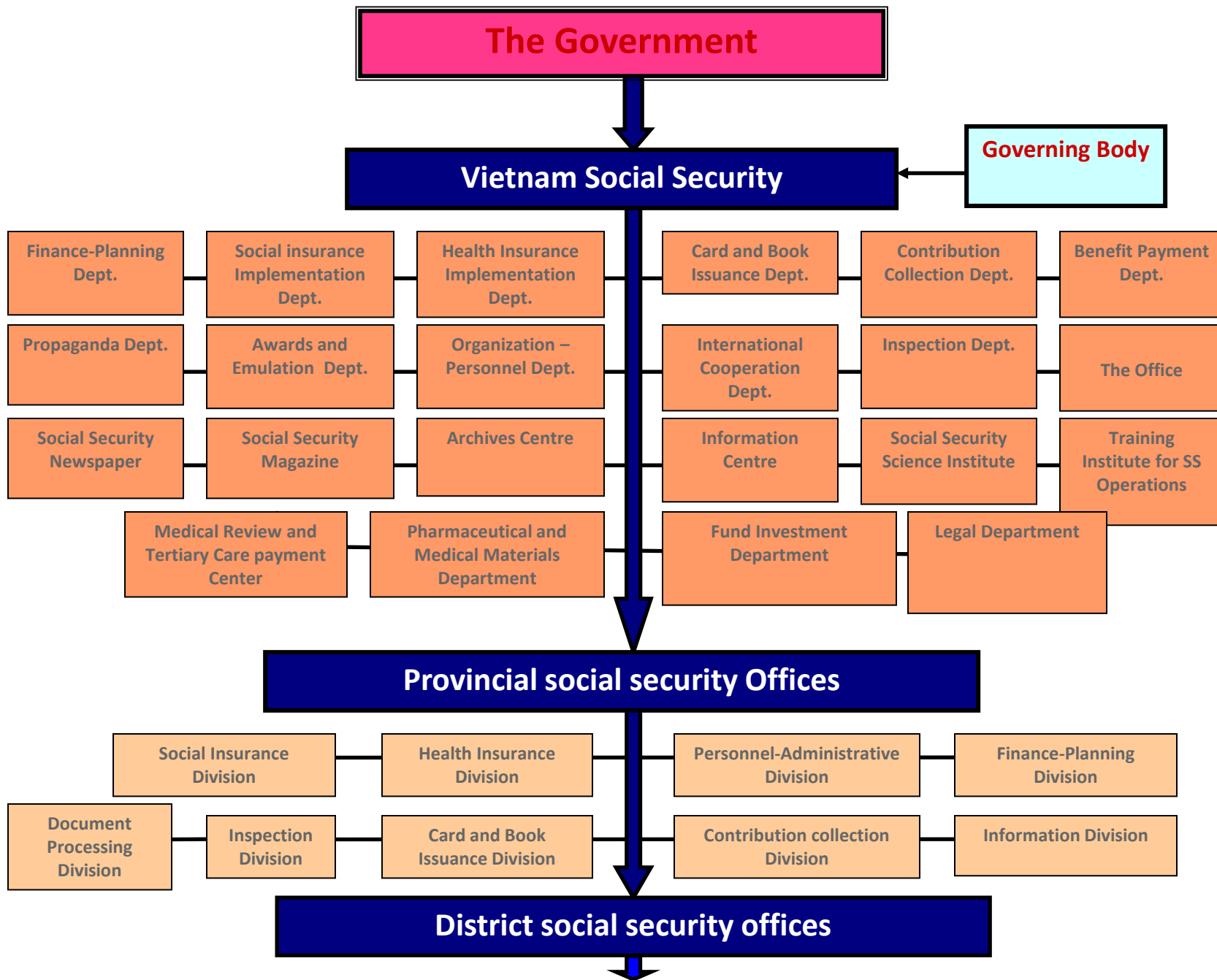




DEFINE JOB POSITION AND STAFF STRUCTURE BY SALARY GRADES

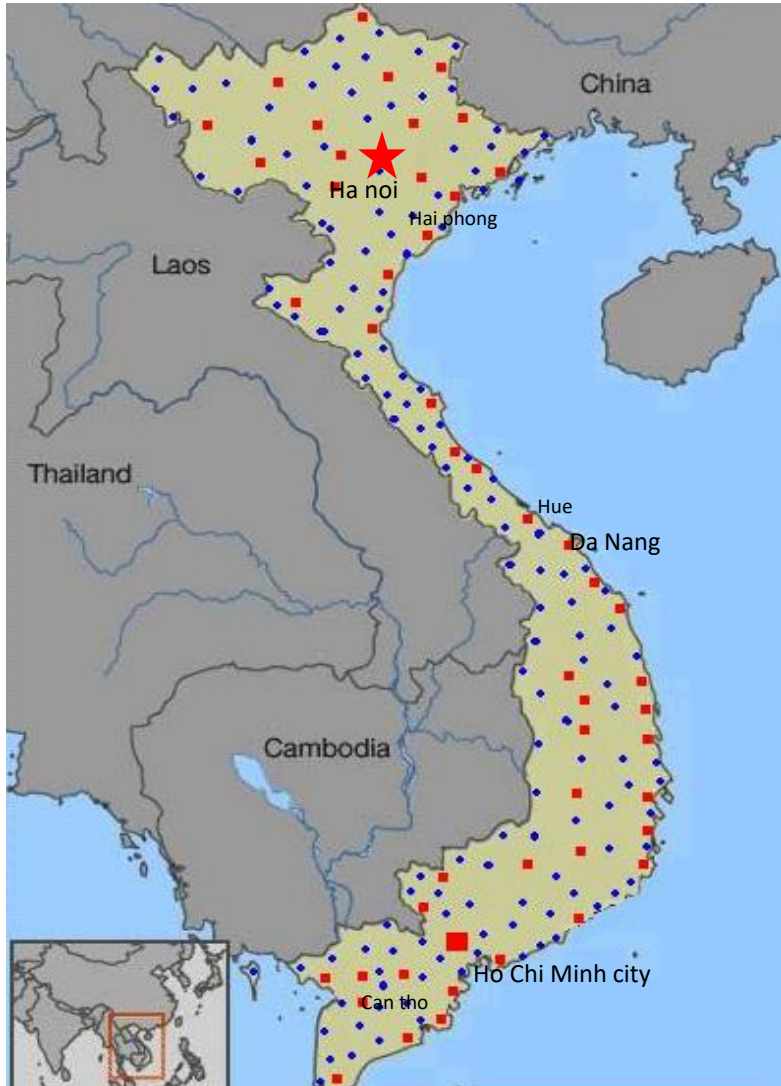
BACKGROUND

- VSS organizational structure
- VSS workforce



Pay-agents/ collection agents for health insurance

Organizational structure



Vietnam Social Security (VSS) is a government agency organized into three levels:



VSS Headquarters



63 provincial SS Offices



694 district SS Offices

VSS WORKFORCE

-As of 2010, total workforce of VSS system is over 16,000 persons.

+ Civil servants and professional contractor: 13,986 persons.

+ Number of staff by fixed rate and affair contracts is 1.684 persons.

QUALITY OF VSS WORKFORCE

*** According to ranks of civil servants and government employees:**

- senior specialists: 13 persons
- principal specialists: 636 persons (4,1%);
- specialists: 8.302 persons (53%);
- junior staff: 3.555 persons (22,7%)
- other: 3.164 persons (20,2%).

• According to educational certification:

- Post - graduates: 116 persons (0,73%);
- University graduates: 9.472 persons (60,4%);
- Junior colleges: 1.070 persons (6,8%);
- Vocational schools: 3.328 persons (21,2%);
- High school graduates: 1.684 persons (10,7%).

THE VSS WORKLOAD

| Content | 2008 | 2009 | 2010 |
|---|--------------------|---------------------|---------------------|
| 1.Social Insurance Membership | 7,5 million | ~ 8 million | ~ 9 million |
| 2.Registerd employers | 166,396 | 190,000 | 199,087 |
| 3. Health Insurance Membership | 38 million | 46,5 million | 53 million |
| 4.Contribution incomes & benefit payments | 85,411 billion VND | 101,373 billion VND | 129,757 billion VND |

ASSESSMENT

- The VSS workload has been increased in size, scope and the nature of complexity from central to local level accelerating for 20% to 30% year on year.

- Due to wide scope of policy implementation, there are many difficulties and complexities arising in every insurance schemes such as: arrears, late, insufficient payments, evasion.... leading to increase of work loads in VSS system.

NECESSARITIES

To realize Law of Public Employees and Civil Servants 2008 and reform the human resource management on staff management, recruitment, job evaluation, HR planning and staff training.

➔ Carry out the project: “define job position and staff structure by salary grades”

OBJECTIVES

- Defining number of job positions and staff structure by salary grades of VSS system.
- Develop the staffing norms in line with the current VSS tasks together with increasing rate of membership year on year basis..

Methods of defining job positions

- Organizational analysis: functions, tasks, workload and services scope of VSS from central to local offices.
- Statistical surveys & situations reviews on: the quality and quantity of VSS existing workforce, using labor science and calculating workload, work performance in different job positions.

STEPS OF DEFINING JOB POSITIONS

Step 1. Determination & list of job positions

Step 2. Job categorization

Step 3. Job description

Step 4. Determination the frames of job positions

Step 5. Determination of influential factors

Step 6. Evaluation of existing situation

Step 7. Definition of appropriate job positions

Step 8. Expertise consultancy and completion

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graph TD; A[Analyze functions, tasks and survey the real situations] --> B[Categorize work types]; B --> C[Determine job positions]; C --> D[Payroll needed for each position]; D --> E[Determine staff structure by ranks]; E --> A;
```

Analyze functions,
tasks and survey
the real situations

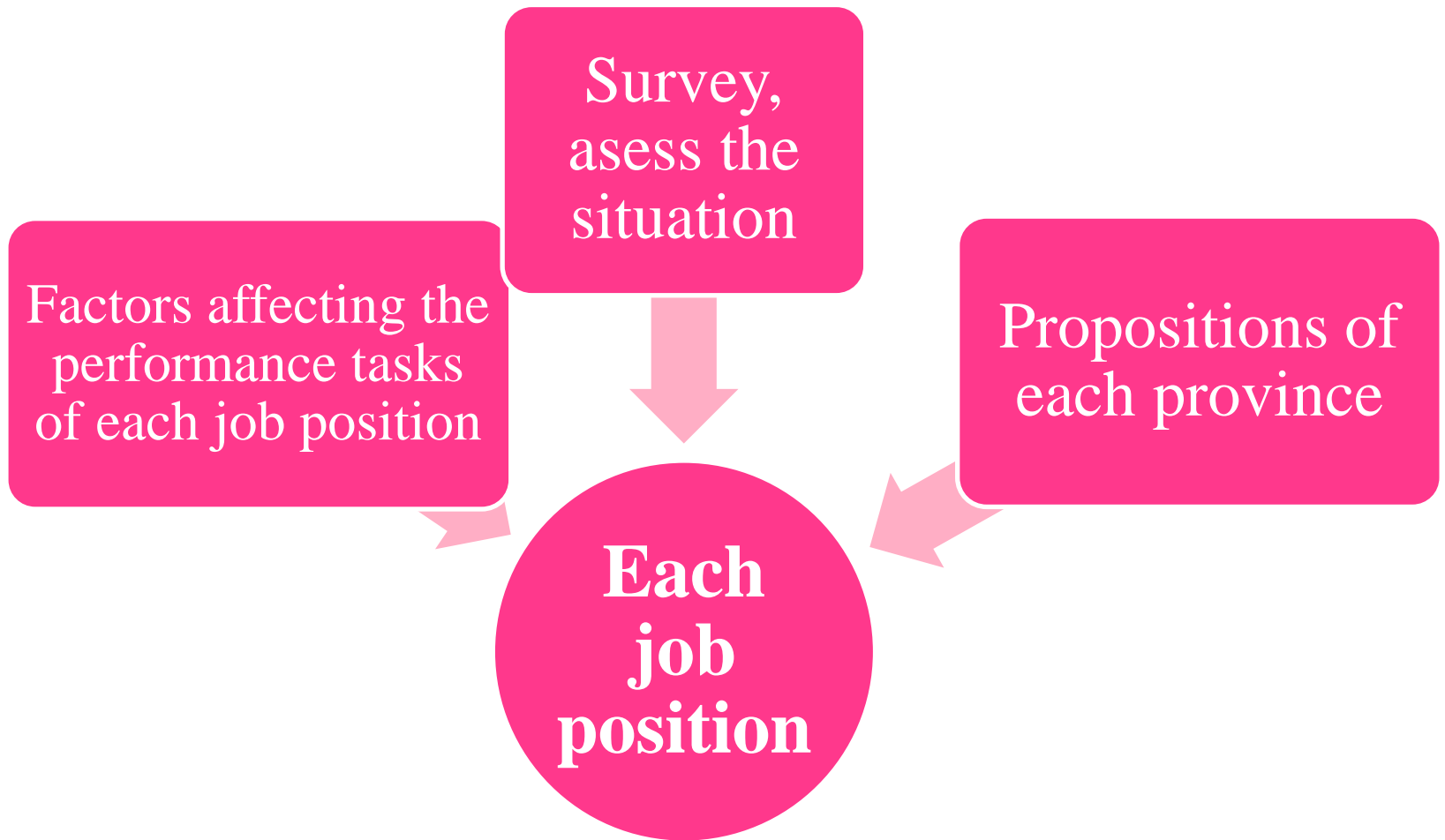
Categorize work
types

Determine job
positions

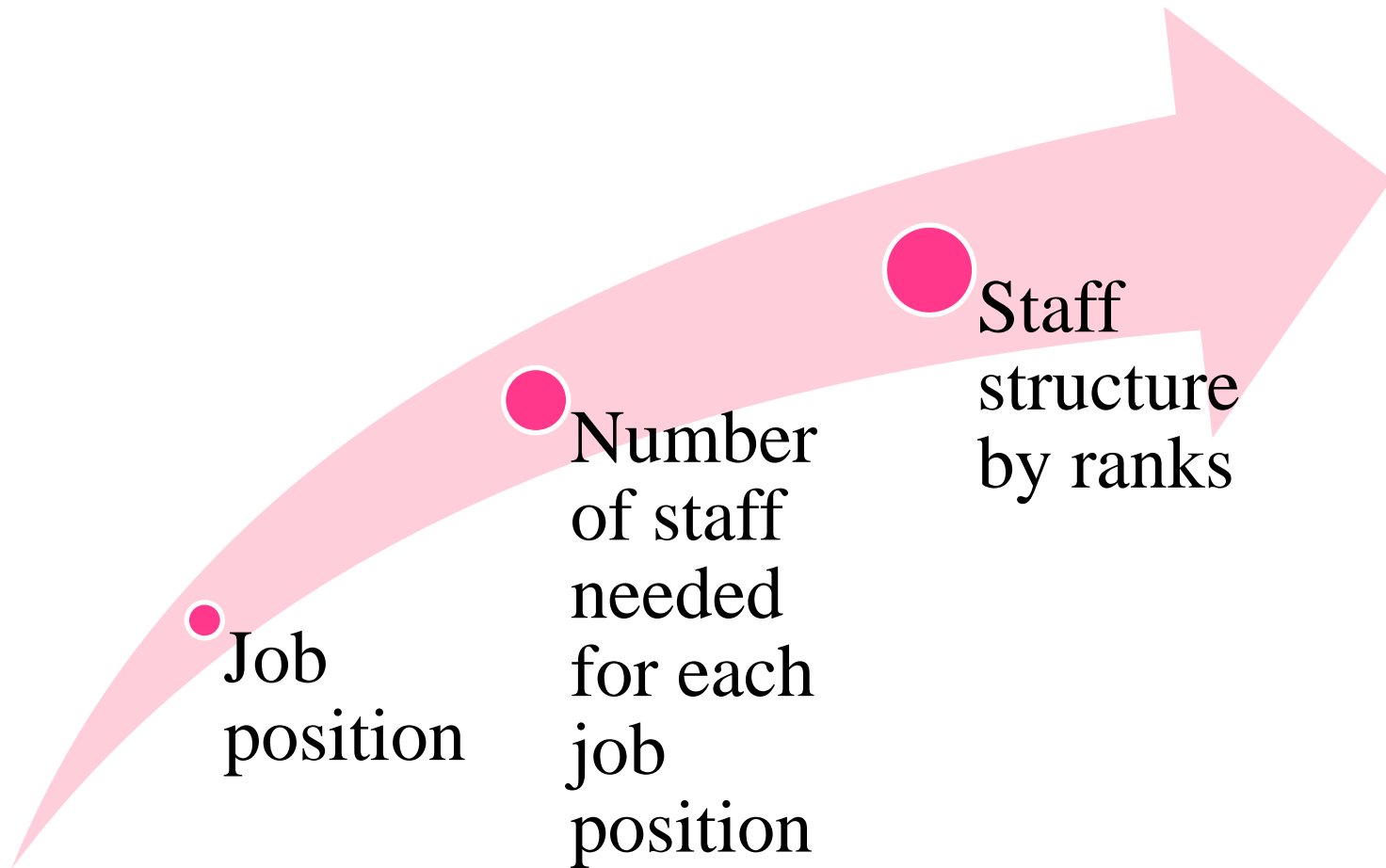
Payroll needed
for each position

Determine staff
structure by
ranks

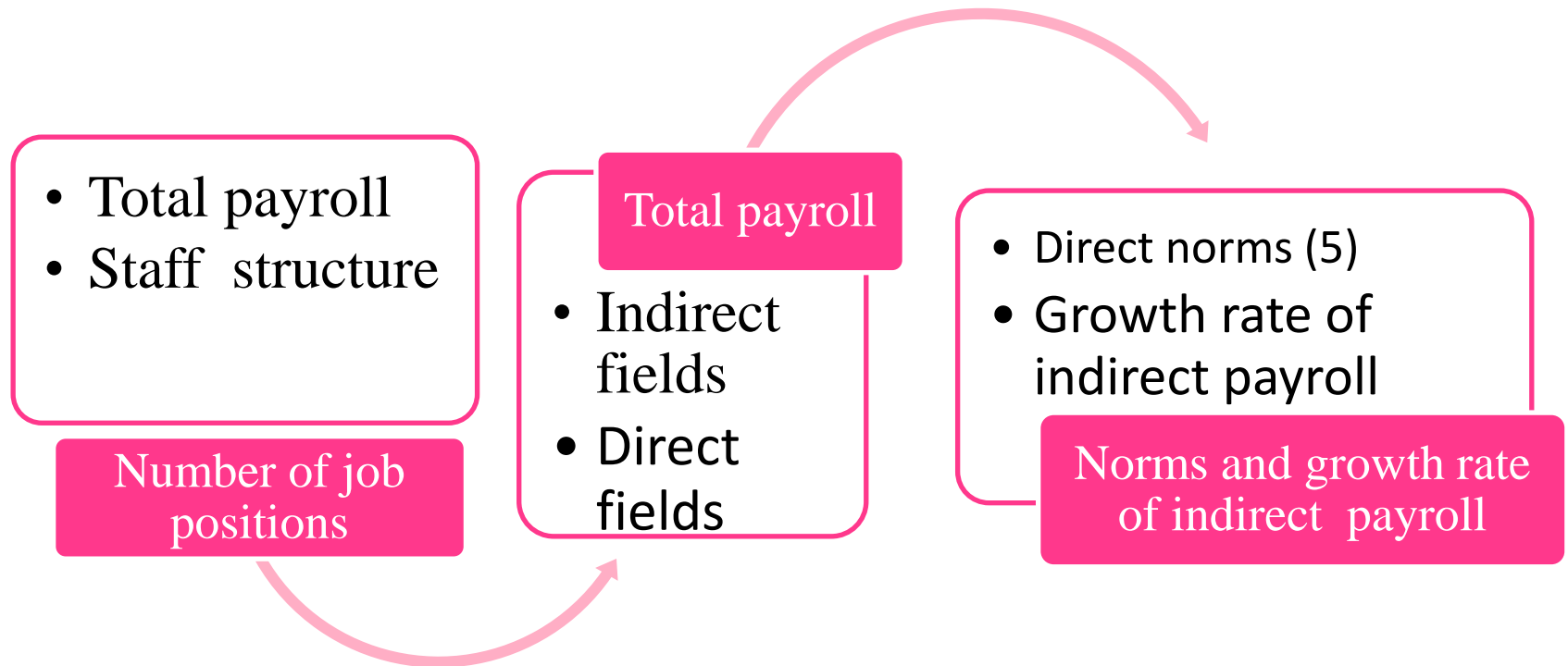
Define workforce needs



Workforce needs



Total workforce of VSS provincial level



METHOD OF CALCULATION

$$C = A / B$$

C: Job scope for one staff in every direct field
(Results of investigations and surveys in 10 provinces show that each province has one job scope)

A: Average workload of each field in 3 years

B: Proposed number of staff for the corresponding field

Calculation of increase or decrease of the indirect workforce in percentage

$$T = D/E$$

T: percentage of increase or decrease in workforce for indirect fields

D: Number of indirect staff proposed by surveyed provincial offices

E: Current number of indirect staff

DETERMINE THE WORKFORCE FOR 53 PROVINCIAL OFFICES

Step 1: Calculate job scope and percentage of increase and decrease in 5 direct fields of 10 surveyed provincial offices

Step 2: Categorize 53 other provincial offices into 8 groups, each surveyed provincial office representative for each group (Hanoi and Ho Chi Minh are special cities and not included in these groups).

Step 3: Determine workforce for each provincial office in each group according to job scope and percentage of increase and decrease in step 1

- Number of staff of direct fields = Total number of staff of 5 direct fields
- Number of staff of indirect fields = current workforce of indirect fields x percentage of increase workforce for indirect fields of surveyed provincial offices (in step 1).

Total workforce needs of VSS provincial office = Number of staff of direct fields + Number of staff of indirect fields

RESULTS ACHIEVED

Result 1: Number of job positions of VSS offices from central to local level

VSS
headquarters

- 174 working positions

VSS provincial
offices

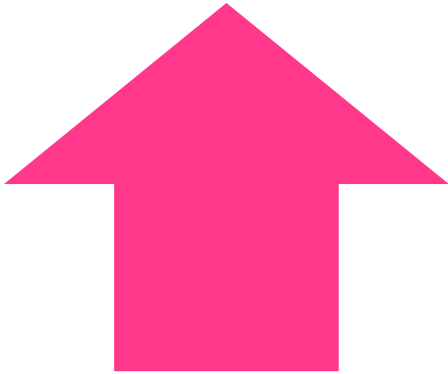
- 53 working positions

VSS district
offices

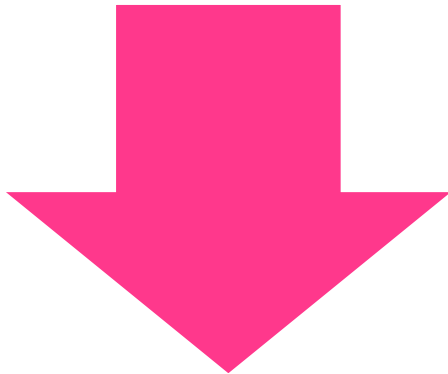
- 13 working positions

RESULTS ACHIEVED

Result 2:



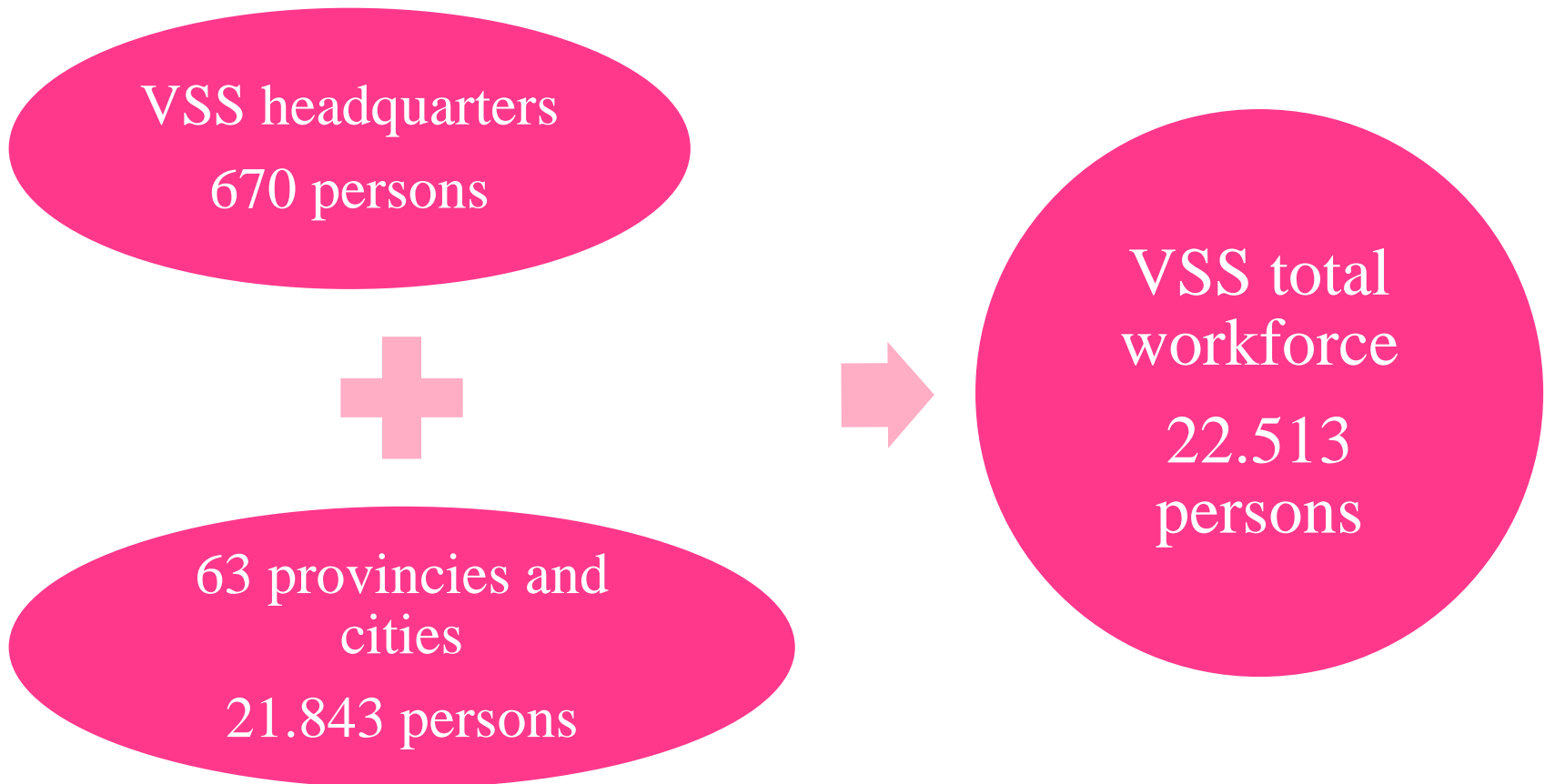
Work Norms of one staff on each direct field (5)



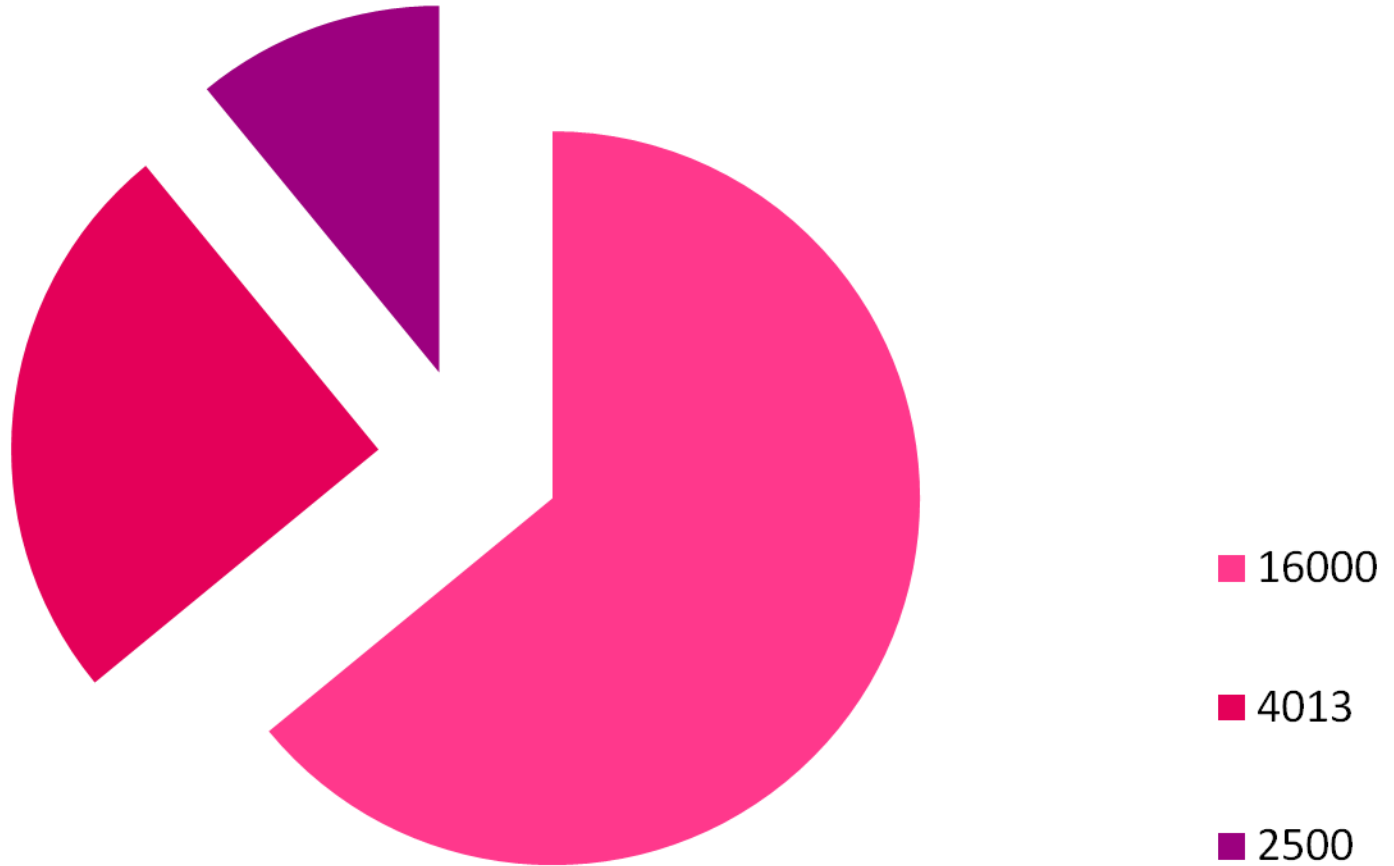
Increase and decrease rates of workforce on each indirect field.

RESULTS ACHIEVED

Result 3: VSS total number of workforce



RESULTS ACHIEVED



RESULTS ACHIEVED

Proposed workforce of the whole VSS system is equivalent to job positions needed of the project: **22.513 persons.**

- Existing workforce: 16.000 persons (12/2010).
- Added workforce: 2.500 persons (12/2011).
- Additional workforce needed: **4.013 persons** (2012).

RESULTS ACHIEVED

Result 4: determine staff structure by ranks

Example: for VSS headquarters:

174 job positions; 670 persons needed;

Staff structure :

- Junior staff: 50
- Specialists: 342
- Principal specialists : 251
- Senior specialists : 27

RESULTS ACHIEVED

VSS offices at provincial levels:

- Directors: senior specialists
- Vice - Directors: Principal specialists
- Head, deputy-head of Division: Principal specialists
- Staff performing archives, cashier jobs: technicians
- Other positions: specialists

VSS offices at district levels:

- Directors, Vice - Directors: Principal specialists
- Staff performing archives, cashier jobs : technicians
- Other positions: specialists

FUTURE PLANS

- Define number of job positions for the whole VSS system and staff structure by salary grades
- Define number of staff for each job position
- Renew staff management mechanism of VSS system

THANK YOU
FOR YOUR ATTENTION