Management of Clerical Documents and Archive Activities in the Direction of Digital Transformation at Tra Vinh University

Bui Thi Diem[1]*
[1]Tra Vinh University, Tra Vinh province, Vietnam

Abstract: The purpose of this study is to study, analyze and evaluate the situation of clerical documents and archive management in the direction of digital transformation, propose specific measures to contribute to improving the management efficiency and convenience of using the clerical documents and archive management system. To achieve that purpose, this study conducts: Generalizing and systematizing the theoretical basis of clerical documents and archive activities and managing clerical documents and archive activities in the direction of digital transformation; study and research the current situation of document and archive management in the direction of digital transformation, assess the limitations and opportunities in the context of digital transformation; propose measures to apply digital technology in clerical documents and archive management; develop a plan and organize the implementation of one or two specific measures proposed in the project on document and archive management in the direction of digital transformation. Based on the assessment of the current situation, through a survey of 120 people who are managers, lecturers and staff of Tra Vinh University, this study clearly identifies the achievements, limitations, causes, and from there recommends solutions to improve the quality of document and archive management in the direction of digital transformation at Tra Vinh University.

Keywords: Management of activities, clerical documents and archives, digital transformation, Tra Vinh University.

INTRODUCTION

Digital transformation is currently an inevitable trend in State administrative management, especially in the field of clerical documents and archives - which play a core role in organizing, managing and exploiting information systematically, accurately and securely. In recent years, the State has issued many important legal documents to promote the effectiveness of document management, promote digitalization and the application of information technology in this work, typically: Law on Archives 2011; Law on Archives 2024 (effective in July 2025) with many new contents emphasizing digitalization, application of information technology and big data in archive document management; Decree No. 30/2020/ND-CP on clerical documents, which emphasizes the requirements for managing outgoing and incoming documents, creating work records and electronic archives; Directive No. 02/CT-TTg dated April 26, 2022 on digital transformation in state agencies; Decision No. 131/QD-TTg dated January 25, 2022 approving the Project on enhancing the application of information technology and digital transformation in

education and training for the period 2022-2025, with a vision to 2030, affirming that digital transformation is one of the key solutions for fundamental and comprehensive innovation in education and training, etc.

In the context of an increasing amount of information and documents, without a scientific management system and effective application of technology, it will lead to waste of resources, reduce the quality of management and directly affect the operational capacity of agencies, units and organizations. The implementation of digital transformation in clerical documents and archive activities at Tra Vinh University is a requirement to enhance compliance with the law, ensure transparency and efficiency in school management.

Other important guiding documents such as Conclusion No. 91-KL/TW dated August 12, 2024 of the Politburo, Official Dispatch No. 4324/BGDĐT-CNTT dated August 14, 2024 of the Ministry of Education and Training, Resolution No. 09-NQ/TU and Decision No. 2043/QD-UBND of the People's Committee of Tra Vinh

province also emphasized the role of digital transformation in education and public administration, clarifying the urgency of synchronously implementing digital transformation at educational institutions, including Tra Vinh University.

In that context, good management of clerical documents and archives plays an essential role in ensuring efficiency, accuracy and information security, especially for the higher education environment - where there is a large and diverse system of administrative, training, research, international cooperation documents, etc. Clerical documents and archive activities are not only about document management but also an effective support tool for school operations and management. Applying digital transformation in this field will help minimize the risk of document loss and damage, enhance information retrieval, shorten document processing time, improve productivity and transparency in university administration, associated with the core values that the school is currently promoting: "Dedication, transparency, creativity, friendliness".

At Tra Vinh University, the implementation of document management software has been focused on and has achieved some positive results. The school has been continuously recognized at the Vietnam Digital Transformation Award for 3 consecutive years (up to 2024), affirming the right direction in the digital transformation process. However, in reality, the information technology infrastructure still has many limitations. The document management system is still scattered, data has not been digitized synchronously, information retrieval is slow and not really effective. In addition, the staff in charge of implementing clerical documents and archive activities have not been trained in depth in processing and managing digital documents, affecting the ability to widely deploy digital transformation measures.

The development strategy of Tra Vinh University to 2025, with a vision to 2030 (according to Decision No. 7049/QD-DHTV dated August 21, 2023) has clearly defined the goal of improving the effectiveness of university governance and promoting the application of technology in all areas of operation. Therefore, the development and implementation of the project "Management of document and archive activities towards digital transformation at Tra Vinh University" is necessary and consistent with the strategic orientation, and is a specific step to contribute to perfecting the school management system in the digital age.

Therefore, it is very necessary to research and propose measures to effectively manage clerical documents and archive activities in the direction of digital transformation at Tra Vinh University, contributing to improving the overall school management efficiency and supporting clerical documents and archive activities in a timely and effective manner. For these reasons, the author chose to carry out the topic: "Managing clerical and archival activities in the direction of digital transformation at Tra Vinh University" as a research topic to propose feasible measures, contributing to improving the effectiveness of administrative management for clerical documents and archive activities at Tra Vinh University.

LITERATURE REVIEW
Digital transformation of clerical documents and archives at universities
Digital transformation of clerical documents and archives at universities includes the entire process of drafting, issuing, managing and archiving documents for administration and management, with the synchronous and effective application of digital technology (Tsvuura, *et al*., 2021).

By integrating information technology into document processing and archiving processes, universities can improve management capacity, shorten work processing time, and enhance accuracy, security and information retrieval (Yang, *et al*., 2021; Luongngoc, 2022).

Thus, digital transformation in clerical documents and archive activities not only helps modernize administrative activities but also creates a foundation for building a digital data system, serving the work of university administration in a smarter, more transparent and effective way in the context of higher education moving towards sustainable development and adapting to the digital age.

Managing document and archive activities towards digital transformation at universities
Management is a goal-oriented activity of the management subject (Thuan & AnLong, 2021), is the process of controlling an organization's activities according to set goals (Duchiep, 2022). Managing clerical documents and archive activities in the direction of digital transformation at universities is the process of organizing (Azim, *et al*., 2018), coordinating and controlling all tasks related to document and document processing in the management and operation process, to ensure that activities are carried out scientifically, systematically and effectively (Duong, 2023).

According to the provisions of Decree No. 30/2020/ND-CP of the Government on clerical documents and archives, the electronic document management system is an information system built with the main function of computerizing the work of drafting and issuing documents; managing documents; creating and submitting files and documents to the agency's archive on the network environment.

Applying digital technology to document management processes not only helps automate the stages of drafting, issuing, circulating, archiving and

retrieving documents, but also contributes to improving labor productivity, minimizing cumbersome administrative procedures, saving time and operating costs. At the same time, the electronic clerical documents and archive management system also supports enhancing security, ensuring information security and improving the capacity to exploit and use documents in the digital environment.

In the context of comprehensive digital transformation of higher education, digital management of clerical documents and archives is one of the key factors contributing to the modernization of school administration, towards the goal of building a smart university model and sustainable development.

RESEARCH METHODOLOGY

Research method of activities and group discussion: Research, collect and analyze records, documents, plans, reports on managing clerical documents and archives in the direction of digital transformation at Tra Vinh University. On that basis, assess the current situation, identify strengths and weaknesses in managing clerical documents and archives in the direction of digital transformation at Tra Vinh University, discuss with managers and propose appropriate management solutions.

Tools to assess the current situation: After surveying the current situation, to assess the current situation, the author will enter survey data and perform basic statistical calculations on Excel and SPSS software. To process and evaluate the survey results. The author mainly evaluates the current situation through the average score (ASP) according to each response content of the surveyed target groups to evaluate the management of clerical documents and archive activities in the direction of digital transformation at Tra Vinh University and also discusses with managers to propose appropriate management solutions.

Number of survey participants: 120 people who are managers, lecturers, and staff working at Tra Vinh University. The number of people surveyed is evenly distributed among Faculties and specialized Departments, Departments, and functional Offices in the University. Therefore, ensuring the balance and coverage of the interviewed subjects; at the same time ensuring objectivity and science.

RESEARCH RESULTS AND DISCUSSION
Current Status of Document and Archive Management in The Direction of Digital Transformation at Tra Vinh University
Role and position:
Clerical documents and archive activities hold a key position in the administrative and organizational management system of the school. This is the official information circulation channel, helping to maintain the

connection between functional units, between leaders and officials, lecturers and students (officials, lecturers, students); at the same time, it plays the role of "organizational memory" through the preservation, exploitation and use of documents and records formed during the operation process. Under normal conditions, clerical documents and archive activities have been essential tools for direction and operation. In the context of digital transformation, this role becomes even more important when information and data become valuable strategic assets.

At Tra Vinh University, the management of clerical documents and archive activities in the direction of digital transformation has been initially implemented through the application of electronic document management and work management software (eOffice, TMS). This demonstrates the increasingly clear awareness of the school's leaders about the position and role of clerical documents and archive activities in the process of innovating the university governance model, contributing to improving the efficiency of operations and building a modern, transparent administration, saving time, costs and resources.

However, in reality, the identification and full promotion of the role and position of this activity in the direction of digital transformation is still not commensurate with the potential and practical requirements, and there are still limitations that need to be overcome: a number of managers and officials in charge of clerical documents and archive activities are still not fully aware of the importance of digital transformation in this field, leading to a fear of change or lack of initiative in applying new technology, still underestimating the role of implementing and managing clerical documents and archive activities, considering this as an auxiliary activity, not a strategic part of management and operation. This leads to a situation where the system is not operated in a synchronous manner, lacking coordination and connection between units in processing electronic documents; at the same time, reducing the effectiveness of information exploitation for management and scientific research.

Table 1: Results of the survey of officials' awareness of the role of clerical and archival activities at Tra Vinh University

Rating Level	Number (people)	Rate (%)
Very Important	70	58.3
Important	36	30.0
Normal	12	10.0
Not Important	2	1.7
Total	**120**	**100**

In summary, the role and position of managing clerical documents and archive activities in the direction of digital transformation at Tra Vinh University are increasingly being paid attention to by the school's leaders and have initially had positive changes that have

been affirmed in the school's management system, especially in the current trend of digital transformation in the education sector (the very important assessment level is 58.3%). However, in order to promote the role and position in managing this activity comprehensively, it is necessary to continue to have synchronous solutions from awareness to action, from policy mechanisms to resource investment, in order to build a truly effective and safe electronic clerical documents and archive system, promptly serving the management needs and sustainable development of the school.

Bulding a plan:

Developing a plan is the first and strategic step in the process of managing clerical documents and archive activities in the direction of digital transformation. A detailed, methodical plan will help clearly identify goals, an implementation roadmap, resources to be mobilized and indicators for evaluating effectiveness. At Tra Vinh University, the planning for this work has had initial moves, but there are still some limitations in the actual implementation process.

(i) Initial attention from the leadership:

In recent years, the Board of Directors of Tra Vinh University has shown attention to digital transformation work through issuing directive documents, assigning tasks to relevant units and integrating digitalization tasks into the annual work plan. Some general plans on digital transformation have mentioned upgrading the electronic document system, implementing document archiving via software and training officials. However, these plans are general in nature and have not been concretized into a separate, in-depth plan for clerical documents and archive activities. The implementation activities are local, according to the proposals of each unit, lacking synchronization, there is no specific roadmap for comprehensive digitalization, the development of plans for managing clerical

documents and archives is still mainly concentrated at the level of the Administrative - General Department and specialized units, while training units or other functional Departments and Offices have not proactively developed their plans suitable to the specific nature of the work. The indicators for digitization, document preservation, electronic document circulation... have not been clearly quantified in terms of time, volume or the main responsible person.

(ii) Lack of synchronization between unit-level and school-level plans:

The reality is that there is still a certain gap between the overall plan of the school and the specific implementation plans at the units. For example, the school has a direction to increase the rate of using electronic documents, but some units have not actively applied or have not yet had a plan to completely replace paper documents. This affects the overall progress of the digital transformation process.

(iii) Limitations in updating plans according to new practices and technologies:

Because there is no specialized department to monitor and regularly update the digital transformation plan in clerical documents and archive activities, the current plan is one-way and lacks flexibility. When there are changes in legal regulations, new technologies, or human resources, the plan is rarely adjusted promptly, leading to delays in implementation.

(iv) Lack of participation of stakeholders in planning:

The current planning process is often the internal work of a number of administrative departments and boards, without extensive consultation with lecturers, professional staff or digital transformation experts. The lack of a voice from practice leads to plans lacking the ability to cover everything and not being suitable for the actual work needs of the units.

Table 2: Survey results on planning for managing document and archive activities towards digital transformation at Tra Vinh University

Content of the answer plan	Choice (number of people)	Rate (%)
How do you evaluate the current status of digital transformation planning in clerical documents and archiving at your unit?		
The plan is still general, not specific for clerical documents and archiving activities	36	30.0
There is no synchronization between the unit's plan and the school-level plan	30	25.0
The plan has not been updated promptly according to technology and practice	24	20.0
The plan is clear, suitable for the needs and actual situation	30	25.0
Total	**12**	**120**
Which of the following factors is most important to improve the quality of digital transformation plans in clerical documents and archiving?		
Clear leadership and commitment	40	33.3
Participation of relevant units and individuals in developing plans	30	25.0
Flexible plan updates according to new technology and situations	26	21.7
Clearly define goals, roadmaps and specific targets in the plan	24	20.0
Total	**12**	**120**

The above survey results show that Tra Vinh University has begun to recognize the role of building a plan to manage clerical documents and archive activities in the direction of digital transformation. However, the survey results show that this activity is still limited, especially in the specificity of the plan and the level of synchronization between levels and units in the school. Many plans are still formal, lack high feasibility and have not received full consensus from all related departments. In the coming time, to ensure effective implementation and compliance with the direction of comprehensive digital transformation development, the school needs to build a standard process in establishing and updating the plan to manage clerical documents and archive activities. This process needs to be closely coordinated between units, with clear assignment of responsibilities, ensuring connectivity, feasibility and effectiveness in implementation, contributing to making clerical documents and archive activities an important component in the school's modern management strategy.

Organization of activities:

Organizing clerical documents and archive management activities is a decisive factor for the success of the digital transformation process in this field. A systematic and scientific organization helps ensure that all processes are carried out according to standards, while improving the efficiency of archiving, retrieving and protecting information and documents in the digital environment. At Tra Vinh University, the organization of clerical documents and archive activities in the direction of digital transformation has made significant progress, but there are still some difficulties and problems in the implementation process.

(i) Assignment of tasks and organizational structure:

Tra Vinh University has clearly assigned tasks among departments related to clerical documents and archive activities, in which the Administrative - General Department is the key unit in managing and supervising clerical documents and archive activities. However, the organization still lacks reasonable decentralization, and there is no specialized department specializing in digital transformation in clerical documents and archive activities. The staff doing this work at the units under and directly under the University mostly only take on additional administrative work, and do not have enough time and expertise to solve digital technology problems.

(ii) Unsynchronized processes and procedures:

Although the University has developed basic regulations on clerical documents and archive activities. However, these processes are still mainly applied to paper documents. The processes related to the management of clerical documents and electronic archives have not been fully standardized, leading to the implementation of document digitization not achieving the expected results. In addition, the lack of synchronization between departments in implementing the digitization process makes archiving electronic documents unscientific and difficult to retrieve.

(iii) Coordination between units is not tight:

Although departments and units in the school are responsible for archiving documents, coordination between departments is still limited. Some units have not yet mastered the process of archiving electronic documents, leading to inconsistent implementation. The creation of records, delivery of documents, and rotation of work are carried out relatively systematically but still depend heavily on manual procedures. Moreover, sharing and coordinating information between departments is not convenient, especially when documents and papers must be digitized and stored on different software systems.

(iv) Training and human resource development:

Human resource training on clerical documents and archive activities in the digital transformation environment at Tra Vinh University has not received due attention. Training courses on technology application in administrative work, clerical documents and archives are not regular, leading to staff lacking skills and in-depth knowledge of digital document management. This greatly affects the operational capacity of the electronic clerical documents and archive management system, reducing the effectiveness of digital transformation work.

(v) Infrastructure and supporting technology:

The organization of clerical documents and archive activities at the school has been partly supported by document management software such as eOffice, official email system and internal network. However, the current technology infrastructure has not fully met the requirements for long-term electronic archives, information security and integration with other systems. The deployment of digital technology is still experimental and has not been implemented synchronously in all units in the school.

Table 3: Survey results on the organization of clerical documents and archiving activities towards digital transformation at Tra Vinh University

Content of the answer plan	Choice (number of people)	Rate (%)
Which factor is currently the biggest challenge in the process of implementing digital transformation for clerical documents and storage activities at the unit?		
Lack of synchronization in processes and implementation methods	40	33.3
Unclear organizational structure and assignment of tasks	20	16.7
Lack of close coordination between related units	30	25.0

Limitations in infrastructure and technological equipment serving digital transformation	30	25.0
Total	**120**	**100**
How to assess the readiness of the unit in measuring effectiveness and determining specific targets in digital transformation work?		
There is a clear system of criteria, regularly monitored	20	16.7
There are criteria but they are not specific and are rarely used for evaluation	40	33.3
There are no specific measurement indicators for digital transformation work	44	36.7
I do not have a clear understanding of the criteria or indicators currently available at the unit	16	13.3
Total	**120**	**100**

The survey results show that the biggest challenge in implementing digital transformation for clerical documents and archive activities at the unit is the lack of synchronization in the process (33.3%), followed by the lack of coordination between units and inadequate technology infrastructure (both 25%). In addition, the unclear assignment of tasks is also an obstacle (16.7%). Regarding the level of readiness to measure effectiveness, the majority of opinions said that the unit does not have specific indicators (36.7%) or the indicators are still vague and rarely applied (33.3%), indicating the need to soon build a clear evaluation system, at the same time strengthen coordination and improve infrastructure to accelerate the digital transformation process.

In summary, the organization and management of clerical documents and archive activities towards digital transformation at Tra Vinh University has had positive initial steps. However, there are still difficulties that need to be overcome, especially in assigning responsibilities, building synchronous processes and training human resources. To achieve high efficiency in managing digital documents and archive activities, the school needs to continue to improve the organizational structure, improve the professional qualifications of the staff in charge, and at the same time promote investment in information technology infrastructure to serve digital transformation work more effectively.

Operational direction:

Operational direction is an important factor in ensuring that the digital transformation process in digital documents and archive activities takes place smoothly and effectively. At Tra Vinh University, the direction of managing digital documents and archive activities in the direction of digital transformation has initially been carried out in a planned manner, however, there are still some limitations in implementation and supervision, affecting the implementation results.

(i) Direction from school leaders

Directions on digital transformation are integrated into the school's overall plans, including some contents related to improving the operation of digital documents and archives, especially the digitization of documents. However, these instructions have not yet been specified in separate decisions, resolutions or directives.

(ii) Instructions on task assignment

The assignment of responsibilities for digital transformation in clerical documents and archive activities at Tra Vinh University currently still lacks a clear and detailed division between units. The instructions have not been specified in terms of tasks, completion time and performance measurement indicators. This makes relevant departments sometimes lack motivation and are unclear about their tasks in digital transformation.

(iii) Instructions on technology infrastructure

One of the important factors for successful digital transformation is investment in technology infrastructure. Although Tra Vinh University has a software system to support electronic clerical documents and archive activities, instructions on upgrading, maintaining and expanding this system have not been carried out regularly and in a planned manner. This leads to the fact that the technology infrastructure is not strong enough to serve the archiving and retrieval of digital documents when necessary.

(iv) Guidance on training and human resource development:

Although there have been some efforts from the school in training officials on digital transformation, these training programs have not been implemented strongly and have not met the requirements for capacity building for officials to carry out this activity.

(v) Guidance on monitoring and evaluation:

The monitoring and evaluation of the effectiveness of digital transformation in the management of clerical documents and archive activities at Tra Vinh University is currently not carried out regularly. Although there are progress reports, specific monitoring and evaluation of performance have not been implemented systematically and scientifically. This leads to the failure to clearly identify outstanding issues in the transformation process and the lack of timely adjustments. There is a lack of policies to promote,

motivate, and reward associated with the effectiveness of digital transformation applications.

Table 4: Survey results on directing clerical documents and archiving activities towards digital transformation at Tra Vinh University

Content of the answer plan	Choice (number of people)	Rate (%)
Does your current unit have the organizational conditions to effectively implement digital transformation in clerical documents and storage?		
There is clear direction from leadership and specific assignment of tasks	60	50.0
There is direction but the assignment of tasks is not clear	24	20.0
There is assignment of tasks but lack of direction and close monitoring from leadership	20	16.7
Lack of both specific direction and clear assignment of tasks	16	13.3
Total	**120**	**100**
According to you, what is the main issue affecting the effectiveness of digital transformation implementation at the unit?		
Technology infrastructure does not meet requirements	36	30.0
Lack of synchronization in implementation between units	40	33.3
Monitoring and evaluating effectiveness is limited	30	25.0
No major problems, implementation is taking place effectively	14	11.7
Total	**120**	**100**

The survey results show that Tra Vinh University has had initial instructions on digital transformation in managing clerical documents and archive activities. However, the instruction process still lacks specificity and close supervision. The survey results show that 50% of respondents assessed that the unit had clear instructions and assigned specific tasks in implementing digital transformation for clerical documents and archive activities. However, the remaining 50% showed that there were still organizational shortcomings, such as unclear assignments or lack of close direction. In addition, the factors that greatly affected the implementation efficiency were identified as lack of synchronization between units (33.3%), inadequate technology infrastructure (30%) and limited monitoring and evaluation of effectiveness (25%). This shows that in order to achieve the goal of successful digital transformation, the school needs to build a clear steering mechanism, with specific targets, clear division of responsibilities between units and regular inspection and supervision to ensure the progress and effectiveness of document digitization.

Inspection and supervision:

Inspection and supervision is one of the important factors to help evaluate the effectiveness of digital transformation in managing clerical documents and archive activities. This is a step to help ensure that plans and programs are implemented on schedule, meet the required quality, and at the same time detect problems early and make timely adjustments. At Tra Vinh University, the inspection and supervision of clerical documents and archive management activities in the direction of digital transformation currently has some limitations, which need to be improved to achieve higher efficiency in the future, specifically:

(i) Lack of regular inspection and evaluation system:

Currently, Tra Vinh University has not built a large-scale, systematic, and in-depth inspection and supervision system for digital transformation activities in the management of clerical documents and archive activities. Although there are periodic reports on the status of digitalization implementation, actual supervision still lacks continuity and regularity. The criteria for evaluating the effectiveness of document digitization have not been clearly defined, which makes the supervision work loose and unable to make timely adjustments.

(ii) Lack of synchronization between departments:

During the inspection and supervision process, the relevant departments and units have not had close coordination. Some units do not fully implement regulations on document digitization and electronic archives, but there is no inspection from relevant departments. This leads to digital transformation work not being synchronized at all levels, causing difficulties in document management and increasing the risk of errors.

(iii) Lack of independent monitoring mechanism:

Although there are departments specializing in clerical documents and archive activities at the school level, the inspection and supervision of activities is still carried out by these departments themselves, lacking independent supervision. This can lead to a lack of objectivity in evaluating the results of digital transformation implementation, and it is also difficult to identify problems and difficulties in the implementation process.

(iv) Inadequate monitoring support technology system:

Inspection and supervision work at Tra Vinh University is mainly carried out manually through

reports and direct inspections. The monitoring support technology system has not been fully deployed. Electronic document management software has not fully integrated automatic monitoring features, such as tracking digitization progress, checking the quality of digitized documents or ensuring compliance with information security regulations. This leads to monitoring not being carried out continuously and lacking accuracy.

(v) Lack of resources and personnel for monitoring:
Currently, managers who do inspection and monitoring in clerical documents and archive activities

are often part-time staff, and do not have enough time and expertise to effectively carry out monitoring. This leads to a lack of regular inspection and monitoring of the set targets.

(vi) Reporting regime is not clear and specific:
Although there are reports on the status of document digitization implementation, these reports lack detail and specificity. Performance evaluation indicators are not clearly defined, making monitoring vague and unfounded. The lack of a standard assessment report also makes it difficult for school leaders to grasp the actual situation and make timely decisions.

Table 5: Survey results on inspection and supervision of clerical documents and archiving activities towards digital transformation at Tra Vinh University

Content	Yes (people)	No (people	Rate "Yes" (%)	Rate "No" (%)	Total (people/%)
Does your unit regularly check and monitor the activities of clerical documents and storage on the TMS system?	36	84	30.0	70.0	120/100
Is the coordination between departments in monitoring activities or current summary activities effective?	48	72	40.0	60.0	120/100
Do you think that the current TMS software system of the school fully supports automatic monitoring?	58	62	48.3	51.7	120/100
Does the school arrange personnel to monitor the progress of tasks assigned by the school leaders through the activities of clerical documents and storage at your unit?	36	84	30.0	70.0	120/100

The above results show that the inspection and supervision work in managing clerical documents and archive activities in the direction of digital transformation at Tra Vinh University still has many shortcomings, especially the lack of a periodic inspection system, lack of synchronous coordination between departments and lack of supporting technology tools. The survey results from 60 people show that the inspection and supervision of clerical documents and archive activities on the TMS system at the units is still limited, with only 30% answering "Yes" (Is the coordination between departments in current monitoring or summary activities effective?). The assessment rate of effective coordination between departments (Does the school's current TMS software system fully support automatic monitoring?) and the level of automatic monitoring support of the TMS software (Does the school have personnel to monitor the progress of tasks assigned by the school's leaders through clerical documents activities, stored at your unit?) reached 40% and 48.3% respectively, showing a certain improvement but still not reaching the expected level. Notably, only 30% said that the school has personnel to monitor work progress (Does the school organize a summary or publicize monitoring reports on clerical documents activities, stored at your unit?).

These figures reflect the lack of synchronization and ambiguity in the supervision and management of clerical documents and archives in the direction of digital transformation, especially in the organization of human

resources and information transparency. To improve the effectiveness of digital transformation, the school needs to build a professional supervision system, have an independent supervision mechanism, apply automatic management and inspection technologies, and at the same time strengthen human resource training for supervision. This will be an important step to ensure the success and sustainability of the digital transformation process.

Proposed solutions:
For the Board of Directors of Tra Vinh University:
It is necessary to demonstrate strong, regular and synchronous direction throughout the project implementation process. The organization and implementation must ensure continuity from the leadership level to the affiliated units with a spirit of initiative, responsibility and high determination.

Prioritize the arrangement and allocation of necessary resources, including finance, technology infrastructure and human resources to serve the implementation and management of clerical documents and archive activities in the direction of digital transformation. In particular, pay special attention to investing in an electronic archive system and building an archive that meets technical standards and regulations and is in accordance with current legal regulations.

Organize the review, update and promulgation of new internal regulations and regulations to create a

legal basis for the operation of the digital management system. The focus is on promulgating clerical documents and archive regulations in accordance with the provisions of the 2024 Law on Archives; At the same time, fully implement the contents of Circular No. 05/2025/TT-BNV dated May 14, 2025 of the Ministry of Home Affairs regulating the operation of digital archives and Circular No. 06/2025/TT-BNV dated May 15, 2025 of the Ministry of Home Affairs providing detailed guidance on a number of articles of the 2024 Law on Archives.

Develop a plan for training, fostering and updating professional knowledge and skills on clerical documents and digital archives for the staff in charge of this work. At the same time, strengthen periodic inspection and evaluation to promptly detect and adjust any shortcomings arising during the implementation process. Have a timely reward and commendation mechanism for collectives and individuals with outstanding achievements to create motivation and improve the effectiveness of project implementation.

Assign tasks to the focal unit in charge of clerical documents and archive activities to closely coordinate with the Department of Home Affairs of Tra Vinh province to organize training and provide professional guidance for affiliated units. The training content focuses on preparing records and submitting documents to the provincial historical archives in accordance with current procedures and legal regulations.

For management staff of and affiliated to Tra Vinh University:

Be exemplary in using the digital clerical documents and archive system; direct unit officials to seriously implement the project contents, considering this an important task, associated with the management efficiency and quality of the unit's operations; closely coordinate with the focal unit to ensure consistency and unity throughout the school and include the implementation of this digital transformation in the competition criteria and annual work performance assessment.

Organize the review, standardization and establishment of archive documents in accordance with the provisions of law on clerical documents, archives and the school's instructions; ensure the quality and legality of records and documents before transferring them to the electronic archive or archive at the provincial historical archive agency.

Fully participate in training, fostering and updating knowledge programs organized by the school and competent authorities

Strengthen internal inspection, self-assessment of clerical documents and archive activities of the unit;

promptly propose to the Board of Directors or focal units difficulties and problems to have appropriate solutions.

Well implement the information and reporting regime on the implementation of clerical documents and archive activities in the direction of digital transformation at the unit; ensure transparency, objectivity and on schedule.

For the school-level clerical documents department:

Perform well the role of focal point for advising, implementing and guiding the entire school in clerical documents and archive activities in the direction of digital transformation; ensure compliance with current legal regulations and internal regulations of the school.

Preside over and coordinate with functional units in developing and updating the system of internal normative documents on clerical documents and archive activities; advise on the promulgation of clerical documents and archive regulations in accordance with the 2024 Law on Archives and guiding documents for implementation.

Organize the construction, operation and management of the school's electronic archive system and specialized archives; ensure conditions for preservation, safety and effective exploitation of records and documents in accordance with regulations.

Regularly check, supervise and urge the implementation of record-making and submission of records to the archives of units under and directly under the school; promptly detect errors and guide appropriate adjustments.

Classify, digitize, update and manage documents in a digital environment; gradually convert from paper storage to electronic storage according to the school's general digital transformation roadmap.

Advise on organizing training, education and professional development of clerical documents and archives in the direction of digital transformation for officials in charge at units; at the same time, actively study and improve professional capacity to meet new requirements in the digital transformation period.

For officials performing clerical documents and archives at units under and affiliated to Tra Vinh University:

Actively participate in the implementation of document digitization and electronic archives according to the school's general digital transformation roadmap.

Fully and correctly perform clerical documents and archive operations according to the instructions of the school-level clerical documents department and current regulations. Ensure that the process of receiving, processing, issuing, managing documents and creating

work records is carried out in a unified, scientific and effective manner.

Actively coordinate with the school-level clerical documents department in creating records, editing, and submitting documents to the school archive and the provincial historical archive in accordance with the provisions of law and internal regulations; ensure the safety, security, and integrity of documents throughout the management and archiving process; comply with regulations on document preservation, destruction, and handover of records when there are personnel changes.

Fully participate in training courses and professional development organized by the school, actively update knowledge and professional skills on clerical documents and archive activities; especially new regulations on digital archives according to the 2024 Archives Law and circulars guiding implementation.

CONCLUSION

The above research results show that the management of clerical documents and archive activities in the direction of digital transformation at Tra Vinh University is still in the early stages of the transformation process. Although there have been significant advances, there are still many factors that need to be improved, especially in raising awareness of officials, perfecting processes and investing more in technology infrastructure. To achieve sustainable and effective results in digital transformation, Tra Vinh University needs to continue investing in human resource training, perfecting management and monitoring tools, and promoting cooperation between units in the school. Through the research results, it can be seen that the school has made positive initial steps in applying digital technology to the management of clerical documents and archive activities. However, this process is still facing many challenges and requires synchronous solutions to improve efficiency.

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