



Quản Lý Công

Bài 2: Thay đổi để Phát triển

Nội dung

Quản lý công xưa và nay

Cải cách để phát triển

Thảo luận: Quản lý khu vực công của Việt Nam (ADB)

Quản lý công
xưa và nay

Ba kiểu nhà quản lý công

Vai trò nhà quản lý công
trong thời đại mới (VUCA)

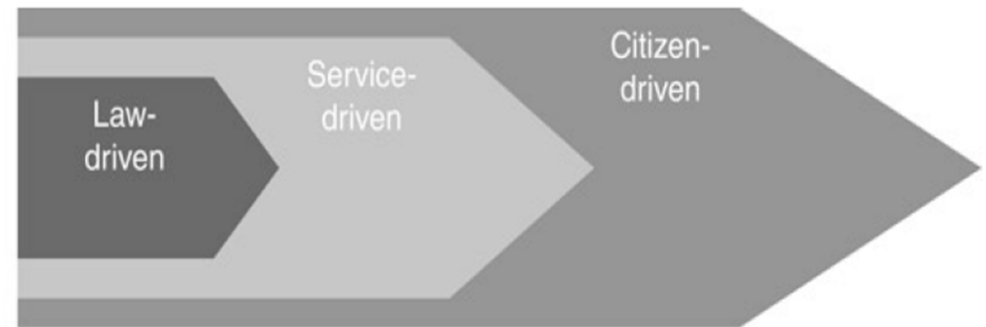
Năng lực và giá trị: truyền
thống và hiện đại

Ba kiểu nhà Quản lý công (Van der Wal, Z. 2017)

1.0: The traditional, rule-oriented bureaucrat

2.0: The 'businesslike', performance-focused manager

3.0: The networking, relation-focused collaborator



	legal conformity	competitiveness	community quality of life
:	state	public/private service providers	civil society
:	hierarchy	market	networks
	legal	managerial	political
	PA	NPM	Governance

public agencies.

and adapted from Banner (2002)

Quá trình phát triển của các cơ quan nhà nước (B&L, Ch. 2)

1.0: The traditional, rule-oriented bureaucrat

- Late 19th century
- Traditional Public Administration /Weberian Model
- Qualifications: Professionalism with specialized skills (separate from politicians)
- Operation: Neutral, impartial, lawful, efficient
- Structure: hierarchy, formalization, bureaucracy
- Position: administrators, bureaucrats, civil servants, not (“public manager”)

2.0: The 'businesslike', performance-focused manager

- 1980s
- New Public Management/ Reinventing Government
- Qualification: managerial competencies for outsourced public services.
- Operation:
 - Quasi-markets, contracts, PPPs
 - Measurable performance with value for money
- Structure: 'Running government like a business'
- Position: Managers to serve "Clients/customers", not citizens.

3.0: The networking, relation-focused collaborator

- Late 1990s
- New Public Governance (NPG)
- Qualification: collaborative skills
- Operation: co-creating, co-designing and co-producing services for public value.
- Structure: network
- Position: enabler, negotiator, communicator, networker, collaborator with stakeholders

Nhà quản lý
công đời 1.0,
2.0, 3.0
(Van der Wal, Z. 2017)

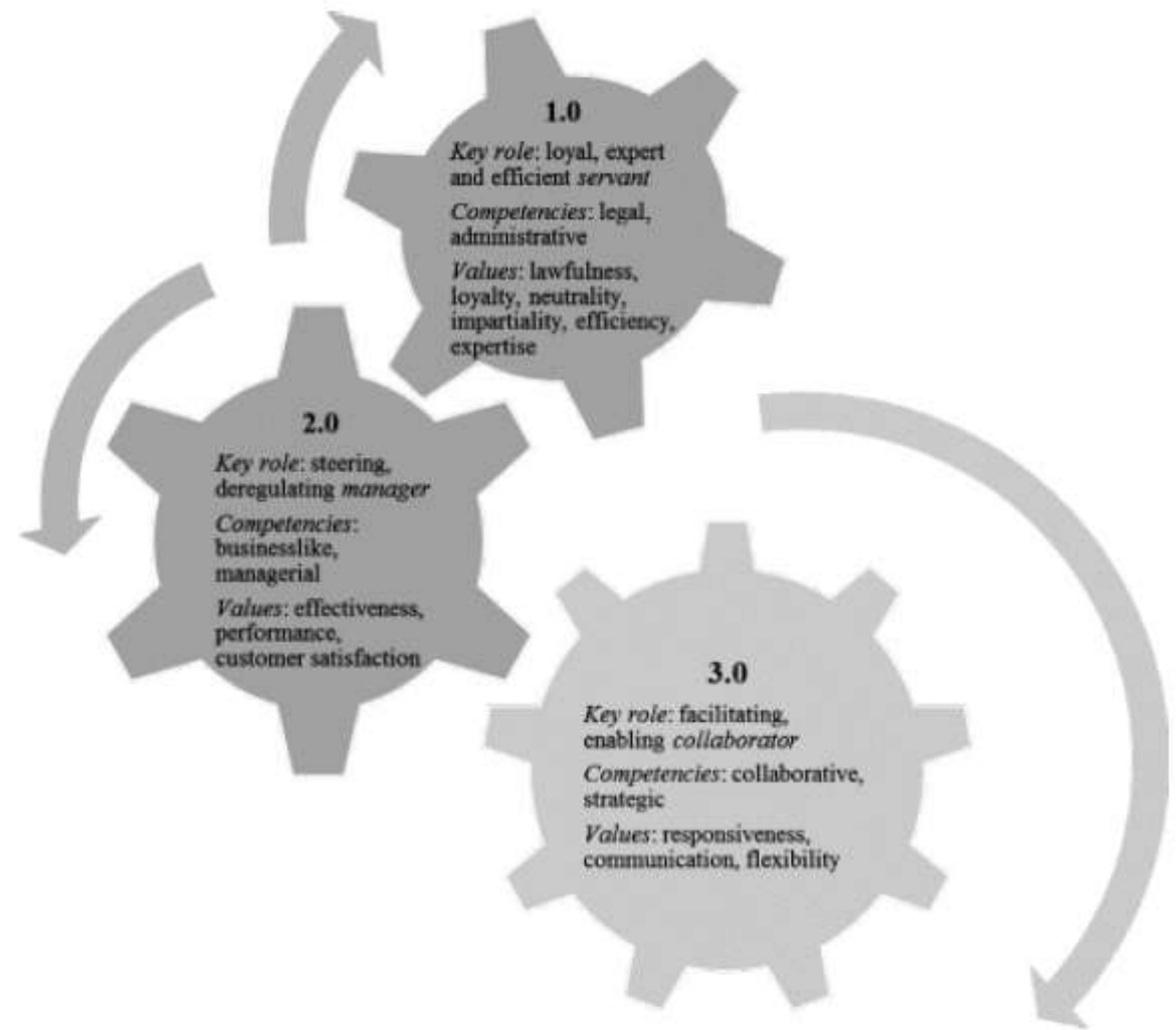


FIGURE 2.1 Public manager 1.0, 2.0, and 3.0: three interacting modes

Vai trò nhà quản lý công trong thời đại VUCA (Volatility, Uncertainty, Complexity, Ambiguity)

Long-standing
Regulator
Protector
Adjudicator
Expert

Evolving
Commissioner
Broker
Reticulist
(collaborator)

New
Storyteller
Resource
weaver
System
architect
Navigator

Năng lực và
giá trị:
truyền thống
và hiện đại

TABLE 2.1 Traditional and new skills, competencies, and values

	‘Traditional’ but still necessary	‘New’ and increasingly necessary
<i>Trainable skills and competencies</i> Can be acquired through training and development	Political astuteness Counselling Diplomacy Bargaining Domain expertise	Networking Teamwork Stakeholder engagement Collaborating Customer-orientation IT-savviness (particularly social media literacy and big-data analytical skills) Design thinking Storytelling (branding, framing) Navigating
<i>Innate values</i>	Judgement	Innovativeness

Can be selected on and nurtured	Prudence Selflessness Humaneness Neutrality	Responsiveness Agility Ingenuity Courage Entrepreneurialism
---------------------------------	--	---

Cải cách để
phát triển

Ba làn sóng cải cách

Các mô hình quản lý công

Công cụ - phương thức

Tại sao cải cách?

Three Waves of Reform (*Pollitt & Bouckaert*)

Table 1.1 Three waves of reform thinking

Period	Characteristics of dominant discourse
Mid-1960s to late 1970s	Rational, hierarchical planning and cost–benefit analysis. Science and expertise will produce progress.
Late 1970s to late 1990s	New Public Management. Business techniques to improve efficiency. Rise of ‘better management’ as the solution to a wide range of problems.
Late 1990s–present	No dominant model. Several key concepts, including governance, networks, partnerships, ‘joining up’, transparency, and trust.

Models of public management

(Pollitt & Bouckaert)

Table 1.3 Big models—big claims: the basics

Model	Core claim	Most common coordination mechanism
NPM	To make government more efficient and 'consumer-responsive' by injecting businesslike methods.	Market-type mechanisms (MTMs); performance indicators, targets, competitive contracts, quasi-markets.
NWS	To modernize the traditional state apparatus so that it becomes more professional, more efficient, and more responsive to citizens. Businesslike methods may have a subsidiary role in this, but the state remains a distinctive actor with its own rules, methods, and culture.	Authority exercised through a disciplined hierarchy of impartial and professional officials.
Networks	To make government better informed, more flexible, and less exclusive by working through 'self-organizing' networks rather than hierarchies and/or market mechanisms.	Networks of interdependent stakeholders, exchanging information and resources.
Governance (of which NPG is one variant)	To make government more effective and legitimate by including a wider range of social actors in both policymaking and implementation. Some varieties of governance explicitly rest on a 'network approach', and most of them emphasize 'horizontality' over vertical controls.	Networks of and partnerships between stakeholders. These bring different skills and resources to address complex problems.

Models and tools (*Pollitt & Bouckaert*)

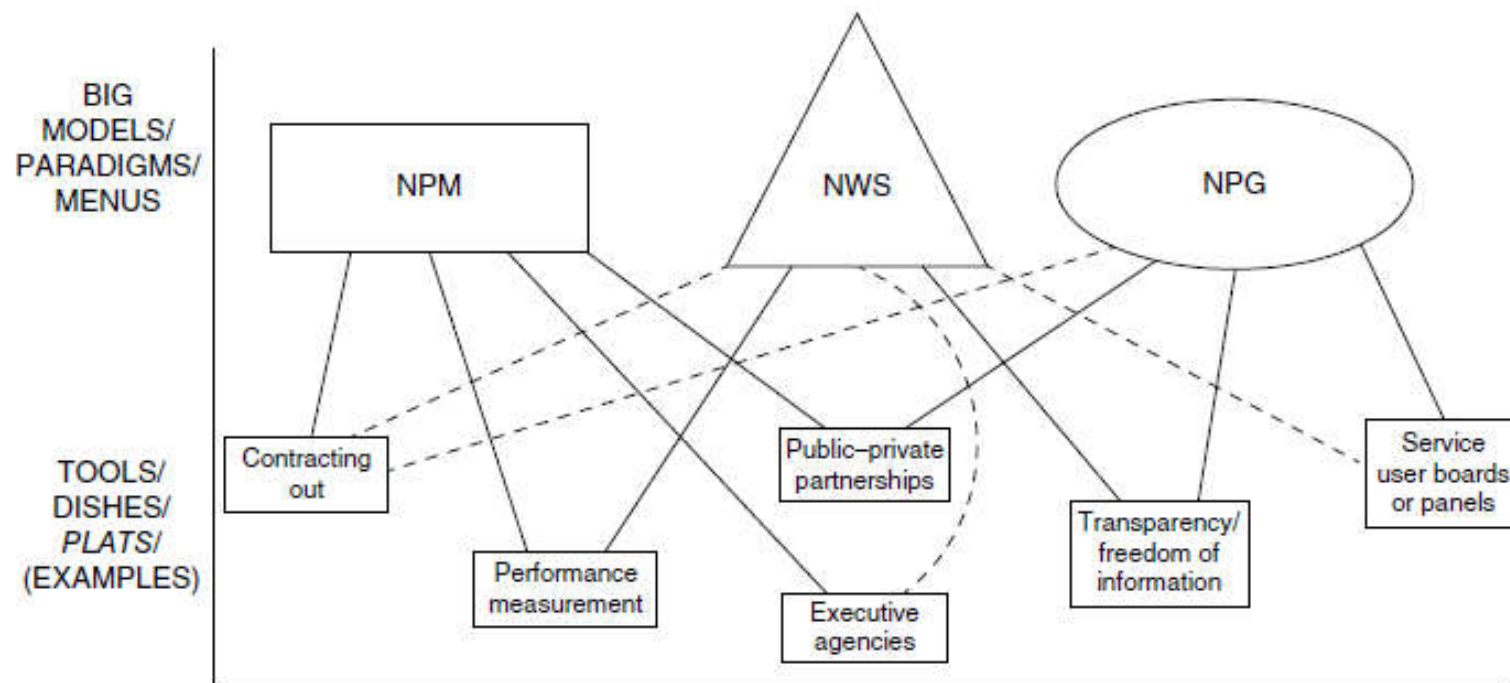


Figure 1.3 *Plats and paradigms*

Why reform? A Model of Public Management Reform

(Pollitt & Bouckaert, ch. 2)

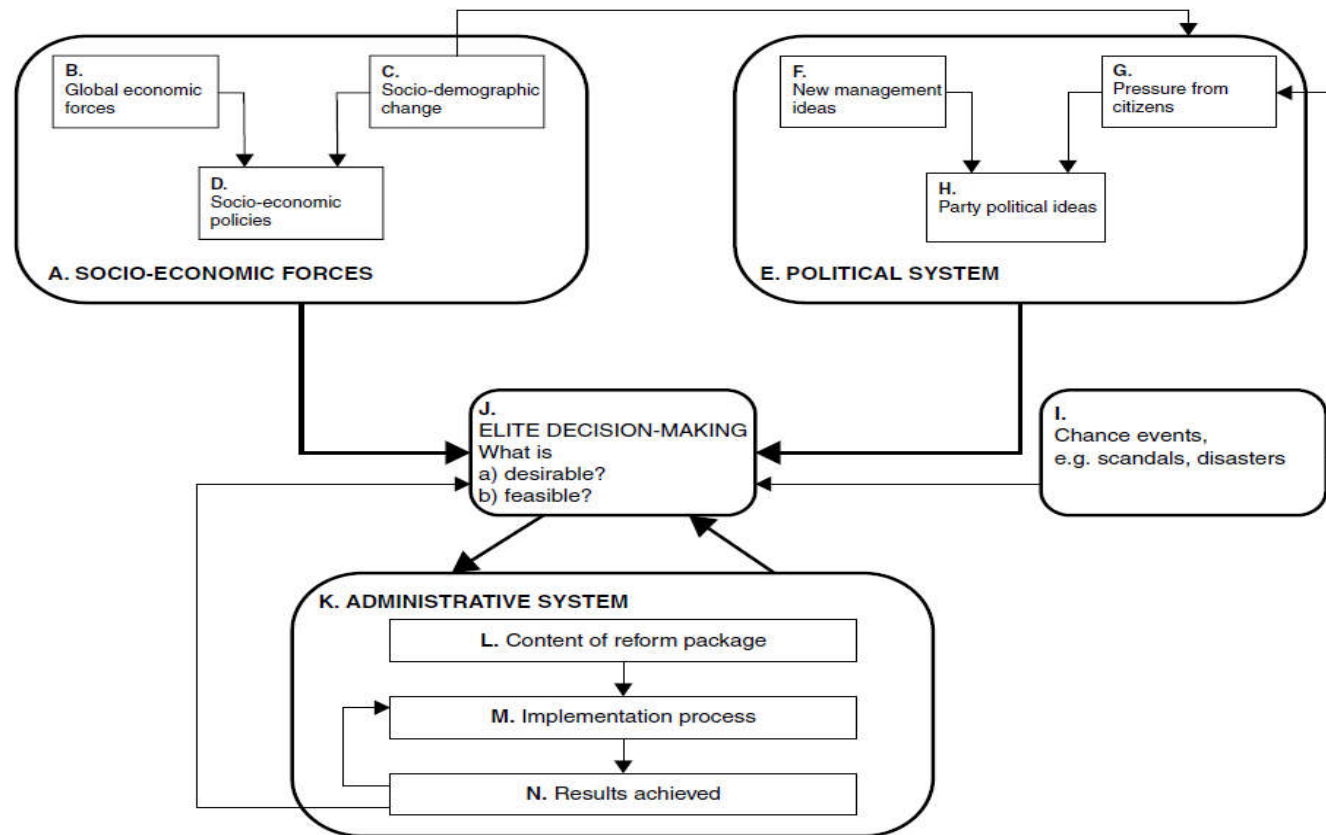


Figure 2.1 A model of public management reform



<https://enternews.vn/adb-de-xuat-3-tru-cot-ho-tro-viet-nam-102485.html>

Thảo luận tình huống: Quản lý khu vực công của Việt Nam (ADB)

1. Trên cơ sở những bài đọc, các anh chị hãy nhận xét về Quản lý công ở Việt Nam hiện nay đang ở đâu (“cũ” hay “mới” như thế nào)

2. Những điểm giống và khác biệt của Quản lý công Việt Nam so với quốc tế