

HO CHI MINH NATIONAL ACADEMY OF POLITICS

LE THI NGOC HOA

**THE ATTRACTION AND UTILIZATION OF
TALENTS IN DA NANG CITY TODAY ACCORDING TO
HO CHI MINH'S IDEOLOGY**

SUMMARY OF THE DOCTORAL THESIS

MAJOR: HO CHI MINH STUDIES

Code: 9310204

HANOI - 2025

**The dissertation is conducted at
Ho Chi Minh National Academy of Politics**

***Supervisors:* 1. Assoc. Prof., Dr. Hoang Anh**



2. Dr. Tran Thi Huyen



***Reviewer 1:***

***Reviewer 2:***

***Reviewer 3:***

**The thesis will be defended in front of the Thesis Committee at
Academy level, at the Ho Chi Minh National Academy of Politics**

At..... hour..... date..... month..... year.....

**The thesis can be found at the National Library and
the Library of Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. The urgency of the theme

Throughout the thousand-year history of building and defending the nation, "valuing talented individuals" has been a precious tradition passed down by our ancestors to future generations. The discovery, attraction, and appreciation of talent are considered decisive factors in determining the prosperity or decline, the rise or fall of a nation.

Inheriting and promoting the fine traditions of the Vietnamese people, the essence of human culture, and Marxism-Leninism, President Ho Chi Minh developed and elevated the art of "attracting and valuing talent" into a deeply humanistic, scientific, and practical approach. With strategic vision, he consistently affirmed the position and role of talent in the revolutionary cause. Throughout his leadership of the Vietnamese revolution, President Ho Chi Minh tirelessly sought, nurtured, united, and utilized talented individuals - regardless of their social background, religion, or other differences - as long as they had patriotism, talent, and a sincere desire to serve the nation and its people. His ideology on attracting and valuing talent has become an important part of Ho Chi Minh's ideological legacy, serving as a guiding principle for the Communist Party and the State of Vietnam in formulating and implementing national talent strategies.

Since its inception, the Communist Party of Vietnam has considered the attraction and utilization of talent a key driving force for national development. This has been identified as a top priority in the country's socio-economic development strategy. In the current context - facing both opportunities and challenges brought about by the Fourth Industrial Revolution and globalization - the demand for high-quality human resources, particularly multi-disciplinary talent, has become more urgent than ever. Upholding a consistent viewpoint throughout its congresses, the Party once again affirmed in the documents of the 13th National Congress that "developing high-quality human resources and attracting and valuing talent" is a crucial task. It emphasized the need to

“effectively implement policies on training, fostering, attracting, utilizing, and rewarding scientific and technological personnel, especially leading experts and talents in the fields of science and technology.” In particular, as the national strategies for scientific and technological breakthroughs, innovation, and digital transformation are being vigorously implemented, the demand for attracting and valuing talent has become more pressing than ever. High-quality human resources are the foundation for breakthroughs in technology, the digital economy, and international integration. Therefore, localities - especially major economic centers - must adopt comprehensive and proactive strategies for identifying, attracting, and nurturing talent.

Since becoming a centrally governed city in 1997, Da Nang has continuously strived to build the image of a modern, smart, and livable urban center. As the economic, cultural, educational, and information technology hub of the Central and Central Highlands region, Da Nang has identified talent attraction and utilization as one of the "strategic breakthroughs" in its path toward comprehensive development.

The city has issued and implemented various policies to attract talent, such as scholarship programs for high-quality human resource training, preferential treatment for individuals with advanced expertise, overseas scholarship programs for outstanding students, and human resource development strategies aligned with market demands. These efforts aim to build a workforce with the qualifications, capabilities, and integrity required to fulfill the city's goal of rapid and sustainable development. However, the process of attracting and utilizing talent in Da Nang still faces several limitations: talent evaluation sometimes overly emphasizes academic credentials; the working environment in some agencies and units lacks dynamism; and incentive policies are not yet competitive enough compared to more developed localities in the country or abroad. As a result, a portion of the city's talent pool has not had the opportunity to fully realize its potential and has even chosen to leave the public sector - or the city altogether - in search of better working environments.

On the other hand, in the coming time, in the context of Da Nang expanding its administrative boundaries, to adapt to new development requirements, the problem is not only the change in spatial scale but also the urgent need for a breakthrough in the quality of the management apparatus and the team of talented people. Operating an urban area that is expanding in size requires a larger, more diverse workforce with management capacity and creative thinking in many fields. That requires a methodical, substantial and effective strategy in selecting, nurturing and promoting talented people.

Given this situation, Ho Chi Minh's ideology on attracting and utilizing talent continues to affirm its great guiding value. His thoughts serve as a compass for the principles of talent selection - emphasizing a harmonious combination of morality and ability, grounded in fairness, and democracy, placing the right people in the right positions, and entrusting and empowering talented individuals. Studying and applying this ideology in the practical context of attracting and utilizing talent in Da Nang is not only strategically significant for the city but also contributes to the sustainable development of the nation in the new era.

For these reasons, the doctoral candidate has chosen the topic “*The attraction and utilization of talents in Da Nang City today according to Ho Chi Minh's ideology*” as the subject of the doctoral thesis major Ho Chi Minh Studies.

2. Research Objectives and Tasks

2.1. Research Objectives

Based on the study of Ho Chi Minh's ideology on attracting and utilizing talent, and an assessment of how this ideology has been applied in Da Nang City, the thesis proposes orientations and solutions to enhance the effectiveness of talent attraction and utilization in Da Nang according to Ho Chi Minh's ideology.

2.2. Research Tasks

To achieve the above objective, the thesis focuses on the following key tasks:

First, to provide an overview of existing research related to the dissertation topic, summarizing the achievements and identifying issues that require further study.

Second, to clarify key conceptual tools and analyze the content of Ho Chi Minh's ideology on attracting and utilizing talent.

Third, to assess the current situation in Da Nang City; identify achievements and limitations; analyze the underlying causes; and highlight the pressing issues in applying Ho Chi Minh's ideology in the attraction and utilization of talent.

Fourth, to forecast influencing factors and propose orientations and solutions to improve the effectiveness of talent attraction and utilization in Da Nang City according to Ho Chi Minh's ideology, with a vision toward 2030 and further to 2045.

3. Research Scope and Subjects

3.1. Research Subject

The research subjects of the thesis are Ho Chi Minh's ideology on attracting and utilizing talent, and the current situation of talent attraction and utilization in Da Nang City according to Ho Chi Minh's ideology.

3.2. Research Scope

- Scope of content: The thesis studies Ho Chi Minh's ideology on attracting and utilizing talent and its application to attracting and using talents in Da Nang City.

- Scope of space: The thesis evaluates the application of Ho Chi Minh's ideology on talent attraction and utilization in Da Nang City.

- Scope of time: The thesis focuses on examining the actual situation of talent attraction and utilization in Da Nang City from 1997 to January 2025.

The researcher selected the period from 1997 to the present because 1997 marked a significant milestone when Da Nang officially a municipality directly under the Central Government No. 07/1996/QH10 of the National Assembly. This was a turning point that marked a shift in the administrative mechanism and opened a period of strong socio-

economic development, including several breakthrough policies in talent attraction. Starting from 1997 allows for a more in-depth study, clearly reflecting the evolution and transformation of talent attraction policies over different stages.

4. Theoretical Basis and Research Methodology

4.1. Theoretical Basis

The thesis is grounded in the theoretical foundation of Marxism-Leninism, Ho Chi Minh's ideology; the viewpoints, guidelines, and policies of the Communist Party of Vietnam; and the policies of the Da Nang Party Committee regarding the attraction and utilization of talent.

4.2. Research Methodology

- Methodology

The thesis is based on the methodology of dialectical materialism and historical materialism.

- Specific Methods

The thesis employs various methods, including the logical and historical method, comparative analysis, analytical-synthetic approach, generalization, sociological surveys, and in-depth interviews, among others. Specifically:

In the overview chapter: The thesis applies data collection and processing methods to gather relevant documents and published works by domestic and international scholars and organizations. It also uses the logical and historical method to provide an overall evaluation of previous research related to the thesis topic.

In Chapter 2: The thesis utilizes logical and historical methods, generalization, systematization, and comparison to clarify key concepts related to the topic. Additionally, it employs comparative and textual analysis methods to interpret, evaluate, and clarify the fundamental concepts and content of Ho Chi Minh's ideology on attracting and utilizing talent.

In Chapter 3: The thesis applies analytical-synthetic methods, practical generalization, comparison, statistical analysis, sociological

surveys, and in-depth interviews to assess the current situation and identify the key issues in attracting and utilizing talent in Da Nang City according to Ho Chi Minh's ideology.

In Chapter 4: The thesis integrates methods such as analysis, synthesis, and comparison to explain the influencing factors and propose solutions for effectively attracting and utilizing talent in Da Nang City in the current context, based on Ho Chi Minh's ideology.

5. New Contributions of the Thesis

- The thesis contributes to the systematization of the fundamental contents of Ho Chi Minh's ideology on attracting and utilizing talent.
- It evaluates the application of Ho Chi Minh's ideology on talent attraction and utilization in Da Nang City from 1997 to the present.
- It proposes several solutions to enhance the effectiveness of attracting and utilizing talent in Da Nang City according to Ho Chi Minh's ideology, with a vision toward 2030 and an outlook to 2045.

6. Theoretical and Practical Significance

- Contributes to affirming the value of Ho Chi Minh's ideology, as well as the viewpoints of the Communist Party and the State of Vietnam, and the standpoint of the Da Nang Party Committee on talent and the attraction and utilization of talent.
- The thesis can serve as reference material for research, teaching, and learning on topics related to talent, and the attraction and utilization of talent within the fields of Ho Chi Minh Studies, political science, and the social sciences and humanities.
- Contributes to providing theoretical and practical foundations for the formulation of policies on attracting and utilizing talent in Da Nang City.

7. Structure of the Thesis

Apart from the introduction, conclusion, list of references, and appendices, the thesis is structured into 4 chapters with a total of 10 sections.

Chapter 1

OVERVIEW OF THE RESEARCH RELATED TO THE THESIS

1.1. RESEARCH RELATED TO THE THESIS

1.1.1. Research on the attraction and utilization of talent

The issue of attracting and utilizing talent has garnered significant attention from both domestic and international scholars. Notable figures include Nguyen Dac Hung, Pham Tat Dong, Phan Huu Tich, Pham Hong Tung, Dao Trong Thi, Cao Van Thong, Do Xuan Tuat, Aranganathan, Tim Baker, Donna De St. Aubin, Alen Weiss, Nancy Mackay, Dana L. Ott, Julia Louise Tolentino, and Snejina Michailova, among others. From various disciplinary perspectives - such as philosophy, psychology, public administration, and history - these scholars have contributed to the systematization of talent identification criteria, emphasizing qualities such as character, competence, a sense of responsibility, and the ability to contribute to the community and the nation. In addition, several studies delve into the factors affecting the effectiveness of talent policies, including the working environment, evaluation mechanisms, incentive policies, and the impact of culture, institutions, and the context of globalization. These works also propose solutions to enhance the efficiency of talent attraction and utilization in the context of demands for renewing the growth model, digital transformation, and sustainable development.

1.1.2. Research related to Ho Chi Minh's ideology on attracting and utilizing talent

Research on Ho Chi Minh's ideology regarding the attraction and utilization of talent has received significant attention from many scholars, including Tran Duong, Dam Duc Vuong, Ho Duc Viet, Chu Trong Huyen, Nguyen Xuan Trung, Doan Thi Chin, and Vu Trung Kien. These authors have clarified Ho Chi Minh's ideology on attracting and utilizing talent by analyzing his concrete actions in inspiring, attracting, and effectively employing intellectuals and scholars, both within and outside the country, in service of the cause of national resistance and reconstruction. Some works approach Ho Chi Minh's ideology from the perspective of the art of employing people, emphasizing the role of human resources as a decisive

factor in national development. These studies also point out that President Ho Chi Minh not only focused on identifying talent but also paid special attention to training, nurturing, and creating favorable conditions for talented individuals to fully develop their potential. Additionally, many scholars have highlighted the continuity and development of the national tradition of “welcoming and honoring talent” in Ho Chi Minh’s ideology, affirming its profound theoretical and practical value in the current era of renovation and international integration.

1.1.3. Research related to the application of Ho Chi Minh’s ideology on attracting and utilizing talent

The study of applying Ho Chi Minh's ideology on attracting and employing talents has received considerable attention from various governmental levels, ministries, and numerous scholars and researchers. Notable figures include Ngo Thanh Can, Nguyen Manh Hung, Nguyen Duy Quynh, and Le Thi Hoa. These studies are based on Ho Chi Minh's ideology and focus on attracting and utilizing talented individuals to build a high-quality workforce with sufficient qualities, capabilities, and prestige to meet the demands of sustainable national development in the context of international integration and global competition. However, no research has yet been conducted on the application of Ho Chi Minh's ideology on attracting and employing talents specifically in Da Nang City.

1.2. RESEARCH RESULTS ACHIEVED AND ISSUES THAT THE THESIS WILL CONTINUE TO RESEARCH

1.2.1. Research Results Achieved

Based on an overview of previous studies related to the thesis topic, several general evaluations can be drawn as follows:

First, the existing research has analyzed concepts such as “talent,” “virtuous talents,” “intellectuals,” “utilizing talents,” and “Ho Chi Minh’s ideology on talents.” These serve as a theoretical foundation for policymakers to develop criteria for identifying talents and to design effective talent attraction and utilization policies.

Second, from various research perspectives, these studies have identified the core principles of Ho Chi Minh’s ideology on attracting and employing talents; they have elaborated on the theoretical and practical foundations of this ideology, the position and role of talented individuals

in the revolutionary cause, as well as the significance, methods, and approaches to attracting and utilizing talents according to Ho Chi Minh's ideology.

Third, the research works have examined Ho Chi Minh's dialectical thinking in addressing the relationship between attracting and utilizing talents; they also assessed the current status of policies on talent attraction and employment in Vietnam across different historical periods.

Fourth, these studies have affirmed the consistency in the Party and State's policies in applying Ho Chi Minh's ideology on talent attraction and utilization, specifically in the national sustainable development strategy. They have emphasized the objective need to apply Ho Chi Minh's ideology in formulating such policies; preliminarily outlined the current situation of talent attraction and utilization in Vietnam; and proposed initial directions and suggestive solutions to improve policy effectiveness to meet the demands of national renovation and development.

Fifth, evaluations and research on talent attraction and utilization have also identified several factors influencing the implementation of this strategy in Vietnam, such as institutional and policy factors (recruitment mechanisms, incentive policies, policies for talent employment); socio-cultural factors (cultural respect for talent, living and working environment); and the growing attractiveness of the private sector, where flexible environments, high incentives, and empowerment appeal strongly to talented individuals. Furthermore, the trend of global competition for human resources has become increasingly evident in the context of globalization, digital transformation, and the knowledge economy, all of which are reshaping national talent strategies.

The findings from these studies have provided the author with a rich and diverse body of information on issues related to the thesis. This serves as a valuable source of both theoretical and practical reference, enabling the author to creatively inherit and apply this knowledge in researching the attraction and employment of talents in Da Nang City today, according to Ho Chi Minh's ideology.

1.2.2. Issues the Thesis Needs to Continue Researching

Through the evaluation and analysis of previous studies by various authors, the doctoral candidate has gained an overview of talent attraction and utilization in Ho Chi Minh's ideology, as well as its application in Vietnam in general and in specific localities in particular. However, due to differences in research purposes and approaches, these authors have explored Ho Chi Minh's ideology on attracting and utilizing talents from different perspectives. As a result, they have not yet fully or comprehensively interpreted and generalized the meaning, content, objectives, and values of this ideology. Although the aforementioned studies have analyzed and examined the current state of talent attraction and utilization and proposed some solutions to overcome existing shortcomings, no author or study has conducted in-depth, systematic research from the perspective of Ho Chi Minh Studies on the application of Ho Chi Minh's ideology in attracting and utilizing talents in Da Nang City today. Therefore, there remain several issues that the thesis needs to continue researching:

First, to systematize and present the fundamental concepts related to the thesis topic.

Second, to analyze the content of Ho Chi Minh's ideology on attracting and utilizing talents. This is a crucial component that provides the theoretical foundation for studying and implementing talent attraction and utilization in Da Nang City at present.

Third, based on the analysis of the current state of talent attraction and utilization in Da Nang City, the thesis aims to identify achievements, limitations, and the causes behind them, as well as the key issues that need to be addressed in attracting and employing talents in the city.

Fourth, based on forecasts of factors influencing talent attraction and utilization in Da Nang City, the thesis proposes directions and groups of solutions for applying Ho Chi Minh's ideology to improve the effectiveness of talent attraction and utilization during the period 2025-2030, with a vision to 2045, order to meet the objective requirements of building and developing the city in the new context.

Chapter 2

THE ATTRACTION AND UTILIZATION OF TALENTS IN DA NANG CITY ACCORDING TO HO CHI MINH'S IDEOLOGY - SOME THEORETICAL ISSUES

2.1. SOME CONCEPTS RELATED TO THE THESIS

2.1.1. The concept of “Talent”, “The attraction and utilization of talents”

- Talent

A talent is someone with outstanding qualities and capabilities who can successfully carry out one or more tasks in a specific profession or field. Such individuals possess political ideals and a life purpose oriented toward the common good, contributing to the advancement of society.

- The attraction and utilization of talents

The attraction and utilization of talents is the process by which entities actively seek out, identify, create favorable conditions for, and effectively employ individuals with exceptional qualities and capabilities. This aims to awaken and maximize their potential, thereby contributing to sustainable development and social progress.

2.1.2. The concept of “Ho Chi Minh’s ideology on the attraction and utilization of talents”

Ho Chi Minh’s ideology on the attraction and utilization of talents is a comprehensive and profound system of viewpoints regarding the position, role, principles, and methods of identifying, discovering, training, nurturing, employing, rewarding, and honoring talented individuals. This ideology reflects Ho Chi Minh’s deep respect, trust, and care for individuals with both talent and virtue who genuinely devote themselves to the revolutionary cause and the interests of the people.

2.1.3. The concept of “The attraction and utilization of talents in Da Nang city according to Ho Chi Minh's ideology”

The attraction and utilization of talents in Da Nang City according to Ho Chi Minh’s ideology involves the consistent application of his viewpoints on the position, role, principles, and methods of employing individuals with both talent and virtue in the practical process of building and developing the city. It is the process of discovering, training, using,

rewarding and honoring talents effectively, to promote their intelligence, ethics and aspirations to contribute to the cause of sustainable development and modernization of Da Nang.

2.2. THE CONTENT OF HO CHI MINH'S IDEOLOGY ON THE ATTRACTION AND UTILIZATION OF TALENTS

2.2.1. The position and role of attracting and utilizing talents

Ho Chi Minh's perspective on the position and role of attracting and utilizing talents is reflected in the following key points:

- First, attracting and utilizing talents is a matter of strategic importance.
- Second, attracting and utilizing talents provides favorable conditions for individuals to reveal and develop their capabilities.
- Third, attracting and utilizing talents contributes to the development of a new socialist individual.
- Fourth, attracting and utilizing talents plays a vital role in the success of the revolution.

2.2.2. The attraction and utilization of talents must be associated with the criterion of "both virtue and talent," and must be grounded in the principle of fairness, without discrimination based on background or social status.

2.2.2.1. The attraction and utilization of talented individuals must be aligned with the criterion of "both virtue and talent."

- The talents being attracted must possess both moral integrity (virtue) and professional competence (talent), with virtue considered the fundamental foundation.
- Talented individuals must demonstrate a strong sense of patriotism and a commitment to national service; they are those who "work for the benefit of the nation and the people."

2.2.2.2. The attraction and utilization of talented individuals must be based on the principle of fairness, without discrimination regarding social background or status.

- Talents emerge from among the people; anyone who "serves the nation and the people" should be valued and respected.
- The recruitment and utilization of talent must be free from bias related to origin or social standing, with an emphasis on appreciating and placing trust in talented individuals.

2.2.3. Methods of attracting and employing talented individuals

2.2.3.1. Implementing comprehensive and long-term policies for talent training and development

- *First*, the objective of talent training and development is to cultivate individuals who are both morally upright and professionally competent, capable of “serving the class, the people, the nation, and humanity.”

- *Second*, the content of training and development must be comprehensive and practically oriented.

- *Third*, the methods used for training talents must be appropriate and effective in fostering their full potential.

2.2.3.2. Employing talents by assigning the right position, the right tasks, and utilizing their strengths

- *First*, the evaluation and employment of talents must be carried out skillfully and judiciously.

- *Second*, talents should be assessed and utilized in alignment with their strengths, ensuring that conditions are created for them to fully develop and express their abilities and creativity.

- *Third*, the evaluation and employment of talents must be linked with supervision and performance monitoring.

2.2.3.3. Recognition, honor, and incentives for talented individuals

First, talented individuals should be recognized, honored, and rewarded in a timely and fair manner, as this serves as a motivation for their continued contributions to the nation.

Second, favorable working conditions must be ensured, along with care for their material and spiritual well-being.

Third, recognition and reward not only help retain existing talents but also inspire and nurture the next generation of talented individuals.

2.2.3.4. Leaders must be humble, open-minded, receptive, and respect collective wisdom

First, leaders should play an active role in identifying, discovering, and attracting talented individuals.

Second, leaders must avoid narrow-mindedness, selfishness, localism, factionalism, and arrogance in the management and utilization of talents.

Chapter 3

ATTRACTING AND UTILIZING TALENTS IN DA NANG CITY ACCORDING TO HO CHI MINH'S IDEOLOGY: CURRENT SITUATION AND PROBLEMS

3.1. OVERVIEW OF DA NANG CITY

Strategically located in Central Vietnam, Da Nang serves not only as a vital link between the northern and southern regions of the country but also as a key gateway to the East Sea, connecting Vietnam with Southeast Asia through the East-West Economic Corridor. A comprehensive transportation network - including roadways, railways, airways, and the international seaport of Tien Sa - Da Nang holds significant advantages for economic development, logistics, and international investment attraction, offering abundant career opportunities, particularly in sectors requiring a high-quality workforce.

The city also stands out for its rich natural and cultural tourism potential, being near three UNESCO World Heritage Sites: Hue, Hoi An, and My Son Sanctuary. This creates a solid foundation for the development of high-end tourism and service industries. In particular, Da Nang's well-structured talent attraction policies, rapidly developing educational ecosystem, and clean, modern living environment make the city an appealing destination for skilled professionals.

In addition, the culture and people of Da Nang - characterized by diligence, a strong commitment to learning, bravery, and hospitality - contribute to a welcoming and cohesive community. The city's professional working environment, guaranteed social security, and well-developed urban infrastructure further reinforce Da Nang's position as an ideal destination for talent, both domestic and international.

3.2. CURRENT SITUATION OF ATTRACTING AND UTILIZING TALENTS IN DA NANG CITY ACCORDING TO HO CHI MINH'S IDEOLOGY

3.2.1. Current Status of Issuing Guidelines and Policies for Talent Attraction and Utilization in Da Nang

With a deep awareness of the strategic role of talented individuals in sustainable development, Da Nang City has issued numerous practical

guidelines and policies aimed at attracting, fostering, and utilizing talent. By thoroughly embracing Ho Chi Minh's thought and the directives of the Communist Party, the city has proactively implemented concrete action programs - most notably, the Project on Public Sector Human Resource Development toward 2030 - along with a range of preferential policies related to financial incentives, educational opportunities, career development, and a favorable working environment. Policies for recruiting outstanding graduates, and leading experts, and supporting funding for staff training have contributed to the formation of a competent and ethically grounded contingent of officials and civil servants, capable of meeting the demands of administrative reform and modernization. City leadership has consistently demonstrated a strong commitment to directing and supervising the implementation of talent policies while making timely adjustments to align with practical conditions. As a result, Da Nang has gradually built a robust human resource base, serving as a crucial foundation for the city's industrialization, modernization, and international integration.

3.2.2. Achievements and causes in the attraction and utilization of talents in da nang city according to Ho Chi Minh's ideology

3.2.2.1. Achievements

First, significant progress has been made in attracting and employing talents based on the criterion of “both virtue and talent” without discrimination based on background or social status.

- The criterion of “both virtue and talent” has been prioritized in all talent-related policies.

- The city has demonstrated fairness in attracting and utilizing talents, regardless of their social origin, background, or place of education.

Second, mechanisms for training and developing talents have been established with a focus on specialization, practical application, and international integration.

- Various types and programs of talent development have been introduced and diversified.

- Training and development activities are implemented transparently and publicly, ensuring the right target groups and relevant specializations are addressed.

Third, a transparent and effective system for evaluating and utilizing talents has been developed.

- The recruitment process is transparent and aligned with practical demands.

- Talents are assigned to the right positions based on their competencies.

- The evaluation and appointment of talents are conducted fairly, grounded in competitive examinations and actual performance outcomes.

Fourth, reward, recognition, and incentive mechanisms have been created to motivate talented individuals to contribute.

- Talents are honored through specialized awards and recognition programs.

- A coherent and substantive policy framework for talent incentives has been developed, reflecting a human-centered approach to sustainable development.

Fifth, an open-minded, dialogic leadership mindset has emerged among the city's management team.

Da Nang's leadership demonstrates a progressive and democratic approach, as evidenced by the organization of forums for intellectuals from both domestic and international communities. These forums serve as platforms for listening to expert opinions and translating them into practical, effective development policies.

3.2.2.2. Reasons for Advantages

Underlying Factors Contributing to the Achievements in Attracting and Utilizing Talents in Da Nang City:

First, the strong attention and close guidance from the Party, the State, and the municipal leadership in implementing policies for talent attraction and utilization.

Second, the adoption of innovative and creative thinking in leadership and governance by Party committees and local authorities at all levels.

Third, the presence of a contingent of talented individuals with professional competence, moral integrity, and a strong spirit of dedication.

Fourth, the city's advantageous natural conditions, cultural and social environment, and distinctive local identity, together create a favorable context for talent development.

3.2.3. Limitations and underlying causes in attracting and utilizing talents in Da Nang city according to Ho Chi Minh's ideology

3.2.3.1. Limitations in attracting and utilizing talents

First, limitations in evaluation criteria and principles for talent selection:

- In certain agencies, the “moral integrity” (virtue) criterion is assessed superficially and heavily influenced by political background.

- The “competence” (talent) criterion is often equated with academic degrees and official titles.

- There is a lack of monitoring and feedback mechanisms to validate the criteria of “virtue” and “talent” through practical performance.

Second, limitations in the training and development of talents:

- Some training programs are overly theoretical and lack practical applicability.

- Specialized training programs for leadership and managerial personnel remain limited.

- Traditional and rigid training formats have not been sufficiently innovated to attract and facilitate learners.

- Human resource training and attraction are still fragmented, and the sectoral structure remains unbalanced.

- Certain regulations are overly restrictive and inflexible, hindering partnerships with foreign educational institutions to invite experts and organize high-quality training courses.

Third, limitations in evaluating and utilizing talents:

- Several agencies show limited initiative in receiving and effectively employing the recruited talent pool.

- The involvement of independent experts and organizations in the evaluation process remains modest, resulting in assessments that are internally driven and lacking objectivity.

- In some cases, job assignments do not match the individual's professional qualifications and areas of expertise.

Fourth, limitations in recognition and incentive mechanisms for talents:

- Recognition activities are not held regularly and have yet to generate strong motivation for talented individuals.

- Financial support levels are not sufficiently competitive compared to other localities.

- Housing and welfare policies have not met the expectations of talent groups.

- A truly ideal and attractive working environment for high-quality human resources has yet to be established.

Fifth, the leadership style in some agencies lacks openness and receptiveness:

In several agencies, leadership practices remain insufficiently impartial, democratic, and open-minded. This leads to subjective evaluations and inadequate recognition of talented individuals' capabilities, thereby weakening trust and reducing their long-term commitment to the city.

3.2.3.2. Causes of Limitations

First, there remains a lack of consensus and uniformity among agencies and units regarding the attraction and utilization of talents, as well as the development of high-quality human resources.

Second, forecasting and survey efforts in determining targets for occupational fields to be prioritized for talent attraction and training are still inadequate.

Third, in the current working environment, compensation policies and working conditions have yet to reach the necessary level of consistency and fail to meet expectations.

Fourth, the training and development of personnel are not closely aligned with planning and personnel deployment, resulting in scattered efforts lacking focus and prioritization.

Fifth, there exists a tendency among a segment of recruited talents to consider frequent job changes, reflecting unstable commitment.

3.3. EMERGING ISSUES IN TALENT ATTRACTION AND UTILIZATION IN DA NANG CITY

Based on the current implementation and practices of talent attraction and utilization, along with an analysis of achievements and limitations in Da Nang City, and from the perspective of Ho Chi Minh's ideology on talent employment, the following key issues can be identified in the city's talent management efforts:

First, there exists a contradiction between the development demands of Da Nang City and the current state of talent attraction and utilization.

Second, there is a disparity between the increasingly high requirements for human resource quality and the actual effectiveness of training and talent development policies in the city.

Third, tension persists between the need for innovation among talented individuals and certain existing regulations and administrative frameworks.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR TALENT ATTRACTION AND UTILIZATION IN DA NANG CITY ACCORDING TO HO CHI MINH'S IDEOLOGY TO 2030, WITH A VISION TO 2045

4.1. FORECASTING FACTORS AFFECTING TALENT ATTRACTION AND UTILIZATION IN DA NANG CITY

4.1.1. Forecast of International Influences

- The impact of advancements in science and technology, artificial intelligence, and the Fourth Industrial Revolution.
- The influence of globalization and international integration processes.
- Human resource development policies of other countries affecting the Southeast Asian region, including Vietnam.

4.1.2. Forecast of Domestic Influences

- The country is entering a new era of development, which demands the attraction and effective utilization of talent as a driving force for progress.
- The national breakthrough strategy on science and technology, innovation, and digital transformation creates an urgent need to attract and retain high-quality human resources.

4.1.3. Forecast of Local Influences in Da Nang City

- The planned expansion of Da Nang City necessitates the selection and strategic deployment of talented individuals to create momentum for sustainable development.

- The city's directives and policies concerning talent attraction and utilization.
- The current progress of Da Nang City in implementing the three strategic breakthroughs.

4.2. ORIENTATIONS FOR TALENT ATTRACTION AND UTILIZATION IN DA NANG CITY IN THE CURRENT PERIOD ACCORDING TO HO CHI MINH'S IDEOLOGY

In line with the Party's viewpoints and directives, as well as those of the Da Nang City Party Committee on talent attraction and utilization - and based on challenges identified in the current state of talent management in the city from the perspective of Ho Chi Minh's ideology - the researcher proposes the following strategic orientations:

First, formulate Da Nang's policies on talent attraction and utilization based on the Party's viewpoints and guidelines, the State's legal framework, and the city's specific socio-economic conditions.

Second, talent attraction and utilization must be conducted in conjunction with reforms in personnel management, aiming to strengthen the pool of high-quality human resources within the city.

Third, it is necessary to appropriately address the relationship between national interests, the development goals of Da Nang City, and the legitimate interests of talented individuals.

4.3. SOLUTIONS FOR TALENT ATTRACTION AND UTILIZATION IN DA NANG CITY ACCORDING TO HO CHI MINH'S IDEOLOGY TO 2030, WITH A VISION TO 2045

To enhance the effectiveness of talent attraction and utilization in Da Nang City in alignment with Ho Chi Minh's ideology, the following comprehensive solutions should be implemented:

4.3.1. Innovating and Enhancing Awareness of Talent Attraction and Utilization in Da Nang City

First, improve political awareness regarding the position and role of talent attraction and utilization in achieving sustainable development.

Second, establish a unified understanding of the criteria used to identify talented individuals.

Third, continue to innovate both the content and methods of public communication to raise awareness among citizens about the importance of talent attraction and utilization policies.

4.3.2. Improving Policies for Talent Attraction and Utilization in Da Nang City

First, supplement and refine the system of policies on talent attraction and utilization in Da Nang City to ensure consistency, feasibility, and alignment with the city's development goals.

Second, implement talent identification and recruitment methods tailored to the specific characteristics and operational conditions of each organization, agency, and unit within the city.

Third, promote and improve the effectiveness of policy review and evaluation activities related to talent attraction and utilization, to draw practical lessons and make timely adjustments.

Fourth, research the experiences of talent attraction and retention in selected countries around the world and localities within Vietnam to derive relevant lessons for Da Nang City.

4.3.3. Enhancing the Effectiveness of Policy Implementation for Talent Attraction and Utilization in Da Nang City

First, continue to innovate recruitment and utilization practices by ensuring alignment with professional qualifications and individual competencies, following scientific and rational approaches.

Second, expand the range of forms and target groups for talent attraction to increase inclusivity and diversity in the city's talent pool.

Third, reform and enhance the quality and relevance of talent training and professional development programs to meet emerging demands.

Fourth, innovate talent assessment mechanisms to ensure accurate, fair, and performance-based evaluations.

Fifth, establish a mechanism for recognition and reward that is attractive, equitable, and transparent, contributing to motivation and long-term commitment.

Sixth, promote the exemplary role of key leaders and heads of units in modeling and actively engaging in the implementation of talent policies.

4.3.4. Innovating Inspection and Supervision Mechanisms in Talent Attraction and Utilization in Da Nang City

First, strengthen inspection, supervision, and Party discipline mechanisms; simultaneously, develop a comprehensive legal framework

and robust sanctions to handle violations in the implementation of talent-related policies.

Second, design a separate evaluation mechanism, and introduce additional regulations for the periodic assessment of the effectiveness and contributions of recruited talents.

Third, state inspection agencies should develop and implement both regular and ad hoc inspection plans to monitor compliance and ensure accountability.

Fourth, standardize the qualifications and professional capacity of personnel responsible for inspection and supervision to ensure high-quality oversight activities.

CONCLUSION

Ho Chi Minh's ideology on attracting and utilizing talent represents a harmonious synthesis of the nation's cherished traditions, the intellectual heritage of humanity, and, in particular, the Marxist-Leninist perspective on talent. It constitutes a comprehensive and profound system of viewpoints regarding the position, role, principles, and methods for identifying, discovering, training, nurturing, employing, rewarding, and honoring talented individuals. This ideology reflects Ho Chi Minh's deep respect, trust, and sincere concern for individuals of both talent and virtue - those who are genuinely devoted to the revolutionary cause and the interests of the people.

Ho Chi Minh's ideology on attracting and utilizing talent holds profound theoretical and practical significance. Particularly in the current context, as Vietnam accelerates its process of industrialization, modernization, and deep international integration, there is an urgent need to effectively promote the role of intellectuals, experts, scientists, and high-quality human resources. This is a critical period in which the application of Ho Chi Minh's ideology on talent attraction and utilization becomes increasingly essential and strategically meaningful for the sustainable and long-term development of the nation as a whole - and of Da Nang City in particular.

As the economic, political, and cultural center of the Central Highlands region, Da Nang City has emerged as one of the leading localities in concretizing the Party's and State's viewpoints on the development of high-quality human resources and the attraction and utilization of talent. In recent years, the Municipal Party Committee, the People's Council, and the People's Committee of Da Nang have promulgated and implemented a range of flexible and context-appropriate mechanisms and policies tailored to the city's specific conditions. Da Nang has made initial progress in building an attractive and friendly working environment that facilitates opportunities for talented individuals - both domestic and international - to work and contribute. Several pilot models and initiatives, such as the "Da Nang Talent Attraction Policy," the "Young Intellectual Development Program," and the "Network of Overseas Vietnamese Experts," have yielded positive results and made significant contributions to the city's comprehensive development, particularly in key sectors such as information technology, healthcare, education, and public administration.

However, practical realities indicate that the attraction and utilization of talent in Da Nang still face numerous limitations. Certain policies remain inconsistent and lack synchronization; the mechanisms for employing talent are not yet sufficiently flexible and, at times, are still characterized by bureaucratic rigidity, and the development environment, especially in fields such as scientific research, technology transfer, and innovation - has not yet provided strong motivation for talented individuals. Especially, in the context of increasingly fierce competition for high-quality human resources among localities and between the public and private sectors, the challenge of retaining and effectively leveraging talented individuals has become a pressing issue for the city. Therefore, the application of Ho Chi Minh's ideology on talent attraction and utilization is not only an urgent task but also of strategic importance. It serves not only to address existing shortcomings but also to enhance the quality of human resources, thereby meeting the development requirements of Da Nang City in the new era.

In the forthcoming time, amidst rapid and complex transformations in the global, regional, and domestic landscape, Vietnam stands at a strategic juncture with a unique opportunity to make a significant breakthrough and enter a new era of development grounded in science, technology, innovation, and digital transformation. In this context, Da Nang City must proactively seize emerging trends and assert a pioneering role in implementing these strategic breakthroughs. In particular, to achieve sustainable development and enhance its competitiveness in the coming period, Da Nang must identify talent attraction and utilization as a critically important factor. To continue improving the effectiveness of attracting and utilizing talent in Da Nang, based on the application of Ho Chi Minh's ideology, it is essential to implement a comprehensive and synchronized set of orientations and solutions. In terms of orientation: *First*, formulate talent attraction and utilization policies grounded in the Party's guidelines, State laws and policies, and the city's socio-economic conditions; *Second*, integrate talent attraction and utilization with reforms in cadre management, aiming to strengthen the pool of high-quality human resources within the city; *Third*, ensure a proper balance between the interests of the nation, the city, and talented individuals. In terms of solutions, the author proposes four fundamental measures: (1) Innovate and enhance awareness regarding the importance of talent attraction and utilization in Da Nang City; (2) Improve the system of policies on talent attraction and utilization; (3) Strengthen the effectiveness of policy implementation and execution; (4) Reform monitoring and supervision mechanisms in the management of talent policies. The synchronized and effective implementation of these orientations and solutions will play a vital role in fulfilling Da Nang City's socio-economic development goals by 2030, with a vision toward 2045.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE THESIS

1. Le Thi Ngoc Hoa (2023), "Implementation of talent attraction policies in Da Nang city - current situation and solutions", *State organization review*, No.8, pp.36-39.
2. Le Thi Ngoc Hoa (2023), "Application of president Ho Chi Minh's ideology on valuing talented individuals in the talent attraction policy of Da Nang city", *Political Theory Online Journal*, August 14.
3. Le Thi Ngoc Hoa (2023), "Ho Chi Minh's ideology on talent - theoretical and practical values", *Journal of Ho Chi Minh Studies*, special issue, pp. 22-27.
4. Hoang Anh, Le Thi Ngoc Hoa (2023), "Proposal for some solutions to build high-quality human resources in Da Nang city nowadays", *Proceedings of the 20th International Conference of Human Resource for Sustainable Development*, *Bach Khoa Publishing House*, pp. 507-514.
5. Le Thi Ngoc Hoa, Vo Van Khoa (2024), "Developing high-quality human resources in the context of international integration in Da Nang city", *TNU Journal of Science and Technology*, No. 03, pp. 456-465.