

**HO CHI MINH NATIONAL ACADEMY OF POLITICS**

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**PUBLIC-SECTOR TALENT UTILIZATION POLICIES  
IN SELECTED ASIAN COUNTRIES AND IMPLICATIONS  
FOR CONTEMPORARY VIETNAM**

**DISSERTATION ABSTRACT  
MAJOR: POLITICAL SCIENCE**

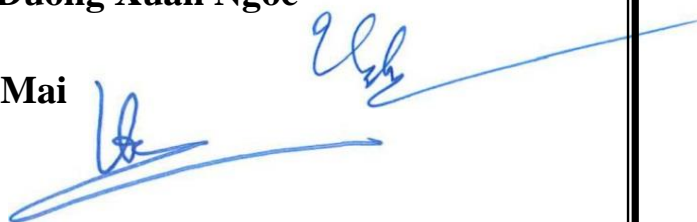
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## INTRODUCTION

### 1. Rationale of the study

Throughout the development trajectory of each nation, talent has always constituted a decisive resource for innovation capacity, international integration, and national competitiveness. In the context of deepening globalization, the Fourth Industrial Revolution, and digital transformation, the demand for effective talent management has become increasingly urgent, particularly in the public sector, which directly determines the quality of policy formulation, policy implementation, and development governance. From a political science perspective, the capacity to attract, utilize, and develop talent has increasingly become a critical indicator reflecting institutional capacity and the effectiveness of state governance.

Ho Chi Minh's thought provides a consistent ideological foundation for Vietnam's revolutionary approach to talent, regarding talent as an indispensable condition for national construction and development. He emphasized that "the nation must be built, and nation-building requires talent," and affirmed that in all affairs of the state, talent "must be duly recognized and valued." These viewpoints not only embody a profound philosophy of state governance but also establish a durable ideological and methodological foundation for the Party's and the State's talent policies. In the context of the knowledge economy and deeper international integration, Ho Chi Minh's thought continues to serve as a long-term guiding principle while being further developed to meet the requirements of modern public governance and state modernization.

Within the system of state power, public-sector talent occupies a pivotal position, as this group directly participates in policy formulation, resource allocation, and the organization of law enforcement. The quality of this workforce has a decisive impact on the effectiveness of the state apparatus, the quality of public service delivery, and the credibility of institutions. Therefore, improving talent management policies in the public sector is not merely a matter of human resource administration but a strategic requirement closely linked to the State's capacity to exercise public power and its national development orientation.

Recognizing this role, the Communist Party of Vietnam and the State have consistently regarded the identification, attraction, and utilization of talent as a central task in human resource development strategies. The Resolution of the 13th National Party Congress clearly states that "developing human resources, especially high-quality human resources, is one of the three strategic

breakthroughs,” demonstrating that talent management is both an immediate requirement and a long-term strategic orientation. In this spirit, Decision No. 899/QĐ-TTg (2023) of the Prime Minister promulgating the National Strategy on Talent Attraction and Utilization to 2030, with a vision to 2050, further reflects the determination to institutionalize Party guidelines and build a professional, modern, and developmental public service.

However, practical implementation reveals persistent limitations in public-sector talent policies. The outflow of high-quality human resources from the public sector continues, while mechanisms for talent identification, utilization, and remuneration have not yet generated strong long-term incentives. In some areas, working environments do not sufficiently encourage innovation; policy frameworks remain fragmented and lack coherence, creating a significant gap between policy intent and implementation outcomes. These limitations underscore the urgent need for in-depth research to clarify institutional causes and propose appropriate policy solutions in the new development phase.

The experience of several Asian countries shows that talent utilization policies play a central role in state apparatus reform and national governance capacity enhancement. China integrates its talent strategy with modernization and innovation-driven development goals. Japan builds upon its professional civil service tradition with unified coordination of public personnel institutions. Singapore adheres firmly to merit-based utilization, ensuring transparent recruitment, competitive remuneration, and clear career pathways. Comparative study of these cases provides valuable scientific evidence directly relevant to Vietnam’s current development context.

From a political science perspective, examining public-sector talent utilization policies in selected Asian countries helps clarify talent policy as an instrument reflecting institutional capacity, reform commitment, and strategic vision of the state. At the same time, research findings offer a scientific basis for improving talent utilization policies in Vietnam, aiming to build an integrity-based, professional, efficient, and modern civil service. Therefore, selecting the topic *“Talent Utilization Policies of Selected Asian Countries and Policy Implications for Vietnam Today”* is scientifically necessary, practically urgent, and strategically significant for national development in the new period.

## **2. Research Objectives and Tasks**

### ***2.1. Research Objectives***

The dissertation clarifies the theoretical and practical foundations of talent utilization policy, analyzes and compares the experiences of selected Asian

countries (China, Japan, and Singapore) in designing and implementing policies for talent utilization, development, remuneration, and deployment, and draws policy lessons and feasible implications for Vietnam in the current period.

## **2.2. Research Tasks**

- Review the domestic and international literature related to the research topic.
- Systematize, analyze, and comprehensively interpret the theoretical foundations and conceptual framework of public-sector talent utilization policy, and construct an analytical framework comprising four core content groups.
- Conduct comparative analysis of three case studies (China, Japan, and Singapore) to identify similarities and fundamental differences across the four main policy dimensions, analyze governing factors and operational mechanisms, explain variations in policy outcomes, and derive general conclusions and policy recommendations relevant to Vietnam.
- Assess the current state of public-sector talent utilization policy in Vietnam, analyzing its formation, content, and implementation, identifying achievements, limitations, and emerging challenges.
- Based on theory and international experience, propose policy implications to improve Vietnam's public-sector talent utilization policy, emphasizing feasibility, institutional compatibility, and alignment with socio-economic conditions and development goals.

## **3. Research Object and Scope**

### **3.1. Research Object**

The dissertation examines public-sector talent utilization policies in selected Asian countries (China, Japan, and Singapore) and proposes policy implications for Vietnam in the current period.

### **3.2. Research Scope**

- *Content*: Key components of public-sector talent utilization policies in selected Asian countries and implications for Vietnam.
- *Geographical Scope*: China, Japan, Singapore, and Vietnam.
- *Timeframe*: From 2000 to the present, a period marked by significant governance and administrative reforms.

## **4. Theoretical Foundation and Research Methods**

### **4.1. Theoretical Foundation**

The dissertation is grounded in Marxism-Leninism, Hồ Chí Minh Thought, and the viewpoints of the Communist Party of Vietnam on talent and talent utilization policies, while applying appropriate theories of public-sector

talent utilization to analyze policies in selected Asian countries and propose policy implications for Vietnam in the new context.

#### ***4.2. Research Methods***

The study employs an integrated set of political science research methods, with comparative political analysis and policy analysis as the primary approaches, supported by other methods. Through analysis and synthesis combined with historical and logical approaches, the dissertation constructs a conceptual framework and clarifies the formation and evolution of talent utilization policies across different national contexts. Comparative methods are used to contrast policy design and implementation in China, Japan, and Singapore, thereby extracting relevant policy lessons for Vietnam. Deductive, inductive, and case-study methods are flexibly applied to analyze the institutionalization of talent policies in specific contexts. Expert opinions from state reports, international reports, and scholarly works are also used to validate research arguments. This methodological system ensures a close integration of theory and practice, conceptualizing talent utilization policy as a political process reflecting institutional capacity and strategic state choices, while generating conclusions directly applicable to policy improvement in Vietnam's public sector.

#### **5. New Contributions of the Dissertation.**

First, the dissertation constructs an analytical framework for public-sector talent utilization policy by integrating public policy theory, institutional theory, and comparative political science. This framework identifies six fundamental elements of policy, including objectives, instruments, actors, institutional safeguards, implementation mechanisms, and feedback processes, thereby providing a scientific basis for analyzing, evaluating, and comparing talent policies across countries.

Second, the dissertation clarifies the political nature and institutional value of public-sector talent utilization policy, conceptualizing it not merely as a human resource management activity but as an instrument reflecting the state's capacity to organize public power and promote national development. Talent utilization policy is thus regarded as an indicator of the level of administrative modernization and governance effectiveness.

Third, the dissertation systematically analyzes and synthesizes the characteristics of talent policies in three representative countries-China, Japan, and Singapore-highlighting the institutional, political, and cultural factors shaping the effectiveness of each policy model. From this analysis, the study

identifies core determinants of successful public-sector talent utilization in Asia that can be selectively and flexibly adapted to Vietnam's conditions.

Fourth, the dissertation proposes a set of criteria for evaluating the effectiveness of public-sector talent utilization policies, comprising four principal dimensions: attraction and recruitment, deployment and utilization, training and development, and remuneration and retention. This evaluative framework is applicable in practice for assessing and adjusting talent policies in Vietnam.

Fifth, the dissertation establishes an approach to improving public-sector talent utilization policy that emphasizes the renewal of leadership thinking, institutional reform, and the development of a public service culture oriented toward transparency, fairness, and effectiveness. This approach places talent at the center as a direct driver of national development and as a manifestation of governing capacity in the socialist rule-of-law state of Vietnam.

## **6. Theoretical and Practical Significance.**

### ***6.1. Theoretical Significance.***

- The dissertation clarifies the political and institutional dimensions of public-sector talent utilization policy, affirming that such policy constitutes a component reflecting governing capacity, administrative effectiveness, and the level of state modernization. This perspective expands political science research on talent by shifting from a purely administrative management view to analyzing talent policy as an element of public power capacity.

- The study contributes to the formation of an interdisciplinary theoretical framework for talent policy research, integrating political science, public administration, and public management, thereby enabling evaluation of talent policy in relation to institutions, organizational arrangements, and leadership capacity. This contributes to strengthening the theoretical foundations for policy research and formulation in the public sector.

- The dissertation proposes a novel perspective on institutional capacity through talent policy, considering the ability to identify, utilize, and develop talent as a key indicator of state effectiveness and legitimacy. This contribution supports the argument that talent utilization policy is a manifestation of the state's capacity to organize and govern development in contemporary Vietnam.

### ***6.2. Practical Significance***

- The dissertation provides a system of scientific arguments and reliable comparative data to support the implementation of Vietnam's National Strategy

on Talent Attraction and Utilization toward 2030, with a vision to 2050, in alignment with national development conditions.

- It proposes directions for policy adjustment and implementation mechanisms for public-sector talent utilization, emphasizing coordination between central and local levels, the coordinating role of national personnel authorities, independent oversight mechanisms, and the development of a national talent database to enhance transparency and policy effectiveness.

- The study offers policy implications aimed at narrowing the gap between policy intent and implementation through reforms in evaluation, remuneration, incentive mechanisms, and the creation of an open working environment that encourages innovation and long-term dedication among public-sector talent.

- The research findings serve as valuable reference material for training and capacity-building of civil servants and public employees, as well as for policy formulation, contributing to the concretization of Hồ Chí Minh Thought and the Party's viewpoints on identifying, utilizing, and developing talent under new conditions.

## **7. Structure of Dissertation**

In addition to the Introduction, Conclusion, and References, the dissertation is structured into four chapters comprising sixteen sections.

### **Chapter 1 OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC**

#### **1.1. Group of Studies on Talent and Talent in the Public Sector**

##### ***1.1.1. Studies on Talent***

In this subsection, the dissertation synthesizes major research orientations on talent. In international scholarship, Galton regarded talent as originating from innate abilities. However, modern studies by Howe, Ericsson, Gardner, and Bloom have demonstrated that talent is formed through deliberate practice, appropriate education, and a favorable social environment. Several works in the field of human resource management, such as those by Cappelli, as well as talent forecasting reports in Singapore, further expand this approach by conceptualizing talent as a strategic resource closely linked to organizational requirements and labor market dynamics in the context of the knowledge

economy. In Vietnam, the notion that “talented people are the vital essence of the nation” and President Hồ Chí Minh’s viewpoints on the identification, training, and utilization of cadres have been examined by many scholars, emphasizing the combination of competence, moral qualities, and a spirit of dedication. This subsection provides an important theoretical foundation concerning the nature of talent, the process of talent formation, and the factors influencing talent development, thereby helping the dissertation establish a conceptual basis before addressing talent in the public sector.

### ***1.1.2. Studies on Talent in the Public Sector***

In classical works, Dewey regarded public-sector talent as the outcome of democratic education and the formation of a spirit of public service, while Weber developed a rational-legal administrative model in which administrative talent must possess professional competence and comply with the law in public service activities. Subsequent studies by Tansley, Gallardo, Collings and Mellahi, Thunnissen, and Denhardt have expanded the concept of public-sector talent by integrating factors such as implementation capacity, public values, professional ethics, strategic position fit, and the ability to generate sustainable public outcomes. Several scholars have pointed out the dual requirements of effectiveness and equity in public-sector talent management, demonstrating that public-sector talent is strongly shaped by institutional arrangements and administrative culture. Overall, this body of literature provides a basis for identifying public-sector talent with criteria distinct from those applied to talent in general.

## **1.2. Studies on Public-Sector Talent Utilization Policies in Selected Asian Countries**

This group of studies shows that public-sector talent utilization policies in Asia are implemented through highly diverse models, closely dependent on institutional structures and organizational culture. Japan represents a cautious reform approach that emphasizes rotation, competence evaluation, and long-term career motivation, while continuously balancing governance innovation with civil service traditions. China stands out for large-scale state-led programs aimed at attracting talent, particularly returnee talent, achieving notable outcomes in innovation while remaining constrained by institutional and cultural barriers. Singapore is widely regarded as the most successful model of merit-based talent utilization, yet it also raises concerns related to power concentration and social equity. South Korea adopts a flexible approach by applying private-sector talent management techniques to the public sector but

faces significant challenges in transforming organizational culture. Comparative regional studies consistently conclude that institutional transparency, results-based management, and strong political commitment are decisive conditions for the effectiveness of public-sector talent utilization policies in Asia.

### **1.3. Studies on Public-Sector Talent Utilization Policies in Vietnam**

The dissertation identifies three main research orientations in Vietnam concerning public-sector talent utilization policy. The theoretical orientation conceptualizes talent as a special resource requiring a unified legal framework, clear criteria, and appropriate governance institutions, as reflected in the works of many domestic scholars. The empirical orientation highlights fragmented policy implementation, inconsistent evaluation criteria, a civil service environment lacking competitiveness, and remuneration systems insufficiently attractive, leading to persistent difficulties in attracting and retaining talent. The orientation grounded in Hồ Chí Minh Thought demonstrates the compatibility of the principle of valuing individuals with both virtue and talent with the requirements of modernizing the civil service and building a high-quality workforce. The synthesis of these studies indicates that domestic research has initially clarified the role, criteria, and requirements of talent utilization policy, while also identifying limitations that require further resolution.

### **1.4. Achievements of Existing Studies and Issues Requiring Further Research**

Domestic and international studies have clarified the nature of talent, public-sector talent, and talent utilization policies at multiple levels. However, significant research gaps remain. These include the need to develop an appropriate analytical framework, conduct systematic comparative analysis of selected representative countries, comprehensively evaluate Vietnam's policies, and propose feasible policy implications suited to the current development context.

## **Summary of Chapter 1**

Chapter 1 systematizes and categorizes domestic and international studies on talent and public-sector talent utilization policies, thereby clarifying the evolution of theoretical thinking and the decisive role of talent in national governance effectiveness. The literature review indicates that key factors ensuring policy effectiveness include institutional transparency, leadership commitment, competence-based recruitment and evaluation mechanisms, and incentive-oriented remuneration policies. The chapter also identifies research gaps such as the relationship between institutions and policy outcomes, individual motivation within the public-sector environment, and the need to

integrate Vietnamese cultural values with international experience. On this basis, the chapter establishes the theoretical foundation and clearly positions the analytical approach for the entire dissertation, providing a basis for analysis, comparison, and policy proposals in subsequent chapters.

## **Chapter 2**

### **THEORETICAL ISSUES CONCERNING TALENT AND PUBLIC-SECTOR TALENT UTILIZATION POLICY**

#### **2.1. Theoretical Issues Concerning Talent**

##### ***2.1.1. The Concept of Talent***

Talent refers to individuals who possess outstanding capacities and qualities, manifested in their ability to create new value and effectively solve complex problems, requiring integrative thinking, strategic vision, and a high sense of social responsibility, thereby generating positive and sustainable impacts on the development of communities, nations, and humankind.

##### ***2.1.2. The Concept Talent Utilization***

Talent utilization is a goal-oriented and systematic process aimed at identifying, employing, rewarding, and developing individuals with outstanding capacities and qualities within a fair and transparent environment, creating conditions for them to contribute effectively and to be duly recognized.

#### **2.2. Theoretical Issues Concerning Public-Sector Talent Utilization Policy**

##### ***2.2.1. Basic Concepts***

The public sector is a system of organizations and institutions owned or controlled by the state, operating on a non-profit basis to perform state management functions and provide essential public services, thereby ensuring social welfare, maintaining political and social stability, and promoting sustainable development based on modern governance principles that emphasize transparency, effectiveness, and accountability.

Public-sector talent refers to individuals who possess outstanding professional competence, exemplary public-service ethics, a strong sense of social responsibility, strategic thinking, innovative capacity, and adaptive capability, and who play a direct role in determining the quality of state governance and sustainable national development.

Policy is a system of authoritative orientations established by political actors, comprising objectives, principles, and modes of organizing action, maintained over a certain period to shape and coordinate decisions and

activities within a defined field, thereby transforming political will into directed impacts on development processes and outcomes.

Public policy is a sequence of goal-oriented decisions and actions issued and implemented by the state or authorized bodies to address common societal issues on the basis of fairness, transparency, and accountability.

Public-sector talent utilization policy is the institutionalization of the state's political will and governance capacity to ensure conditions for identifying, valuing, and developing talent in service of the public interest, implemented within the framework of law and public values of fairness, transparency, and responsibility, thereby enhancing administrative effectiveness and promoting sustainable national development.

### **2.2.2. The Role of Public-Sector Talent Utilization Policy**

Public-sector talent utilization policy is a foundational instrument for organizing public power and consolidating state legitimacy through the selection and use of individuals with competence and political qualities. This policy contributes to limiting brain drain, strengthening the attachment of talent to the public sector, and effectively mobilizing society's intellectual resources. At the same time, talent utilization promotes institutional innovation and reform, thereby directly serving national development objectives in the new context.

## **2.3. Approaches to and Core Contents of Public-Sector Talent Utilization Policy**

### **2.3.1. Approaches to Public-Sector Talent Utilization Policy**

Approaching public-sector talent utilization policy as a state power-based selection process is significant for establishing objectives and orientations in the talent domain. The institutional approach plays a crucial role in clarifying the functions of formal institutions such as recruitment, evaluation and promotion, training and development, while also emphasizing the influence of informal norms in shaping actors' behavior and, consequently, policy outcomes. The rational choice approach is important for analyzing the incentive structures governing the decisions of relevant actors. The comparative approach is significant in contrasting the talent utilization policy models of China, Japan, and Singapore, thereby drawing policy reference values appropriate for Vietnam.

### **2.3.2. Core Contents of Public-Sector Talent Utilization Policy**

Attracting and recruiting public-sector talent is regarded as the initial and decisive component, closely linked to the objectives of strengthening leadership capacity, state legitimacy, and administrative effectiveness. Recruitment criteria

must reflect political and strategic orientations, integrating professional competence, public-service ethics, and problem-solving capacity. At the same time, recruitment processes must be fair and transparent and closely linked to training, deployment, evaluation, and remuneration mechanisms.

Training and development of public-sector talent constitute the next component and are considered a strategic process that must be institutionalized through stable and long-term programs. Training content is based on a clearly defined competency framework encompassing professional knowledge, leadership skills, policy formulation and implementation capacity, public-service ethics, and social responsibility. Training must also be aligned with participant motivation and linked to recruitment, placement, evaluation, remuneration, and retention mechanisms.

The utilization and deployment of talent aim to maximize individual capacity in order to enhance state governance effectiveness. This requires appointment, assignment, and rotation mechanisms based on competence and performance, with emphasis on building successor teams and creating opportunities for talent to be tested in strategic positions.

Remuneration, motivation, and retention of talent constitute the foundation for ensuring the sustainability of public-sector talent utilization policy. Remuneration mechanisms must be linked to job performance, implementation capacity, and accountability, and must be competitive with the private sector and international labor markets. At the same time, they should be combined with a democratic working environment that respects and encourages creativity, a healthy public-service culture, and clear career pathways to ensure long-term commitment of public-sector talent.

## **2.4. Factors Influencing Public-Sector Talent Utilization Policy**

### ***2.4.1. Objective Factors***

Objective factors include the national institutional and political context, the level of economic development and budgetary capacity, the degree of labor competition from the private sector and international markets, cultural and social characteristics and traditions, as well as the impacts of technological transformation and globalization. These factors determine the capacity to design remuneration regimes, working environments, career development opportunities, and the overall attractiveness of the public sector to talent.

### ***2.4.2. Subjective Factors***

Subjective factors include leadership thinking and political will, the quality of talent policy design, the quality of the civil service system and recruitment,

appointment, and evaluation mechanisms, remuneration and career development systems, and policy organization and implementation capacity. The interaction of these factors directly determines the effectiveness of public-sector talent utilization policy and provides an essential basis for the dissertation's assessment of national practices and its policy implications for Vietnam.

### **Summary of Chapter 2**

Chapter 2 establishes the theoretical foundation concerning talent and public-sector talent utilization policy; identifies the core qualities of public-sector talent; and conceptualizes talent utilization policy as a system of public policies designed with transparency and competence-based principles to enhance administrative effectiveness and institutional competitiveness in the context of digital transformation and globalization. The chapter also identifies four core content areas of public-sector talent utilization policy. On this basis, the dissertation constructs a political science-based analytical framework incorporating institutional, public policy, and comparative approaches, thereby providing a methodological foundation for Chapter 3's analysis of international experience and the derivation of policy reference values for Vietnam.

## **Chapter 3**

### **THE CURRENT STATE OF PUBLIC-SECTOR TALENT UTILIZATION POLICIES IN CHINA, JAPAN, AND SINGAPORE**

#### **3.1. The Current State of Public-Sector Talent Utilization Policy in China**

##### **3.1.1. Philosophy and Political-Ideological Foundations**

China's public-sector talent policy is built upon the philosophy that talent constitutes the primary resource of national development, a principle consistently institutionalized in the documents of the 18th to the 20th National Party Congresses as well as in medium- and long-term national strategies. The principle of being both politically reliable and professionally competent serves as the central criterion guiding the recruitment, evaluation, and utilization of talent, in which political virtue reflects political steadfastness, discipline, and integrity, while professional competence reflects expertise, implementation capacity, and public-service performance.

The talent strategy has been developed along two main directions: long-term accumulation and planning throughout the period from 2012 to 2020, and accelerated development in the new era to respond to increasing pressures of technological competition and governance reform. The viewpoint that whoever

commands talent gains a development advantage constitutes a consistent guiding orientation. At the same time, China has proactively opened to the outside world to attract international experts and overseas Chinese intellectuals, while implementing key programs aimed at building strategic talent networks.

This talent philosophy is institutionalized through four operational principles: selecting the right people, valuing them appropriately, using them effectively, and retaining them sustainably. The system of political education combined with administrative capacity building, particularly through the network of Party schools and the National Academy of Governance, has contributed to the formation of a cadre contingent with systemic thinking and innovative capacity.

### **3.1.2. Legal Framework and Key Institutions of Talent Utilization Policy**

China has established a two-tier institutional framework comprising a legal layer, including the Civil Servant Law (2018), the Regulations on the Management of Public Service Employees (2014), and implementing guidelines; and a strategic governance layer consisting of Party regulations, medium- and long-term talent strategies, and the Central Leading Group for Talent Work.

The Civil Servant Law provides a foundation for transparent and competitive recruitment, results-based evaluation, and merit-based promotion. The parallel rank-and-position system creates two career pathways-managerial and professional-thereby expanding development opportunities for civil servants. Strategic programs such as the Thousand Talents Program and the Ten Thousand Talents Program, together with regionally targeted attraction policies such as the Peacock Plan, have contributed to expanding the pool of high-quality human resources and promoting knowledge transfer.

Central-level coordinating institutions ensure policy coherence across ministries and localities, linking planning, training, utilization, and remuneration into an integrated policy chain.

### **3.1.3. Implementation of Talent Utilization Policy**

Talent attraction and recruitment are conducted through a three-tier system comprising large-scale national civil service examinations, strategic talent attraction programs, and flexible local policies tailored to regional development characteristics. This model enhances input quality and facilitates rational allocation of human resources across regions and sectors.

Training and development are implemented on the basis of a competency framework, shifting from knowledge transmission toward practical capacity

development, with training closely linked to job assignments and performance outputs. Training content emphasizes modern governance capacity, interdisciplinary competence, digital skills, and policy analysis thinking. Methods such as field studies, case-based learning, and practice-oriented outputs enhance the linkage between training and utilization.

Talent utilization and deployment are carried out through cross-level and cross-sector rotation, fixed-term secondments, and position-based management, grounded in performance evaluation. Competency profiles are digitized and interconnected to ensure objective and transparent assessment.

Remuneration and retention rely on a unified salary system, regional allowances, housing benefits, supplementary pension insurance, and performance-based bonuses. However, competitiveness with the private sector remains limited in technology-intensive fields.

#### ***3.1.4. Achievements and Limitations.***

China's public-sector talent utilization policy has achieved notable results through key programs that build strategic human resource pools, flexible recruitment mechanisms, and position-based deployment linked to task requirements and performance outcomes. Training has increasingly shifted toward output-oriented and practice-based approaches. However, implementation remains fragmented across localities, with uneven capacity to absorb and utilize talent. Contract-based mechanisms pose risks to workforce stability, and remuneration and retention policies have not fully kept pace with competitive pressures in high-skilled labor markets, affecting long-term sustainability.

#### ***3.1.5. Lessons Learned***

First, national-level coordination is required to unify objectives, implementation plans, monitoring, and timely adjustment among central, ministerial, and local levels. Second, a common standard should govern all personnel decisions. Third, political requirements must be integrated with professional competence within a unified evaluation framework. Fourth, appropriate career development pathways are essential for retaining high-performing personnel. Fifth, training should be organized on a competency basis and closely linked to job requirements. Sixth, utilization and deployment should be task-based and measured by performance outcomes. Seventh, remuneration should be adjusted according to position, responsibilities, and results within budgetary constraints. Eighth, position-based management should ensure linkage between administrative bodies and public service units. Ninth,

data-driven personnel management should be strengthened to enhance transparency and accountability.

### **3.2. The Current State of Public-Sector Talent Utilization Policy in Japan**

#### ***3.2.1. Philosophy, Institutions, and Administrative Culture***

Japan's public-sector talent utilization policy is grounded in a rational-legal administrative system that emphasizes order, transparency, and integrity. The National Public Service Act and the National Public Service Ethics Act establish legal and ethical standards for the entire civil service system.

Personnel institutions include the National Personnel Authority, which oversees recruitment, evaluation, discipline, and training, and the Cabinet Personnel Bureau, which coordinates senior personnel management to ensure coherence across government.

The public service culture of harmony and consensus-based decision-making through consultation and approval processes contributes to a transparent and stable environment, while enabling adaptation to demographic aging and digital transformation through expanded mid-career recruitment and fixed-term appointment mechanisms.

#### ***3.2.2. Implementation of Talent Utilization Policy***

Talent attraction and recruitment are conducted through open national examinations with multiple tracks, including comprehensive, specialist, and general administrative categories, emphasizing evaluation of situational judgment and policy analysis skills. Japan has also expanded mid-career recruitment on a solid legal basis.

Talent utilization and deployment rely on functional rotation, transfers between central and local governments, exchanges with the private sector, and international secondments. These processes are supported by an integrated personnel data system and clear regulations on responsibility and conflict of interest.

Training and development are organized by level of responsibility and thematic focus, incorporating internationalization content and combining in-person and online methods. Training is based on 360-degree feedback mechanisms and linked to leadership succession planning.

Remuneration and retention are managed through market-adjusted salary mechanisms while maintaining fiscal discipline, family-oriented benefits, work-

life balance support, and oversight by independent fiscal monitoring institutions.

### ***3.2.3. Achievements and Limitations***

Japan has developed a public-sector talent policy based on open and competitive recruitment, combined with long-term-oriented utilization, rotation, and training, grounded in public-service ethics and culture. Remuneration policies are adjusted on an evidence-based basis, contributing to stability and integrity in the civil service. However, adaptation to digital governance requirements has been relatively slow; rotation practices sometimes hinder the accumulation of deep expertise; training can become formalistic; and income disparities with the private sector, along with central-local imbalances, continue to affect the attraction and retention of talent.

### ***3.2.4. Lesson Learned***

First, talent utilization policy must ensure legality, openness, and alignment between recruitment and position-specific requirements.

Second, the deployment and utilization of talent should be an oriented process, cultivated across multiple functional areas and administrative levels.

Third, training and capacity building must be closely integrated with evaluation, utilization, and promotion.

Fourth, remuneration policies should remain competitive with the labor market while preserving discipline, public-service ethics, and social trust.

Fifth, talent management and development should be based on unified data systems to ensure workforce stability, particularly at the local level.

## **3.3. The Current State of Public-Sector Talent Utilization Policy in Singapore**

### ***3.3.1. Philosophy and Institutional Foundations***

Singapore's talent utilization policy is grounded in the philosophy of merit-based selection and service to the national interest. Core public-service values-including integrity, service orientation, and commitment to high standards-form the foundation for fairness and effectiveness in public administration. These values are embedded in recruitment, evaluation, and training processes, fostering a public service culture that emphasizes competence and professional ethics. Institutional trust functions as a stabilizing mechanism ensuring the consistent and transparent operation of professional

standards, thereby translating talent philosophy into concrete legal and organizational arrangements.

### ***3.3.2. Legal Framework and Organizational Structure for Policy Implementation***

Singapore has established a legal framework and organizational structure to ensure unified and transparent implementation of personnel policy. Strategic-level personnel authority is clearly stipulated in the Constitution, while specialized personnel agencies manage routine decisions according to uniform standards, ensuring impartiality and accountability. Strategic coordination of personnel management is conducted through regulations governing salaries, benefits, and leadership development, balancing competitiveness with fiscal discipline. Independent oversight institutions safeguard integrity and financial transparency, while the Public Sector Governance Act (2018) standardizes accountability, conflict-of-interest controls, and provides a unified legal framework for talent utilization policy.

### ***3.3.3. Implementation of Public-Sector Talent Utilization Policy***

Talent attraction and recruitment are carried out through three channels: position-based recruitment, identification and training through public-sector scholarship schemes, and mid-career recruitment in areas of domestic skill shortages. Selection processes are competence-based, employing interviews and practical simulations, and are subject to accountability requirements and independent oversight.

Training and development are organized along two tracks: senior administrative leadership and public-sector leadership programs. Training content is aligned with leadership competency frameworks, 360-degree feedback mechanisms, rotation, and secondment arrangements, enabling continuous development combining deep expertise with cross-sector coordination capacity.

Talent utilization and deployment follow the principle of matching competence with position, supported by transparent appointment procedures, clear term planning, and stable succession mechanisms. Talent data are centrally managed to support monitoring, evaluation, and quality assurance across the system.

Remuneration, motivation, and retention are designed to balance stability and flexibility. Income levels are market-adjusted without leading the market, thereby maintaining fiscal discipline. Performance-based bonuses and non-

financial benefits reinforce intrinsic motivation while fostering a professional and attractive working environment for public-sector talent.

#### ***3.3.4. Achievements and Limitations***

Singapore has developed a closed-loop elite talent utilization model linking identification, training, utilization, and remuneration within a unified management framework, while maintaining flexibility in implementation. Talent is developed along clearly defined pathways that integrate deep expertise, executive capacity, and public-service ethics, supported by transparent performance-linked remuneration. However, the scope of talent identification remains relatively narrow; rapid rotation can limit the accumulation of specialized expertise; high remuneration levels generate social accountability pressures; and centralized decision-making may constrain autonomy at the implementation level.

#### ***3.3.5. Lesson Learned***

First, fairness and transparency in talent recruitment must be ensured through a robust legal framework. Second, leadership and managerial talent should be developed through dual-track pathways within a unified competency framework. Third, remuneration policies must adhere to principles of fairness, transparency, and performance linkage. Fourth, public-service integrity should be strengthened through independent oversight and transparent information disclosure. Fifth, key talent should be managed through centralized strategic direction combined with decentralized implementation and strict control mechanisms. Sixth, innovation capacity and adaptability of administrative talent must be continuously developed to meet new development demands.

### **3.4. Comparative Analysis of Public-Sector Talent Utilization Policies in China, Japan, and Singapore**

#### ***3.4.1. Similarities***

First, public-sector talent is regarded as the foundation of state capacity. Second, competence-based and fair recruitment is upheld as a core principle. Third, integrity and accountability are treated as ethical foundations of talent utilization. Fourth, remuneration linked to responsibility and performance is considered a key motivational instrument.

#### ***3.4.2. Differences***

First, differences exist in approaches and philosophies of public-sector talent utilization. Second, differences are evident in organizational mechanisms

and policy operation. Third, variations occur in governing values and incentive structures applied to talent.

### **Summary of Chapter 3**

Chapter 3 provides a comprehensive analysis of public-sector talent utilization policies in China, Japan, and Singapore. Despite differences in institutional structures and development conditions, all three countries establish talent as a central pillar of modern state capacity. China demonstrates a model integrating political ideology and professional competence; Japan exemplifies a rule-of-law-based model emphasizing discipline and career stability; and Singapore represents an elite, high-performance model grounded in transparent competition and integrity. These experiences provide an essential reference base for Vietnam in refining its public-sector talent utilization policy.

## **Chapter 4**

### **PUBLIC-SECTOR TALENT UTILIZATION POLICY IN VIETNAM IN REFERENCE TO THE EXPERIENCES OF CHINA, JAPAN, AND SINGAPORE**

#### **4.1. Context for the Emergence of Vietnam's Public-Sector Talent Utilization Policy**

In the context of accelerating industrialization, modernization, and international integration, Vietnam has gradually developed policies for public-sector talent utilization to meet the requirements of enhancing the capacity for exercising state power. Across successive Party Congresses from the Eighth to the Thirteenth, the Communist Party of Vietnam has consistently affirmed the pivotal role of talent and institutionalized this orientation through specific guidelines and policies.

#### **4.2. Overview of Vietnam's Current Public-Sector Talent Utilization Policy**

##### ***4.2.1. Political and Legal Foundations of Public-Sector Talent Utilization Policy***

In Vietnam, since the Eighth National Party Congress in 1996, the demands of accelerating industrialization, modernization, and international integration have created an urgent need to enhance national governance capacity, thereby fostering new thinking on talent utilization. The context of the knowledge economy and the Fourth Industrial Revolution has further intensified competition for high-quality human resources, compelling Vietnam to undertake substantial reforms in recruitment and utilization mechanisms. Several pilot initiatives, such as competitive selection for

leadership positions, recruitment of outstanding graduates, and local-level talent policies in major cities, have generated positive signals. However, implementation remains fragmented, working environments insufficiently competitive, and remuneration mechanisms inadequate to create long-term incentives.

#### ***4.2.2. Practical Implementation of Public-Sector Talent Utilization Policy***

Policy implementation has been strengthened notably since 2010 through the improvement of talent databases and recruitment criteria oriented toward practical competence. At the central level, decrees on special recruitment, attraction of outstanding graduates, scientists, and leading experts have expanded access for talent to the public sector. At the local level, many provinces and cities-such as Hanoi, Ho Chi Minh City, Hai Phong, Thua Thien Hue, Binh Duong, Can Tho, Bac Giang, and Hung Yen-have issued specific policies to attract human resources suited to local development characteristics, particularly in high technology, digital transformation, education, and healthcare.

#### ***4.2.3. Initial Results***

Several positive results have been recorded. High-quality human resources have contributed to improving governance quality, especially in administrative procedure reform, digitalization of public services, and smart city development. Models in localities such as Da Nang and Hai Phong demonstrate that the attraction and utilization of talent can exert significant impacts on competitiveness indices, governance quality, and levels of satisfaction among citizens and enterprises.

#### ***4.2.4. Limitations***

Public-sector talent utilization policy in Vietnam remains insufficiently coordinated between central and local levels. Criteria for identifying talent lack uniformity, and recruitment processes continue to prioritize formal qualifications and seniority over practical competence. The scale of talent attraction remains limited, post-recruitment training programs lack depth, and retention mechanisms are insufficiently strong. The competitiveness of the public sector does not yet correspond to new requirements, resulting in the continued outflow of civil servants and public employees. Evaluation mechanisms insufficiently emphasize work outcomes, lack transparency, and provide limited regular feedback.

#### ***4.2.5. Causes of Limitations***

Objective causes include the persistence of legacy administrative management mechanisms and constrained financial resources amid intensifying global competition for high-quality labor. Subjective causes involve inadequate recognition of talent's strategic role, personnel management practices emphasizing seniority and credentials, a risk-averse public-service culture that discourages innovation, and insufficient capacity among personnel management staff to meet the demands of modern governance models.

#### **4.3. Issues Arising in Public-Sector Talent Utilization Policy.**

First, insufficient linkage exists among recruitment, utilization, and development. The talent management cycle lacks coherence; recruited talent is often not deployed in accordance with capacity, lacks clear career development pathways, and is not supported by long-term evaluation and feedback systems.

Second, remuneration and evaluation mechanisms remain formalistic. Remuneration is insufficiently linked to performance, income differentials are inadequate to create strong incentives, and evaluation methods remain heavily procedural, failing to reflect innovative capacity or the practical impact of talent.

Third, term-based thinking and risk-averse attitudes persist in public administration. Many leaders remain hesitant to innovate in personnel decisions, prioritizing safe choices that limit opportunities for talent to fully realize capacity and initiatives, thereby negatively affecting governance quality and reform outcomes.

#### **4.4. Policy Implications for Vietnam from International Experience**

First, it is necessary to improve the institutional foundation and standardize criteria for identifying public-sector talent. Strengthening institutional foundations and establishing clear, verifiable talent standards play a decisive role in the effectiveness of talent utilization policy. Experiences from Japan, Singapore, and China demonstrate that when institutions are stable and standards are clear and enforceable, public administration becomes predictable, power abuse is constrained, and operations are coherent. For Vietnam, reform should focus on defining position-based standards linked to practical competence, innovating recruitment based on task performance, and establishing transparent and interconnected procedures, thereby transforming talent policy from rhetorical commitment into an effective operational mechanism.

Second, it is necessary to develop and utilize talent based on task performance effectiveness. Developing capacity and utilizing talent according to performance outcomes is a key step in translating institutional standards into actual administrative capability. Talent utilization must consistently use public-service results and levels of contribution as the basis for assignment, training, promotion, and career development. When individual responsibility is tied to measurable outcomes, accompanied by data-based evaluation and clear accountability mechanisms, the civil service can operate more effectively, with integrity and service orientation.

Third, it is necessary to sustain and develop talent through competitive incentives and a transparent, innovative working environment. Incentive mechanisms and working environments form the foundation for long-term commitment and development of public-sector talent. International experience shows that fairness in recognizing results, healthy competition based on competence, and transparent, innovation-friendly public-service environments are core drivers of dedication. For Vietnam, it is essential to restructure incentive mechanisms based on task performance and to build an open and transparent public-service environment that nurtures sustained motivation for public service.

Fourth, it is necessary to refine implementation mechanisms and enabling conditions to enhance the effectiveness and impact of talent utilization policy. Policy effectiveness depends decisively on organizational capacity, resource guarantees, and oversight mechanisms. Establishing unified coordination mechanisms, 完善 ing legal frameworks, reforming public finance toward strategic investment, and modernizing information systems constitute key conditions for substantive implementation. When implemented through a scientific roadmap with independent oversight and effective risk management, public-sector talent utilization policy can truly become a driver of enhanced state capacity and sustainable development.

### **Summary of Chapter 4**

Vietnam's public-sector talent utilization policy possesses a solid political and legal foundation; however, implementation remains distant from policy objectives. Comparative reference to Asian experiences indicates that substantive progress requires institutional refinement, standardized talent criteria, innovation in recruitment and evaluation based on competence, improvement of public-service environments, and the establishment of unified, transparent, and accountable implementation mechanisms.

## CONCLUSION

This dissertation has systematically examined public-sector talent utilization policy from a political science perspective, placing this policy within the broader framework of state capacity building and national governance modernization. By integrating theoretical analysis with comparative empirical research on the experiences of China, Japan, and Singapore, the dissertation has clarified both the theoretical foundations and practical manifestations of talent utilization policy in the public sector, thereby providing a scientific basis for policy implications relevant to Vietnam in the current period. From a theoretical perspective, the dissertation affirms that public-sector talent utilization policy is not merely a technical or administrative instrument of personnel management, but a core public policy reflecting how the state exercises public power to identify, select, deploy, and develop human intellectual resources in pursuit of national development goals. Talent utilization policy thus constitutes an essential component of institutional capacity, directly associated with the effectiveness, legitimacy, and sustainability of state governance. This approach contributes to broadening political science research on talent by conceptualizing talent policy as a political process embedded in institutional structures, power relations, and governance strategies.

The comparative analysis demonstrates that despite differences in historical conditions, political institutions, and administrative cultures, China, Japan, and Singapore all regard public-sector talent as a decisive factor in strengthening state capacity. China has developed a model that integrates political criteria with professional competence, combining centralized strategic direction with flexible implementation mechanisms to build large-scale and strategic talent reserves. Japan has maintained a rational-legal administrative model characterized by discipline, stability, and long-term career development, while gradually adapting to new governance demands through institutional reform. Singapore has established a merit-based, high-performance talent utilization model, emphasizing transparency, accountability, and performance-linked incentives within a highly professional public service system. These models illustrate diverse yet convergent pathways in which talent utilization policy functions as a strategic instrument of state governance.

The analysis of Vietnam's public-sector talent utilization policy reveals that although the Party and the State have consistently affirmed the central role of talent and have established an increasingly comprehensive legal and policy framework, policy implementation has not yet achieved the expected effectiveness. Existing limitations include fragmented institutional arrangements, inconsistent criteria for identifying talent, recruitment and evaluation mechanisms still influenced by seniority and formal qualifications, insufficient linkage between utilization and performance outcomes, and incentive systems that remain inadequate to attract and retain high-quality human resources in a competitive labor market. These shortcomings indicate a gap between policy intent and policy outcomes, reflecting constraints in institutional capacity and governance coordination.

On that basis, the dissertation affirms the necessity of a strong shift from a personnel management approach to a talent utilization policy approach, viewing this as a political choice associated with reform commitment and the building of a developmental state. Talent utilization policy must operate on the principles of fairness, transparency, and accountability, thereby creating an institutional environment for talent to develop their capacity and make sustainable contributions. The dissertation emphasizes that talent utilization is not merely a personnel issue, but a political strategy aimed at enhancing national governance capacity and reinforcing the legitimacy of the State in the new phase of development.

## **LIST OF PUBLICATIONS RELATED TO THE DISSERTATION**

1. Hoang Thi Ngan (2025), “Some Theoretical Issues Concerning Talent”, Journal of Philosophy, số 2 (2/2025), tr.82-95.
2. Hoang Thi Ngan (2025), “Talent attractions Policies in the Public Sector of Selected Asian Countries: Implications for Contemporary Viet Nam”, <https://www.tapchicongsan.org.vn/>, published in 6/7/2025
3. Hoang Thi Ngan (2025), “Talent Attraction Policies in the Public Sector in Contemporary Vietnam”, <https://lyluanchinhtri.vn>, published in 30/7/2025.