

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**BUILDING THE WORKING STYLE OF
COMMUNE-LEVEL POLICE FORCES IN
THANH HOA PROVINCE AT PRESENT IN
ACCORDANCE WITH HO CHI MINH'S STYLE**

SUMMARY OF THE DOCTORAL THESIS

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INTRODUCTION

1. Rationale

Ho Chi Minh's style constitutes an invaluable spiritual legacy and a shining symbol of the intellect, morality, and personality of a great revolutionary leader. His working style embodies scientific thinking, democracy, close engagement with reality, consistency between words and actions, and the constant integration of theory with practice, taking practical effectiveness as the ultimate measure of all work. The greatest value of Ho Chi Minh's working style lies in the fact that it does not belong solely to a great individual, but has become a shared asset and a guiding principle for every cadre and Party member in the process of self-cultivation, training, and the perfection of revolutionary character.

In the context in which the entire Party, the people, and the armed forces are intensifying efforts to renew leadership methods and streamline the organizational apparatus of the political system, increasingly higher demands are being placed on cadres and Party members in terms of political integrity, professional competence, and working style.

Amid the determined implementation of organizational consolidation and streamlining across the entire political system, the People's Public Security Force has taken pioneering and exemplary steps in restructuring its organization and building its force. The process of streamlining, rearranging, and assigning regular police officers to the commune level is not merely an organizational restructuring, but also a profound transformation in working style, enabling the police force to become truly close to the people, respectful of the people, and deeply rooted at the grassroots level. This reality poses numerous requirements for force development, including the construction of an appropriate working style for the commune-level police force.

In implementing the policy of deploying regular police officers to communes, Thanh Hoa Province presents many distinctive characteristics. Commune-level areas in Thanh Hoa encompass mountainous, midland, delta, and coastal regions, alongside ethnic minority communities and areas with religious populations. At the grassroots level, the image of professional, well-trained People's Public Security officers—politically steadfast, professionally competent, and legally knowledgeable; diligent and dedicated to their duties; humble, courteous, and respectful toward the people; objective and scientific in their work; and resolute in combating and suppressing crime without omission - has generated strong public trust and goodwill. However, alongside these positive examples, there remains a segment of cadres and officers who exhibit shortcomings that must be addressed, such as unprofessional conduct, inappropriate attitudes, and improper speech; manifestations of arrogance and bureaucratic behavior, and even actions that cause inconvenience or

harassment to the people; confusion and lack of objectivity and scientific methods in task performance; leniency and insufficient rigor in handling legal violations; and inadequate tact in coordination with commune authorities, thereby limiting the ability to build unity and mobilize collective strength at the grassroots level. The commune-level context in Thanh Hoa poses significant challenges for maintaining security and order, requiring each police officer not only to possess strong professional skills but also to apply appropriate and skillful working methods in problem-solving.

Arising from these issues, the construction of a proper working style for the commune-level police force in Thanh Hoa is both a new and urgent matter. Therefore, the author has selected the topic ***“Building the Working Style of the Commune-Level Police Force in Thanh Hoa Province at Present in Accordance with Ho Chi Minh’s Style”*** as the subject of this doctoral dissertation in the field of Ho Chi Minh Studies.

2. Research Objectives and Tasks

2.1. Research Objectives

Based on an examination of Ho Chi Minh’s working style and an assessment of the current situation regarding the construction of the working style of the commune-level police force in Thanh Hoa Province, this dissertation aims to identify orientations and propose solutions to enhance the effectiveness of building the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh’s style up to 2030, with a vision to 2045.

2.2. Research Tasks

The dissertation undertakes the following tasks:

First, to review studies related to the dissertation topic, thereby identifying issues that have been clarified by previous research and those that require further investigation.

Second, to clarify key analytical concepts; to analyze and elucidate the core contents of Ho Chi Minh’s working style.

Third, to analyze natural, historical, cultural, and human conditions that directly influence the construction of the working style of the commune-level police force, as well as the specific characteristics of the commune-level police force in Thanh Hoa Province.

Fourth, to assess the current situation of building the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh’s style, including strengths and limitations, and to identify their causes; to analyze the issues arising in the process of building such a working style.

Fifth, to forecast influencing factors, determine orientations, and propose solutions for building the working style of the commune-level police

force in Thanh Hoa Province in accordance with Ho Chi Minh's style (up to 2030, with a vision to 2045).

3. Research Object and Scope

3.1. Research Object

The research object of the dissertation is Ho Chi Minh's working style and the construction of the working style of the commune-level police force in Thanh Hoa Province.

3.2. Research Scope

In terms of content: The dissertation focuses on Ho Chi Minh's working style and its application to the construction of the working style of the commune-level police force in Thanh Hoa Province.

In terms of time:

- The dissertation examines Ho Chi Minh's working style as manifested throughout his life and revolutionary career.

- The current situation of building the working style of the commune-level police force in Thanh Hoa Province is studied from 1 November 2019 to 30 July 2025.

In terms of space: The dissertation investigates the current situation of building the working style of the commune-level police force within Thanh Hoa Province.

4. Theoretical Foundations and Research Methods

4.1. Theoretical Foundations

The dissertation is conducted on the basis of Marxism–Leninism, Ho Chi Minh Thought, and the viewpoints of the Communist Party of Vietnam, the State, and the Ministry of Public Security regarding the building of the People's Public Security Force in general and the commune-level police force in particular.

4.2. Research Methods

Based on the methodology of dialectical materialism and historical materialism, the dissertation employs the following disciplinary and interdisciplinary research methods in the social sciences and humanities: logical method; historical method; methods of analysis, synthesis, statistics, comparison, and practical review; sociological survey methods; and fieldwork methods.

5. New Scientific Contributions of the Dissertation

First, the dissertation synthesizes and systematizes the theoretical foundations of Ho Chi Minh's working style. *Second*, it assesses the current situation of building the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh's style; analyzes strengths and limitations, and identifies the causes of these strengths and limitations. *Third*, the dissertation forecasts influencing factors, identifies orientations, and proposes solutions for building the working style of the

commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh's style (up to 2030, with a vision to 2045).

6. Significance of the Dissertation

First, the dissertation clarifies theoretical aspects of Ho Chi Minh's working style. *Second*, it provides a scientific basis for formulating guidelines and policies on building the working style of the commune-level police force in Thanh Hoa Province. *Third*, it may serve as a reference for research, teaching, and learning in the field of Ho Chi Minh Studies and in studies on building the People's Public Security Force.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, References, and Appendices, the dissertation consists of four chapters with ten sections.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION

1.1. OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION

1.1.1. Studies on Ho Chi Minh's Style and Working Style

1.1.1.1. Studies on Ho Chi Minh's Style

Numerous studies have been conducted on Ho Chi Minh's style in general, including books and scholarly articles published both domestically and internationally.

In addition, research on the application of Ho Chi Minh's style in Vietnamese revolutionary practice, across various sectors and fields, has been diverse and directed toward multiple target groups.

1.1.1.2. Studies on Ho Chi Minh's Working Style

Studies on Ho Chi Minh's working style are diverse and rich. They approach the concept, content, and characteristics of his working style from multiple perspectives, offering many valuable insights that can be referenced in this dissertation.

1.1.2. Studies on Building the Working Style of the People's Public Security Force in General and the Commune-Level Police Force in Particular in Accordance with Ho Chi Minh's Style

1.1.2.1. Studies on Building the Working Style of the People's Public Security Force

Research on building the working style of the People's Public Security Force is relatively diverse and covers multiple perspectives; however, studies specifically addressing the application of Ho Chi Minh's working style remain limited in number.

1.1.2.2. Studies on Building the Working Style of the Commune-Level Police Force

Studies on building the working style of the People's Public Security Force in accordance with Ho Chi Minh's style are still modest in number. Nevertheless, existing works present diverse perspectives and approaches to applying Ho Chi Minh's thought, morality, and style in force development, providing valuable references for this dissertation. In particular, studies focusing specifically on building the working style of the commune-level police force - especially in Thanh Hoa Province - are extremely limited.

Based on this overview, it can be affirmed that the topic "*Building the Working Style of the Commune-Level Police Force in Thanh Hoa Province at Present in Accordance with Ho Chi Minh's Style*" does not overlap with previously published studies.

1.2. SUMMARY OF RELATED RESEARCH FINDINGS AND ISSUES REQUIRING FURTHER STUDY

1.2.1. Summary of Research Findings from Published Studies Relevant to the Dissertation

First, previous studies have identified the fundamental contents of Ho Chi Minh's style, including its concept, characteristics, values, and systemic structure, while also affirming its relationship with other elements such as his thought, morality, personality, and legacy. *Second*, reviewed studies have clarified the concept, content, and value of Ho Chi Minh's working style. *Third*, existing research consistently affirms the position, role, and particular importance of building style in general, and working style in particular, for the People's Public Security Force. *Fourth*, studies addressing the working style of the commune-level police force remain very limited. Notably, no research has systematically and comprehensively examined the application of Ho Chi Minh's working style to the construction of the working style of the commune-level police force. *Therefore*, it can be affirmed that the dissertation topic being undertaken by the doctoral candidate demonstrates clear distinctiveness, novelty, and strong practical relevance, without overlapping with existing published works.

1.2.2. Issues for Further Study in the Dissertation

Building upon previous research findings, the dissertation continues to investigate and address the following issues:

First, to analyze key analytical concepts serving the research, systematize the contents of Ho Chi Minh's working style, and further examine newly emerging aspects. *Second*, to analyze the current situation of building the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh's style, clarifying strengths, limitations, and their underlying causes. *Third*, to forecast influencing factors, analyze development orientations, and propose solutions for building the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh's style.

Chapter 2

BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN ACCORDANCE WITH HO CHI MINH’S STYLE – THEORETICAL ISSUES

2.1. BASIC CONCEPTS

2.1.1. The Concept of Style and Working Style

2.1.1.1. The Concept of “Style”

Style is a system of relatively stable and distinctive characteristics in thinking, action, and expression, formed in the process of development of an individual or a group, creating a unique imprint, shaping identity, and enabling differentiation from other subjects.

2.1.1.2. The Concept of “Working Style”

Working style is a system of relatively stable and distinctive characteristics in thinking, action, and methods of task performance, formed through labor processes and professional practice of an individual or a force, creating a distinct imprint, shaping identity, and enabling differentiation from other subjects.

2.1.2. The Concepts of “Ho Chi Minh’s Style” and “Ho Chi Minh’s Working Style”

2.1.2.1. The Concept of “Ho Chi Minh’s Style”

Ho Chi Minh’s style is a system of stable and distinctive characteristics in the thinking, actions, and expressions of President Ho Chi Minh, formed and developed throughout his revolutionary career. It not only reflects the essence of Ho Chi Minh Thought and ethics but also concretizes his revolutionary methodology. This style is consistently manifested across domains of thinking, expression, work, conduct, and daily life, thereby creating a distinctive imprint and constituting a valuable spiritual legacy of the Party and the nation, with profound scientific and humanistic value for educating and cultivating the working style of cadres and Party members today.

2.1.2.2. The Concept of “Ho Chi Minh’s Working Style”

Ho Chi Minh’s working style is a system of relatively stable and distinctive characteristics in his ways of thinking, organizing, handling tasks, and leading, formed and developed throughout his revolutionary career. It deeply reflects his thought, ethics, and revolutionary methodology and encompasses core contents such as: mass orientation; collectivity and democracy; scientific working methods; innovation and creativity; role-modeling and consistency between words and deeds; discipline and devotion. These elements together created a distinctive imprint in his leadership, management, and revolutionary practice, serving as a model for cadres and Party members to study and emulate.

2.1.3. The Concepts of “Commune-Level Police Force,” “Working

Style of the Commune-Level Police Force,” and “Building the Working Style of the Commune-Level Police Force in Accordance with Ho Chi Minh’s Style”

2.1.3.1. The Concept of the “Commune-Level Police Force”

The commune-level police force is a specialized armed force within the organizational system of the People’s Public Security, deployed at the commune administrative level. It performs advisory functions for the commune Party Committee and People’s Committee and serves as the core force in safeguarding national security, ensuring social order and safety, preventing and combating crimes and violations of law related to national security and social order, and building the all-people movement for protecting national security at the grassroots level.

2.1.3.2. The Concept of the “Working Style of the Commune-Level Police Force”

The working style of the commune-level police force is a system of relatively stable and distinctive characteristics in thinking, action, and methods of task performance, formed through practical work at the commune level, creating a distinctive identity of the force.

2.1.4. The Concept of “Building the Working Style of the Commune-Level Police Force in Accordance with Ho Chi Minh’s Style”

“Building the working style of the commune-level police force in accordance with Ho Chi Minh’s style” refers to the totality of activities carried out by relevant actors in leadership, direction, education, training, capacity building, self-discipline, and self-cultivation, aiming to form within the commune-level police force a system of stable and distinctive working characteristics and methods in thinking, action, and task performance, guided and illuminated by Ho Chi Minh’s working style. This process enables commune-level police officers to internalize, study, and follow Ho Chi Minh’s working style, thereby forming distinctive characteristics suitable to the nature of their duties, professional requirements, and specific natural and social conditions of their areas of operation. From this perspective, the concept can be outlined through the following elements:

First, the objective of development: to form and refine the working style of commune-level police officers based on the application and promotion of Ho Chi Minh’s working style. *Second*, the actors involved: Party committees and Party organizations; authorities at all levels; the Fatherland Front and socio-political organizations; leadership at all levels within the People’s Public Security; individual officers; and the people. *Third*, the object of development: the working style of commune-level police officers, with a focus on methods, routines, manners, conduct, and approaches to performing public security tasks at the commune level. *Fourth*, the content of development: based on the core contents of Ho Chi Minh’s working style,

comprising six fundamental dimensions: mass orientation; collectivity and democracy; scientific working methods; innovation and creativity; role-modeling and consistency between words and deeds; discipline and devotion, which must be concretized in accordance with the nature of tasks, local conditions, and professional requirements. *Fifth*, the modes of development: education, training, capacity building, communication, role-modeling; self-cultivation and self-discipline of actors involved; and inspection, supervision, and public criticism.

2.2. CONTENTS OF HO CHI MINH'S WORKING STYLE

2.2.1. Mass-Oriented Working Style

2.2.1.1. Relying on the Great Strength of the People

According to Ho Chi Minh, the masses are the creators of history with immense strength; therefore, cadres and Party members must rely on the strength of the people in their work. While the Party plays a leading role in setting orientations and policies, it must not act on behalf of or substitute for the people, as this would foster dependence and diminish the people's creativity. Based on this understanding, Ho Chi Minh consistently relied on the strength of the masses in his working style.

2.2.1.2. Following the Mass Line and Maintaining Close Ties with the People

In his mass-oriented working style, Ho Chi Minh emphasized the need to review and evaluate policies through practice among the masses, identify shortcomings for correction, and develop strengths for broader application. This requires close engagement with people's lives and constant concern for their well-being. Throughout his life, Ho Chi Minh placed great importance on maintaining close and intimate ties with the people, a principle clearly demonstrated in his revolutionary practice.

2.2.1.3. Listening to, Learning from, and Accepting Criticism from the People

A dialectical relationship characterizes Ho Chi Minh's mass-oriented working style: being close to the people, understanding them, learning from them, listening to criticism to correct oneself, and leading the people. He highly valued the experiences and opinions of the people, always listening with humility and a receptive attitude to improve himself.

2.2.1.4. Placing the Interests of the People Above All

In his mass-oriented working style, Ho Chi Minh emphasized that cadres must explain to the people that all work is carried out for their benefit. He acknowledged that some actions may appear harmful in the short term, such as taxation or mobilization efforts, but ultimately serve the long-term interests of the people.

2.2.2. Scientific Working Style

2.2.2.1. Working Based on Practice, Avoiding Dogmatism and

Mechanical Application

Ho Chi Minh's scientific working style, grounded in objective reality, emerged early in his revolutionary journey. Observing the limitations and failures of patriotic movements and the dynamic realities of the world, he traveled abroad to study practical experiences firsthand and apply them creatively to Vietnam's conditions.

Throughout the founding of the Communist Party of Vietnam, resistance wars, and socialist construction, his decisions consistently reflected scientific thinking rooted in practice, avoiding rigidity and dogmatism.

2.2.2.2. Working with Clear Objectives, Practicality, Planning, Investigation, and Analysis

The scientific working style of Ho Chi Minh is characterized by purpose-oriented and practical action. Purposefulness and practicality are reflected in the requirement that cadres, in the course of their work, must think clearly about the primary objectives to be achieved. For Ho Chi Minh, the highest objective was to bring benefits to the people and to the nation. At the same time, such objectives had to be practical, meaning that they should generate the greatest possible benefits for the people.

According to Ho Chi Minh's scientific working style, work must be conducted in a planned manner. Planning is shaped by a far-sighted and comprehensive vision, which necessitates investigation and research, followed by close and in-depth engagement in order to grasp tasks, personnel, and specific situational conditions..

2.2.2.3. Ensuring Inspection and Supervision

Inspection and supervision constitute a distinctive feature of Ho Chi Minh's scientific working style. Every task, directive, or instruction issued by Ho Chi Minh was personally subject to inspection and supervision by him in order to assess effectiveness, draw lessons from practice, rectify shortcomings, and promote strengths.

According to Ho Chi Minh, organizing inspection and control was a regular practice and a fundamental working method in his style, and it was also a requirement for the working style of cadres and Party members. The correctness and effectiveness of the Party's resolutions and directives depend largely on how cadres organize and implement them among the masses. Inspection and supervision help each cadre to recognize shortcomings, limitations, and mistakes, thereby enabling self-correction, fostering initiative and revolutionary enthusiasm, and strengthening the people's trust in cadres and in the Party.

2.2.2.4. Summarizing Practice and Drawing Lessons

Ho Chi Minh's revolutionary life was closely associated with practical activities; it was precisely through the systematic summarization of experience and the distillation of theory that one of the key factors leading to his success

was formed. Upon embracing Marxism–Leninism and studying and synthesizing the practical failures of anti-French colonial struggles in the late nineteenth and early twentieth centuries, he identified fundamental shortcomings in the mobilization of forces within contemporary patriotic movements. From this critical assessment, he developed innovative and creative viewpoints on great national unity, as well as on resolving the relationship between national issues and class issues.

It can be affirmed that, throughout arduous and challenging yet remarkably heroic stages of revolutionary activity, enriched by diverse and dynamic revolutionary practices both domestically and internationally, and grounded in the vast theoretical corpus of Marxism–Leninism, Ho Chi Minh synthesized practical experience, refined theoretical insights, and formulated major guidelines and policies that ultimately led the Vietnamese revolution to victory.

2.2.3. Collective–Democratic Working Style

2.2.3.1. A Working Style that Respects the Collective

Respect for the collective constituted a principled issue in Ho Chi Minh’s working style. Deriving from the operational principles of a new-type political party, Ho Chi Minh consistently and resolutely adhered to this principle in his work with the Politburo, the Party Central Committee, state agencies, mass organizations, and especially with the people.

2.2.3.2. A Democratic Working Style

Democracy is a broad and particularly significant category in Ho Chi Minh’s thought and style. He devoted considerable time, intellectual effort, and energy to realizing democracy within the political system and throughout society. This ranged from the practice of democracy within the Party to democracy among the people; from building a democratic state to fostering democracy within socio-political organizations; and from democratic theory to the formation of a democratic working style.

2.2.4. An Innovative and Creative Working Style

2.2.4.1. Innovation and Creativity as Requirements of the Revolution, Grounded in Service to the Nation and the People

Ho Chi Minh stands as a vivid exemplar of innovation and creativity. His thinking was not constrained by rigidity, dogmatism, or mechanical imitation; therefore, he creatively applied and developed Marxism–Leninism in accordance with Vietnam’s specific conditions. The great victories of the Vietnamese revolution in the twentieth century attest to the immense practical value of Ho Chi Minh’s viewpoints and constitute valuable lessons for the Party in the contemporary period.

2.2.4.2. Innovation and Creativity Require Bold Thinking and Action while Adhering to Fundamental Principles and Laws

In Ho Chi Minh’s working style, innovation and creativity did not imply

arbitrariness or subjectivism; rather, they had to comply with the fundamental principles and laws of Marxism–Leninism and the concrete conditions of the revolution.

A study of Ho Chi Minh’s life and career readily reveals that his working style was neither rigid nor conservative; his thinking was continuously renewed and consistently manifested in practical action.

2.2.4.3. Innovation and Creativity Based on the Strength of the People and under the Leadership of the Party

Practical experience demonstrates that the people themselves are the true authors of the country’s great renewal process. Accordingly, in Ho Chi Minh’s innovative and creative working style, the role of the people is particularly prominent: the people constitute both the foundation and the objective, as well as the driving force, of renewal. For cadres to innovate and create effectively in their work, they must rely on the strength of the people. Innovation and creativity in practice must be closely linked with, and unified under, Party leadership.

2.2.5. A Disciplined and Dedicated Working Style

2.2.5.1. Upholding Discipline

Upholding discipline is a distinctive feature of Ho Chi Minh’s working style. This encompassed Party discipline, organizational discipline, as well as personal discipline regarding time management, revolutionary morality, and the ethical conduct of a revolutionary. It can be stated that Ho Chi Minh consistently demonstrated a high sense of discipline in his work, and his strict observance of discipline constituted a key factor in his success—enabling him to acquire extensive knowledge during his journey to find a path for national salvation, to introduce Marxism–Leninism into Vietnam, and to lead the Vietnamese revolution. Whether in work or daily life, President Ho Chi Minh consistently exemplified discipline, both within organizational contexts and in his personal conduct.

2.2.5.2. Dedication to Work

Ho Chi Minh devoted his entire life to the revolutionary cause; in other words, he dedicated himself wholeheartedly to serving the nation and the people throughout his life. Every task he undertook was carried out with seriousness and completed thoroughly. He firmly believed that even the position of President was entrusted to him by the people, and therefore required utmost effort and responsibility. In many speeches and writings, he repeatedly reminded that all cadres, from the President downward, are public servants of the people, and thus must work with full dedication to fulfill their responsibilities as servants of the people.

2.2.6. A Working Style of Exemplary Conduct and Consistency between Words and Deeds

2.2.6.1. Working through Exemplary Conduct

Ho Chi Minh's working style represents a model of leading by example, integrating work with exemplary conduct. In relation to himself, he consistently upheld revolutionary morality and often practiced more than what he advocated. As President, in matters of food, clothing, housing, and daily living, Ho Chi Minh strictly observed the virtues of diligence, thrift, integrity, and righteousness, fully aware that all such resources were derived from the labor and sacrifices of the people. Those who worked with him were deeply impressed by his simple, economical, incorruptible, and upright working style.

2.2.6.2. Consistency between Words and Deeds

Ho Chi Minh's working style embodied the unity between thought and action, between words and deeds. A defining characteristic of his working style was the principle that words must be accompanied by action - an inheritance of the Marxist–Leninist principle of the unity between theory and practice, while also reflecting the cultural, ethical, and traditional values of the Vietnamese nation.

During his lifetime, President Ho Chi Minh was a model of this principle. Throughout his life, he consistently and thoroughly practiced what he preached. In Ho Chi Minh, words were inseparable from actions, theory from practice; speaking was for the purpose of acting, and action had to correspond exactly to what had been thought and said. This unity between words and deeds constitutes a fundamental characteristic of Ho Chi Minh's working style and represents the embodiment of his moral example in practice.

Chapter 3

BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN THANH HOA PROVINCE AT PRESENT IN ACCORDANCE WITH HO CHI MINH'S STYLE—CURRENT SITUATION AND ISSUES RAISED

3.1. OVERVIEW OF NATURAL, HISTORICAL, CULTURAL, AND HUMAN CONDITIONS OF THANH HOA PROVINCE AND CHARACTERISTICS OF THE COMMUNE-LEVEL POLICE FORCE

3.1.1. Overview of Natural, Historical, Cultural, and Human Conditions of Thanh Hoa Province

It can be observed that the natural conditions of Thanh Hoa Province exert a direct and profound influence on the development of the working style of the commune-level police force.

The challenging natural environment simultaneously serves as a context for shaping a working style characterized by steadfastness, discipline, decisiveness, agility, dedication, and close engagement with the people - core

qualities consistent with Ho Chi Minh's working style.

Moreover, Thanh Hoa is a province with a long-standing cultural and historical tradition, featuring a diverse population in terms of ethnicity, beliefs, and customs. Residential patterns are dispersed according to terrain, while communal cohesion and the inertia of village-based customs remain strongly embedded.

3.1.2. Characteristics of the Commune-Level Police Force in Thanh Hoa Province

The commune-level police force in Thanh Hoa Province shares common characteristics with commune-level police forces nationwide while also exhibiting distinct local features. From the perspective of developing a working style, the following characteristics may be identified:

First, the commune-level police force performs its mission of maintaining security and order across vast areas with diverse terrain and population structures, marked by sharp socio-economic differentiation, cultural diversity, and varying levels of legal awareness. Rural security issues are closely linked to livelihoods, land disputes, clan relations, village dynamics, and significant population mobility. Second, the commune-level police force constitutes the largest staffing component within the Thanh Hoa Provincial Police. Third, commune-level police officers in Thanh Hoa have all received professional training at institutions of the People's Public Security and possess qualifications ranging from intermediate to college-level education or higher. Fourth, officers are transferred, assigned, and reorganized from various units within the provincial police, resulting in diversity in age, rank, and professional experience. Fifth, the commune-level police force in Thanh Hoa demonstrates a notably strong foundation in political theory. Sixth, Thanh Hoa Provincial Police has a proud and heroic tradition, serving as a "red address" within the People's Public Security Force for studying and following Ho Chi Minh Thought, morality, and style.

3.2. CURRENT SITUATION OF BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN THANH HOA PROVINCE IN ACCORDANCE WITH HO CHI MINH'S STYLE

3.2.1. Strengths and Their Causes

3.2.1.1. Strengths

**** Regarding the actors involved in building the working style***

First, the Provincial Party Committee, People's Committee, and the Party Committee and Board of Directors of Thanh Hoa Provincial Police possess profound awareness, strong determination, and decisive actions in building the commune-level police force, with particular attention to professional performance at the grassroots level.

Second, the Party Committee and Board of Directors of Thanh Hoa Provincial Police have attached great importance to developing the working

style of the commune-level police force in accordance with Ho Chi Minh Thought, morality, and style.

Third, socio-political organizations within Thanh Hoa Police have implemented numerous exemplary projects and initiatives promoting the study and practice of Ho Chi Minh's ideology, thereby contributing to the development of an appropriate working style.

Fourth, the majority of commune-level police officers are fully aware of the importance of working style and actively engage in self-improvement of professional expertise and skills to perform their duties effectively.

Fifth, the people strongly support and endorse the work of the commune-level police force and are willing to assist them in fulfilling their tasks.

**** Regarding the content of working style building***

First, regarding the development of a mass-oriented working style. The mass-oriented working style of the commune-level police force in Thanh Hóa Province is clearly manifested in their professional activities. Through practices of staying close to the people, maintaining close contact with grassroots communities, and mobilizing the population to participate in safeguarding security and public order, the commune-level police force in Thanh Hóa has gained broad consensus and strong support from the people.

Second, regarding the development of a scientific working style. The commune-level police force must always be closely connected to the practical realities of the locality; all issues requiring resolution must originate from grassroots life, be associated with different social strata, and take into account the natural conditions of the area. Therefore, the majority of officers and soldiers have developed a profound awareness of working on the basis of objective reality, avoiding rigid, mechanical, or dogmatic approaches.

Third, regarding the development of a collective and democratic working style. The collective and democratic working style of the commune-level police force constitutes one of the key factors enabling this force to successfully fulfill its assigned tasks. In professional activities, all major decisions and orientations should be discussed collectively in order to arrive at the most appropriate conclusions. However, due to the principle of "command and obedience" inherent in the police force, certain decisions are ultimately made by leaders and commanders, and subordinate officers and soldiers are required to strictly implement them. Consequently, when assessing achievements from the perspective of building a collective and democratic working style within the commune-level police force, the most prominent results are reflected in the effective practice of democracy toward the people.

Fourth, regarding the development of an innovative and creative working style. The majority of officers are aware that innovation and

creativity in work must always serve the people and the country. In practice, numerous effective initiatives, creative approaches, and new models implemented by the commune-level police force in Thanh Hóa have provided clear evidence of this orientation. The achieved outcomes demonstrate not only the spirit of innovation and creativity in the working style of the commune-level police force, but also that this force has formed an innovative and creative working style grounded in the great strength of the people.

Fifth, regarding the development of a disciplined and devoted working style. Discipline and devotion are essential elements that every officer and soldier of the commune-level police force must cultivate in their working style. For the commune-level police force in Thanh Hóa, as a regular force that has been systematically trained and has previously served in various units within the police system before being deployed to grassroots levels, discipline and dedication are highly appreciated by the broad masses of the people. The image of commune-level police officers conducting day-and-night patrols regardless of hardships; rigorously and effectively implementing COVID-19 prevention and control measures; demonstrating exemplary conduct, politeness, and respect toward the people; working with devotion; and resolutely and thoroughly combating and suppressing crime has been widely recognized and highly valued by the people as well as by local party committees and authorities. These achievements further affirm the correctness of the Party's and the State's policy on strengthening the deployment of regular police forces at the grassroots level.

Sixth, regarding the development of an exemplary working style in which words go hand in hand with actions. The principle of "matching words with actions" is also a notable strength of the commune-level police force in Thanh Hóa Province. Commune-level cadres and local residents highly appreciate the spirit of "saying and doing consistently" reflected in the working style of the commune-level police force. It can be seen that the commune-level police force has formed a working style characterized by consistency between words and actions, which has become a prominent feature in the eyes of the people.

**** Regarding methods of building working style***

First, through educational, training, coaching, and refresher activities aimed at building the working style of the commune-level police force. From the period prior to the deployment of regular police forces to the commune level up to the present, training courses have been organized regularly and continuously, ensuring that all officers and soldiers assigned to work at the commune-level police are adequately equipped with the necessary knowledge and skills to perform their duties.

Second, through internal communication and dissemination among sectors and levels of local authorities, as well as via mass media, regarding the

results of implementing the study and practice of Ho Chi Minh's ideology, ethics, and style, and the Six Teachings of President Ho Chi Minh to the People's Public Security Forces.

Third, the Thanh Hóa Provincial Police have adopted creative approaches and measures in building the working style of the commune-level police force.

Fourth, through emulation movements and campaigns launched in association with the implementation of Conclusion No. 01-KL/TW dated May 18, 2021, of the Politburo on continuing the implementation of Directive No. 05-CT/TW dated May 15, 2016, of the 12th Politburo, "On promoting the study and practice of Ho Chi Minh's ideology, ethics, and style," and Regulation No. 09-QĐ/ĐUCA dated May 19, 2023, of the Party Committee of the Central Public Security on the regime of studying and implementing the Six Teachings of President Ho Chi Minh to the People's Public Security Forces.

Fifth, the provincial police have successfully organized conferences to listen to commune-level police forces and dispatched numerous delegations to grassroots levels to work directly with commune-level police forces.

Sixth, thematic activities, Party cell meetings, and various forms of inspection, supervision, self-criticism, and criticism within commune-level police Party cells also constitute effective forms of activity in building the working style of the commune-level police force in accordance with Ho Chi Minh's style.

3.2.1.2. Causes of Strengths

First, the correct and sound guidelines and policies of the Party, the State, and the Ministry of Public Security; *Second*, the unity, cohesion, and strong determination in action demonstrated by the Party Committees and the Board of Directors of the Thanh Hoa Provincial Police; *Third*, the wide-reaching influence and profound value of promoting the study and practice of Ho Chi Minh Thought, morality, and style; *Fourth*, the efforts, diligence, commitment, and dedication to duty shown by each commune-level police officer; *Fifth*, the consensus, support, and assistance of the people; *Sixth*, the exemplary role and moral leadership of heads of the People's Public Security Force at all levels.

3.2.2. Limitations and Their Causes

3.2.2.1. Limitations

**** Limitations of the Stakeholders***

First, party committees and commanders of some police units have not yet shown sufficient attention or close guidance in building the working style of the commune-level police force in accordance with Ho Chi Minh's style.

Second, a segment of officers and soldiers has not been truly exemplary, lacking self-cultivation and moral training, with manifestations of distancing

themselves from the people and indifference toward the legitimate aspirations of the people.

Third, the awareness of and participation by the people in building the working style of the commune-level police force remain limited.

Fourth, the role of the Fatherland Front and grassroots political and socio-political organizations in coordinating and participating in the development of the working style of the commune-level police force has not been fully brought into play.

**** Limitations in the Content of Working-style Development***

In general, the content of developing the working style of the commune-level police force in Thanh Hóa Province has many strengths and has achieved significant results. However, there remain several noteworthy limitations as follows: *First*, regarding the mass-oriented working style, a segment of officers and soldiers has not yet effectively mobilized the strength of the people in addressing work-related tasks. *Second*, regarding the scientific working style, the most significant limitation lies in inspection and supervision activities within the commune-level police force, as well as in the work of review, experience summarization, and lesson drawing, which have not received sufficient attention. *Third*, regarding the collective and democratic working style, some grassroots units have not achieved effectiveness in promoting collective strength. *Fourth*, regarding the innovative and creative working style, a considerable number of commune-level police units still work in a rigid and stereotyped manner; some officers and soldiers lack innovation and creativity in their work. *Fifth*, regarding the disciplined and devoted working style, a segment of commune-level police officers and soldiers has shown limited awareness of discipline compliance and insufficient dedication in serving the people. *Sixth*, regarding the exemplary working style in which words go hand in hand with actions, during the course of work there remains a segment of officers and soldiers who have not truly set a good example, with inconsistency between words and actions.

**** Limitations in the Methods of Working-style Development***

The methods of developing the working style of the commune-level police force have been given considerable attention by party committees and the Board of Directors of the provincial police. However, several limitations remain evident. These include shortcomings in the organization of study, dissemination, and implementation of documents, directives, resolutions, and regulations issued by higher levels regarding the study and practice of Ho Chi Minh's ideology, ethics, and style. Training and refresher activities implemented by the Ministry of Public Security and the provincial police have also not received high evaluations.

The forms of developing the working style of the commune-level police force through activities involving the people (such as mass mobilization,

listening to people's opinions, and direct contact with the people) have not achieved favorable evaluations from officers and soldiers.

In some commune-level police units, there have not yet been thorough and effective measures for developing the working style of the force.

3.2.2.2. Causes of Limitations

The limitations in developing the working style of the commune-level police force stem from multiple causes, which may be broadly summarized as follows:

First, there has not yet been a specific resolution dedicated to developing the working style of the commune-level police force in accordance with Ho Chi Minh's style.

Second, some Party committees and People's Committees at the district and commune levels have not truly attached due importance to the development of the working style of the commune-level police force in line with Ho Chi Minh's style.

Third, a segment of officers lacks professional confidence and decisiveness in their work, still exhibiting a tendency toward compromise and avoidance of confrontation ("seeking harmony for the sake of peace") in task handling, and has not been sufficiently proactive, people-oriented, or resolute in combating crime to the fullest extent.

Fourth, the majority of Heads of the Commune-Level Police have not yet participated in the Standing Committees of the commune Party Committees.

Fifth, limitations in the content and methods of communication and advocacy related to working style development among the commune-level police force in Thanh Hoa Province largely arise from mismatches between communication approaches and the socio-cultural characteristics at the grassroots level.

Sixth, the number of officers currently assigned to commune-level police units does not adequately correspond to the volume and diversity of tasks they are required to perform, resulting in work overload that adversely affects officers' psychological well-being, professional capacity, and work motivation.

Seventh, material conditions, facilities, and technical equipment remain insufficient.

3.3. ISSUES RAISED IN BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN THANH HOA PROVINCE

This process faces multiple contradictions, including gaps between rising requirements and limited awareness, organizational changes and lagging mechanisms, uniform standards and diverse local conditions, increasing professional demands and training shortcomings, heightened

grassroots responsibilities and staffing constraints, and insufficient material resources.

Chapter 4

FORECASTING INFLUENCING FACTORS, ORIENTATIONS, AND SOLUTIONS FOR BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN THANH HOA PROVINCE IN ACCORDANCE WITH HO CHI MINH'S STYLE

4.1. FORECAST OF INFLUENCING FACTORS

4.1.1. Domestic Factors

First, the process of implementing grassroots democracy will continue to intensify, thereby imposing increasingly higher requirements on the working style of the commune-level police force. *Second*, in the coming period, efforts to prevent and combat corruption, wastefulness, and negative practices will be further strengthened at both central and grassroots levels. *Third*, socio-economic development, demographic restructuring, and emerging non-traditional security issues will generate new challenges in managing security and order at the commune level, exerting a strong impact on the development of the working style of the commune-level police force. *Fourth*, the ongoing digital transformation process is producing profound effects and poses urgent requirements for enhancing the capacity to apply information technology in the operations of the commune-level police force. *Fifth*, the process of streamlining the organizational apparatus and merging communes will continue to affect the working style of the commune-level police force in the period ahead. *Sixth*, it is anticipated that security and order conditions at the commune level in Thanh Hoa Province will become increasingly complex, with a heightened risk of rising crime rates and legal violations, particularly in remote and disadvantaged areas, ethnic minority regions, and localities affected by large-scale economic projects.

4.1.2. International Factors

First, the global and regional situation will continue to evolve rapidly, in complex and unpredictable ways. *Second*, the global economy is currently facing numerous potential risks, including economic slowdown, the threat of financial crises, trade wars among countries, and intense competition over markets, technology, natural resources, and high-quality human capital. *Third*, hostile and reactionary forces from abroad, in collusion with domestic elements, are intensifying activities aimed at promoting “peaceful evolution,” inciting riots, subversion, and sabotage, with the objective of undermining political stability and social order. *Fourth*, increasingly dynamic international cultural exchanges are exerting significant impacts on Thanh Hoa Province, particularly given the presence of numerous tourist areas, industrial zones, and export-processing zones with large numbers of foreign residents.

4.2. ORIENTATIONS FOR BUILDING THE WORKING STYLE OF COMMUNE-LEVEL PUBLIC SECURITY FORCES IN THANH HÓA PROVINCE IN ACCORDANCE WITH HO CHI MINH'S STYLE

In the coming period, the construction of the working style of commune-level Public Security forces in Thanh Hóa Province in accordance with Ho Chi Minh's style should adhere to the following orientations:

4.2.1. Building the working style of commune-level Public Security forces in close alignment with the major guidelines of the Party and the Ministry of Public Security on developing a truly clean, strong, regular, elite, and modern People's Public Security force capable of meeting task requirements in the new situation.

First, the construction of the working style of commune-level Public Security forces in Thanh Hóa Province must place the people at the center, thoroughly internalizing the principle of “respecting the people, being close to the people, staying closely connected with the people, understanding the people, and serving the people.” *Second*, the development of the working style of commune-level Public Security forces should be closely linked with the promotion of democracy within the organization and the enhancement of the spirit of solidarity and unity within the collective. *Third*, the working style should be oriented toward innovation, creativity, dynamism, and proactiveness in the performance of duties, aiming to improve versatility so that each officer can competently undertake multiple tasks, thereby minimizing overlap and redundancy. *Fourth*, the working style should be built on a scientific foundation, with specific and clear plans; grounded in practical realities; accompanied by inspection, supervision, review, and experience summarization, ensuring that all activities are carried out in accordance with established procedures and regulations and achieve high effectiveness. *Fifth*, the construction of the working style should embody discipline, dedication, and responsibility. Each officer and soldier must heighten their sense of self-discipline, uphold revolutionary moral qualities, strictly comply with regulations and operational procedures, and serve the people with a proper, devoted, and wholehearted attitude. *Sixth*, the construction of the working style must be associated with exemplary conduct, ensuring that words are matched by deeds. Each commune-level Public Security officer must truly serve as a model in both speech and action, taking work effectiveness and public satisfaction as the primary measures of performance effectiveness.

4.2.2. Building the working style of the commune-level police force in Thanh Hoa Province in close connection with the effective implementation of directives and resolutions on studying and following Ho Chi Minh Thought, morality, and style.

4.2.3. Building the working style of the commune-level police force must be closely linked to ensuring security and order at the grassroots

level, thereby serving the socio-economic development objectives of Thanh Hoa Province.

4.2.4. Building the working style of the commune-level police force must be associated with improving the quality of cadre and personnel work.

4.2.5. Building the working style of the commune-level police force must be closely linked to caring for people's livelihoods and serving the people.

4.3. SOLUTIONS FOR BUILDING THE WORKING STYLE OF THE COMMUNE-LEVEL POLICE FORCE IN THANH HOA PROVINCE IN ACCORDANCE WITH HO CHI MINH'S STYLE

4.3.1. Group of Solutions to Strengthen the Leadership and Direction of Party Committees and Unit Heads in Building the Working Style of the Commune-Level Police Force in Accordance with Ho Chi Minh's Style

First, to continue strengthening the leadership and direction of Party committees and grassroots Party organizations within the Thanh Hoa Police Force. *Second*, to promote the role of commune Party Committees in leading and directing the development of the working style of the commune-level police force. *Third*, commune-level police Party cells must uphold a high sense of responsibility in leadership and direction, and formulate specific guidelines and plans for developing the working style of the commune-level police force in accordance with Ho Chi Minh's style.

4.3.2. Group of Solutions to Raise Awareness among Actors Involved in Building the Working Style of the Commune-Level Police Force in Thanh Hoa Province

First, to unify awareness across the entire political system of Thanh Hoa Province regarding the urgent need to develop the working style of the commune-level police force in accordance with Ho Chi Minh's style. *Second*, to enhance public awareness of the role and responsibility of the people in developing the working style of the commune-level police force in Thanh Hoa Province. *Third*, to raise awareness among officers and soldiers regarding the development of the working style in accordance with Ho Chi Minh's style.

4.3.3. Solutions on Organizing the Implementation of Building the Working Style of the Commune-Level Police Force in Accordance with Ho Chi Minh's Style

First, to innovate methods and approaches for developing the working style of the commune-level police force in accordance with Ho Chi Minh's style. *Second*, to strictly implement the principle of criticism and self-criticism, while encouraging the people to provide feedback and criticism to the police in order to improve the working style of the commune-level police force. *Third*, to carry out administrative reform and strengthen the application

of information technology and artificial intelligence in the operations of the commune-level police force. *Fourth*, to build a professional and disciplined working environment and to prioritize investment in facilities and technical infrastructure for the commune-level police force. *Fifth*, to consolidate and improve organizational structures and develop specialized teams responsible for education, training, and guidance of the commune-level police force.

4.3.4. Solutions to Enhance the Quality of Inspection, Examination, and Supervision in Building the Working Style of the Commune-Level Police Force

First, to strengthen inspection, examination, supervision, and enforcement of Party discipline within the commune-level police force, including specific themes and contents related to working style development. *Second*, to enhance coordination between the commune-level police force and local agencies, mass organizations, the Fatherland Front, and socio-political organizations in developing the working style. *Third*, to establish mechanisms enabling the people to participate in monitoring and providing social feedback on the working style of the commune-level police force, thereby strengthening close relations between the police and the people.

4.3.5. Solutions to Promote Preliminary Reviews, Final Evaluations, Commendation, Rewarding, and to Strengthen Research and Theoretical Development on the Working Style of the Commune-Level Police Force in Accordance with Ho Chi Minh's Style

First, to effectively conduct preliminary reviews and final evaluations in order to accurately, comprehensively, and substantively assess the effectiveness of developing the working style of the commune-level police force in accordance with Ho Chi Minh's style. *Second*, to promote emulation movements and promptly commend and reward individuals and collectives with outstanding achievements in cultivating and practicing the working style. *Third*, to place emphasis on further developing and refining theoretical foundations concerning the working style of the commune-level police force in accordance with Ho Chi Minh's style.

4.3.6. Solutions to Promote the Proactive and Self-Conscious Engagement of Each Officer and Soldier in Building the Working Style in Accordance with Ho Chi Minh's Style

First, to enhance political steadfastness, determination, dedication, and commitment to service among the commune-level police force. *Second*, each commune-level police officer should actively and consciously develop personal plans and content for moral cultivation and ethical self-improvement. *Third*, each officer should proactively and voluntarily pursue further learning to enhance professional expertise, skills, and understanding of local culture, customs, and language as essential foundations for developing an effective working style.

CONCLUSION

Based on the implementation of the dissertation entitled “Developing the Working Style of the Commune-Level Police Force in Thanh Hoa Province at Present in Accordance with Ho Chi Minh’s Style,” the doctoral candidate draws the following conclusions:

First, Ho Chi Minh’s working style and its application in developing the working style of cadres and Party members has attracted considerable attention from scholars, scientists, and researchers. Within this body of scholarship, the People’s Public Security Force has produced a number of studies approaching the issue from certain perspectives. However, a review of existing research demonstrates that the study of developing the working style of the commune-level police force in accordance with Ho Chi Minh’s style represents a new research direction and does not overlap with previously published scientific works. In particular, research conducted at the commune level in Thanh Hoa Province—the province with the largest number of communes nationwide—possesses a high degree of specificity and practical relevance, especially in the context of the current implementation of the two-tier local government model.

Second, key concepts related to the dissertation—such as style, working style, Ho Chi Minh’s style, Ho Chi Minh’s working style, commune-level police force, working style of the commune-level police force, and developing the working style of the commune-level police force in accordance with Ho Chi Minh’s style—have been newly constructed and refined to ensure consistency with the objectives, tasks, scope, and research subjects of the dissertation. Building upon a comprehensive review of prior studies, the dissertation inherits and further develops existing scholarly achievements while systematizing and providing more in-depth analysis of several theoretical aspects of Ho Chi Minh’s working style, particularly the disciplined and dedicated working style, as well as the innovative and creative working style.

Third, the commune-level police force in Thanh Hoa Province plays a core role in ensuring grassroots-level security and order. In recent years, efforts to build the commune-level police force in general and to develop its working style in particular have achieved certain positive results; nevertheless, numerous limitations remain. Based on the established theoretical framework, the dissertation conducts surveys and empirical analyses of the current situation of working style development among the commune-level police force in Thanh Hoa Province. Through this analysis, the dissertation identifies both achievements and existing problems, thereby highlighting the necessity of comprehensive solutions tailored to the specific characteristics of the commune-level police force in the new context.

Fourth, on the basis of assessing the current situation and analyzing forecasts of influencing factors in the coming period, the dissertation identifies five development orientations and proposes six comprehensive and feasible groups of solutions for developing the working style of the commune-level police force in Thanh Hoa Province in accordance with Ho Chi Minh's style. These solutions are not only strategic in the long term but also respond to urgent practical demands and are aligned with the Party's guidelines and the State's policies and laws, as well as the development orientation of the People's Public Security Force in the new situation, as articulated in Resolution No. 12-NQ/TW dated 16 March 2022 of the Politburo.

With its strong theoretical and practical orientation, the dissertation clarifies the current situation, identifies existing problems, sets forth development orientations, and proposes practical solution groups for developing the working style of the commune-level police force in Thanh Hoa Province at present. Furthermore, these findings may serve as useful references for improving the effectiveness of working style development in other localities nationwide, thereby contributing to the realization of the goal of building a truly clean, strong, disciplined, elite, and modern People's Public Security Force capable of meeting the requirements of the new era—the era of national advancement and renewal.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE THESIS

1. Hà Tiến Linh (2023), “Ho Chi Minh’s Viewpoint on a People-Dedicated Working Style of the Police Forces and Its Application to Commune-Level Police Today”, *Journal of Ho Chi Minh Studies*, Special Issue, 2023, p. 108-114.
2. Ha Tien Linh (2024), “Democracy Toward the People in Ho Chi Minh’s Thought – A Distinctive Feature of the Working Style of the People’s Public Security Forces”, *Political Theory Journal*, Special Issue, Q4 2024, p. 138-145.
3. Ha Tien Linh (2025), “Commune-Level Police Forces Studying and Following President Ho Chi Minh’s Dedicated Working Style”, *Political Theory Online Journal*. Available at: lyluanchinhtri.vn, accessed July 31, 2025.