, the state of respect and fear of collision is still quite common, some cadres and party members have not properly recognized their shortcomings and responsibilities their responsibilities in the assigned work"<sup>7</sup>. Evaluation work in some places is still heavy on form, for example, subordinates are often afraid to evaluate their superiors, have fear of being beaten and cause difficulties, so they do not dare to speak frankly, tell the truth, or do not perform. In the right spirit of criticism, the "middle" mentality "silence is golden" is still common. In particular, officials and party members in a number of agencies and organizations have made mistakes and shortcomings for a long time but have not been handled, and have even been evaluated and commented on how well they have performed their responsibilities and duties as in the case of Trinh Xuan Thanh.

The limitations and shortcomings in the evaluation and survey of cadres in Vietnam in recent years stem from a number of basic reasons such as: a part of the Party committees, party organizations at all levels, and heads of state not fully aware and understand clearly about the regulations and instructions of the Central Committee, the Politburo on the evaluation of cadres, even understanding and misusing the guidelines and regulations; Many levels of party committees and party organizations have not strictly followed the principle of democratic centralism in cadre evaluation. There are units that promote excessive concentration, do not promote democracy, have the expression of autocracy and are imposed in assessment

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<sup>7</sup> Communist Party of Vietnam, Document of the 12th National Congress of Deputies, National Political Publishing House – Truth, Hanoi, 2016, pp.184

and comment. On the contrary, some units let democracy too much and do not aim at the middle, some leading units are led and dominated by interest groups, which leads to the inability to properly assess the status of cadres; Currently, a number of Party committees and Party organizations are not closely directing the evaluation of cadres. At some levels, the upper-level Party committees also assigned subordinates to evaluate cadres, focusing only on leading and directing at the stage of planning, appointment and dismissal. Due to the lack of direction from the upper level committees, some party organizations and lower level committees conduct cadre evaluation according to the formal model, the assessment is not based on the degree of completion of the assigned responsibilities, but mainly on into the relationship.

4. Some solutions and recommendations to improve the efficiency of survey and assessment of cadres in the political system in Vietnam today.

Personnel work is a key stage in Party building. In order to improve the quality of human resources, it is necessary to improve the efficiency of staff evaluation and survey. Therefore, in order to contribute to further improving the staff evaluation stage, the author would like to offer some solutions and recommendations as follows:

First, party committees and organizations must continue to decentralize and decentralize authority in cadre evaluation, attach individual responsibilities in cadre evaluation. Over the past time, some localities have decentralized and decentralized in assessment activities such as the Party Committee of Hanoi City, the Party Committee of Quang Tri Province. but this model has not been replicated on a global scale. Party. Therefore, in the coming time, party committees must continue to study and learn from experience in decentralization and decentralization in the cadre evaluation stage so that the evaluation can take place quickly, fairly and objectively. It is possible to follow the direction that comrades who are under the management of the Standing Committee of the Provincial Party Committee (but are not members of the Standing Committee of the Provincial Party Committee) shall be commented and evaluated by the lower standing Standing Committee where he is a standing member. (This is a decentralization and evaluation model that is being implemented effectively in the Quang Tri Provincial Party Committee). For units and party organizations that have been piloting the title integration model, the party secretary and the head of the unit need to seriously conduct a multi-dimensional assessment. It is necessary to attach importance to the evaluation results of subordinates to the unit heads, if the unit heads are underrated for two consecutive months or six months, the immediate superior committees need to re-evaluate based on the performance of the unit leadership and management (avoid taking advantage of evaluation to bring down).

The head of the party committee has the main responsibility for the operation of his or her unit therefore, it is necessary to develop a mechanism and regulation to attach the responsibility of the head of the committee to the evaluation of cadres. Continue to improve regulations on joint responsibilities in cadre evaluation, strictly

discipline those who promote and introduce incompetent and qualified cadres. It is required to stipulate that the evaluation results should be canceled for cases where the evaluation results are good, but during the leadership and management process, the unit's internal unity is lost, and the unit's political tasks are not completed.

Second, strictly implement the two-way assessment of party members' activities. According to the regulations of the Central Committee of the Party, the evaluation of cadres and party members must be conducted in a multi-dimensional manner, including the following steps: evaluation agency; people of the same rating level; superiors and subordinates evaluate and collect opinions from the Party Committees of the places where they reside and the people where the cadres and party members live. Evaluation activities of the Party Committee and people of the place where cadres and party members live play a very important role because Party members must not only fulfill the tasks assigned by the unit or agency, but also have to comply with the guidelines and guidelines Party line in the place where they live.

Party organizations and people living in the areas where cadres and party members are residing, capture a lot of information about the activities of cadres and party members, so it will help to evaluate activities fully and accurately. Best. In recent times, large corruption cases have taken place, showing a paradox that most cadres found to be corrupt have the results of their assessment of political ideology, ethics, lifestyle, and political leadership. Leadership, compliance with the Party's guidelines and policies, and the State's policies have all achieved excellent levels at the unit. However, the people in the place where the cadre resides are aware of the party member's illegal acts. Therefore, it is necessary to have a mechanism to encourage the People to participate in the evaluation of cadres, especially grassroots cadres. Before appointing, in addition to collecting comments from the party organizations in the localities where the cadres and party members reside, they must also obtain the evaluation results of their relatives and neighbors where the cadres and party members live. In case there is a bad review, it should be investigated, handled and verified immediately. It is necessary to develop regulations, mechanisms and processes to protect those who comment on cadres and party members from fear of retaliation without denouncing them.

Third, party organizations and committees at all levels need to synchronously implement assessment forms. Evaluation of cadres and party members must be conducted strictly in accordance with the process of direct superior committees and standing committees to evaluate the heads of subordinates, superiors to subordinates, and subordinates to evaluate, comment on leadership and management activities of superiors; collect opinions from the people and the party organization where they reside (this is a mandatory criterion to evaluate the quality of the party organization and its members annually, and before appointment). However, in order to overcome the situation of respect and avoidance in the review and evaluation, it is necessary to

conduct synchronously the evaluation forms, not to promote more than one form because each form has advantages and disadvantages. There is no perfect form of evaluation.

For some units that are piloting the model of title unification, merging party organs with the government (the head of the Party committee is also the head of the unit) with the same functions and tasks, the evaluation stage staff must be deployed carefully, meticulously, specifically, in detail. Associate evaluation and comment of cadres with control of power, preventing autocracy and autocracy. The superior leader must directly attend the evaluation meeting of the subordinate unit, need to do ideological work so that the staff under the subordinate leader can comment and evaluate objectively about his or her leadership. The review process to ensure objectivity and honesty can use secret ballots. The process of cadre evaluation must strictly adhere to the principle of democratic centralism in order to maintain unity and consensus in agencies and units.

Fourth, party committees and organizations from the central to grassroots level need to continue to study and learn from experience in the evaluation of cadres, civil servants and public employees of political parties in the world. Currently, many major political parties in the world have very effective methods of evaluating party members and cadres, so we need to study and apply them to perfect the evaluation of Party cadres. . For example, the Chinese Communist Party in its cadre evaluation process never ascribes personal qualities, but only focuses on clarifying wrong behaviors and examining those mistakes in specific historical circumstances. For example, when evaluating the mistakes of Mao Zedong during the Great Cultural Revolution of China in the 60s of the 20th century, Deng Xiaoping pointed out that anyone can make mistakes and therefore should not be attributed to them. At present, there are some comrades who bring many problems to be attributed to the personal qualities of Comrade Mao Zedong. In fact, many problems cannot be explained by personal qualities. Even people with good personal qualities, in some situations, inevitably make mistakes.” In order to avoid appointing cadres who are not qualified, ethical, lifestyle, and talented, the Communist Party of China has been supplementing and perfecting the pre-appointment survey and evaluation processes. During the selection and appointment process, the candidate's biographies are made public to ensure public scrutiny. In particular, party organizations at all levels must set up a team to survey and evaluate cadres before appointing them, define the joint responsibilities of the survey and evaluation team, and if the evaluation results are incorrect, members of the party will team is responsible. The Communist Party of China also promulgates regulations to promote the people's right to supervise and evaluate, officials with bad information are verified and the results are made public for the public to understand. As expected, the 13th National Congress of the Party will take place in January 2021 human resources work is a key stage of personnel

work, so we should also learn from experience in the field of human resources the evaluation and selection of staff before appointment, it is necessary to learn the regulations on the inter-life responsibilities of the introducer and nominee.

Fifth, Party committees and Party organizations at all levels should learn some forms of assessing the quality of human resources of private companies and enterprises. Both enterprises or political parties want to survive and prosper they must pay attention to human resource work, build a team of managers and employees with sufficient quantity and quality. Therefore, the assessment of human resources has been considered by businesses as a "survival" task. The process and form of employee evaluation in enterprises are very diverse and rich, some units perform outsourced work, the board of directors or assigns the company office to draft daily and monthly work plans valuable for officers and employees. Each officer and employee must report the work results on a daily and monthly basis until the project is completed. Good employees are employees who complete assigned tasks well, complete on time ahead of schedule, with the lowest cost. In the author's opinion, public agencies should also study and refer to the employee management evaluation models of non-state enterprises. Before applying it, it is necessary to carefully research and choose appropriate methods for each unit and organization in the political system.

Sixthly, Party committees and organizations at all levels must regularly train, retrain and improve the qualifications of the advisory staff on organizational and cadre work. The advisory and assistance department on the organization and cadres of the Party and the State plays an extremely important role, which is considered as the final "shield", helping to build and protect the organizational system and solid staff work. Currently, the Organization Committee at all levels is the advisory body for the Party committees at their respective levels on personnel work. It is also the agency in charge of staff evaluation. In the past years, although the quality and quantity of staff members working in the field of personnel consultation have been improved, the quality is still not uniform. A small number of cadres are still poor in both moral quality and work capacity, have no knowledge of organizational science, human resources or have never experienced leadership and management practices but still advise on their work cadres and organizations leading to wrong advice, wrong arrangement, improper arrangement. Therefore, in order for cadre work in general and cadre evaluation in particular to be highly effective, party committees and organizations at all levels from the central government to grassroots need to regularly train and foster cadres. as an organization and staff department. Focusing on raising awareness of the responsibilities of personnel advising staff, helping them understand that they are not allowed to take advantage of staff work for personal gain.

## **5. Conclusion**

The results of cadre evaluation are the foundation and premise for performing other stages in cadre work such as rotation, evaluation, planning, training, appointment, and immunity. Over the past years, the evaluation has achieved a number of important achievements. The Central Executive Committee, the Politburo, and the Secretariat have gradually supplemented, perfected and adjusted the regulations on assessment which concretizes standards and orients the evaluation criteria framework for each type of cadre. On the basis of the Party's regulations, the State also legalizes the evaluation of cadres, civil servants and public employees. Many levels of Party committees, on the basis of regulations of the Central Government, have researched, researched and created highly effective evaluation models suitable to the functions and tasks of agencies and units. Party committees and organizations at all levels have quantified the criteria, evaluated them on a quantitative basis, and focused on evaluating them based on the criteria for completing the assigned work. The frequency of evaluation is also conducted regularly, continuously, monthly, quarterly, and year-end review.

Although cadre evaluation has made some encouraging achievements, in fact the cadre evaluation stage is still the weakest stage. Some Party committees and organizations have not been deeply aware of cadre evaluation, and there is still a situation of underestimating the right people and jobs. Some units, agencies and organizations also take advantage of assessment as a means and "weapon" to destroy, discredit, and cause internal disunity. During the evaluation process, there was still a state of fear, afraid to speak frankly and honestly. Therefore, in order for the survey and evaluation of cadres to be more effective, it is no longer the weakest stage in cadre work in the political system, it is necessary to focus on effectively implementing the groups of solutions that the article has discussed mentioned.

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