

**HO CHI MINH NATIONAL ACADEMY OF POLITICS**

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**IMPLEMENTATION OF POLICIES  
FOR ATTRACTING AND UTILIZING TALENT IN THE  
PUBLIC SECTOR IN HO CHI MINH CITY**

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## INTRODUCTION

### 1. The necessity of the research topic

The Fourth Industrial Revolution, characterized by groundbreaking technological advancements, has been powerfully driving innovation processes on a global scale. More than ever, high-quality human resources particularly talented individuals have increasingly become a decisive factor in determining the competitiveness and sustainable development of each nation. The public sector, with its role in providing public services, formulating and implementing public policies, must attract and effectively utilize talent to foster national development.

In Vietnam, the principle of valuing and utilizing talent has long been embedded in the nation's historical tradition and continues to be reaffirmed in the guidelines and policies of the Party and the State. In recent years, numerous important policies and directives have been issued to attract, identify, nurture, and employ talented individuals in service of national development. In the context of the country entering a new era of accelerated growth, the Prime Minister promulgated Decision No.899/QĐ-TTg dated July 31, 2023, approving the National Strategy for Attracting and Utilizing Talent through 2030, with a vision to 2050. This strategy has been further concretized through various legal documents, notably Decree No. 179/2024/NĐ-CP dated December 31, 2024, which stipulates policies for attracting and employing talented individuals in agencies and organizations of the Communist Party of Vietnam, the State, the Vietnam Fatherland Front, and socio-political organizations. These strategies and policy documents have established an important legal framework for developing high-quality human resources in the public sector. However, for these policies to be truly effective, the critical issue lies not only in policy formulation but also in the quality and effectiveness of their implementation in practice.

Although the importance of talent has been clearly emphasized in Party and State documents, in both academic research and policy practice there remains a lack of clarity and consistency in defining "talent," particularly within the public sector, as well as in the criteria for identifying, evaluating, and utilizing such individuals. This issue directly affects the ability to accurately identify talent, assess their contributions, and apply appropriate incentive policies. Consequently, it risks reducing the attractiveness of the public sector to talented individuals, especially as the private sector increasingly offers more competitive remuneration and working environments. Therefore, to effectively implement policies for attracting and utilizing talent in the public sector, it is essential to develop a clear, consistent, and comprehensive theoretical framework, which not only addresses theoretical gaps but also provides a scientific basis for designing effective policy implementation processes.

Ho Chi Minh City, as the country's leading center of economy, culture, education, science and technology, finance, commerce, and services, has following the administrative merger (incorporating the entirety of Binh Duong Province and Ba Ria-Vung Tau Province as of July 1, 2025) expanded its development space and emerged as a special "mega-urban" area. Its economic scale is projected to surpass the GDP of several ASEAN countries and major cities in the region. In this context of expanded development and the aspiration to become a civilized, modern city and a regional innovation hub, the city is facing numerous challenges, including increasing flood risks due to

climate change, a larger population after the merger, pressure on transport infrastructure, demands for smart urban governance, digital transformation, and intense international competition. To achieve its goal by 2030 of becoming a modern, civilized metropolis, a leading center of innovation, and one of the top 100 global cities with a prominent position in Southeast Asia, the city urgently requires a highly qualified, innovative, and visionary talent pool capable of driving development.

In recent years, Ho Chi Minh City has issued and implemented various programs and policies aimed at attracting and utilizing talent in the public sector. However, in practice, the implementation of these policies has revealed several limitations, such as: recruitment and appointment processes that remain overly administrative and inflexible, lacking strong appeal to top experts and scientists; insufficient and inconsistent policy communication, with limited effectiveness in reaching international talent; and a lack of coordination among specialized agencies, particularly in post-recruitment placement and training. As a result, the number of talented individuals attracted to the public sector remains modest, and the city's objectives for attracting and utilizing talent have not been achieved as expected. For instance, during the period 2018–2022, the city attracted only 5 out of 8 targeted experts and scientists, and none of the specially talented individuals (0/6). The number of outstanding graduates recruited into the public sector also remains limited. This indicates a significant gap between policy objectives and actual implementation outcomes.

In the context of increasingly intense global competition for talent, Ho Chi Minh City is presented with a strategic opportunity to emerge as a leading economic, financial, and science-technology hub in the region. Talent resources are therefore considered a decisive factor in realizing these aspirations. Accordingly, the city must adopt breakthrough mechanisms and policies to attract leading experts, scientists, and talented individuals both domestically and internationally, and, more importantly, enhance the quality and effectiveness of policy implementation. Successful implementation of such policies is not only crucial for the city's own development but can also serve as a model for other localities, contributing to improved national public governance. For these reasons, the author has chosen the topic **“Implementation of policies for attracting and utilizing talent in the public sector in Ho Chi Minh city”** as the subject of this doctoral dissertation.

## **2. Research objectives and tasks**

### ***2.1. Research objectives***

Based on theoretical foundations and an analysis of the current state of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to June 2025, this dissertation aims to propose specific and feasible solutions to enhance the effectiveness of implementing such policies in the city in the coming period.

### ***2.2. Research tasks***

To achieve the above objective, the dissertation undertakes the following specific tasks:

To provide an overview of existing studies related to public sector talent, as well as policies and their implementation for attracting and utilizing talent in the public sector, with particular attention to studies conducted in Ho Chi Minh City. On that basis, the dissertation identifies key findings from prior research and determines the gaps that need to be addressed.

To develop a theoretical framework for the implementation of policies for attracting and utilizing talent in the public sector, serving as a scientific foundation for the study of this issue in Ho Chi Minh City.

To assess the current situation of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to June 2025, clarifying achievements, limitations, and their underlying causes.

To propose a system of specific and feasible solutions to enhance the effectiveness of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City in the coming period, thereby contributing to positioning the city as one of the leading localities in the country in attracting and developing talent.

### **3. Research subject and scope**

#### ***3.1. Research subject***

The research subject of this dissertation is the implementation of policies for attracting and utilizing talent in the public sector in Ho Chi Minh City.

#### ***3.2. Research scope***

##### ***3.2.1. Scope in terms of actors***

This study primarily focuses on key actors directly responsible for policy implementation, including the City Party Committee, the People's Council, the People's Committee, and relevant departments (such as the Department of Home Affairs, the Department of Science and Technology incorporating the former Department of Information and Communications the Department of Education and Training, and the Department of Culture and Sports), which are assigned to implement these policies.

##### ***3.2.2. Spatial scope***

The dissertation examines Ho Chi Minh City prior to its administrative merger with Binh Duong Province and Ba Ria-Vung Tau Province on July 1, 2025.

##### ***3.2.3. Temporal scope***

The dissertation focuses on the implementation of policies during the period from 2015 to June 2025. This timeframe is selected to ensure consistency with the defined spatial scope.

### **4. Theoretical framework and research methods**

#### ***4.1. Theoretical framework***

The dissertation employs selected theories from political science to analyze the roles of actors, coordination mechanisms, and the influence of political institutions on the implementation of policies for attracting and utilizing talent in the public sector. In addition, it draws upon public policy theories, particularly the policy cycle and policy implementation theories, to examine the process of implementing talent attraction and utilization policies in the public sector. Furthermore, the dissertation incorporates theories of human resource management in the public sector to clarify the key aspects of talent attraction, utilization, and compensation within the context of a special urban setting.

#### ***4.2. Research methods***

##### ***4.2.1. Methodological approach***

This study is grounded in the methodological principles of dialectical materialism and historical materialism.

##### ***4.2.2. Specific research methods***

The dissertation employs a combination of methods, including: secondary data analysis and synthesis; comparative analysis; case study method;

sociological survey using questionnaires; statistical methods; and an interdisciplinary approach.

### **5. Contributions of the dissertation**

The dissertation contributes to clarifying several theoretical issues related to the implementation of policies for attracting and utilizing talent in the public sector. Specifically, it elaborates key concepts such as: the concept of talent and criteria for identifying talent in the public sector; the concepts of attracting and utilizing talent; and the implementation of policies for attracting and utilizing talent in the public sector.

In addition, the dissertation adopts an interdisciplinary approach to develop an analytical framework for policy implementation in this field, thereby contributing to the enrichment and advancement of research on policy implementation within public administration.

The dissertation provides new empirical data on the current state of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City, based on findings from sociological surveys and policy analysis during the study period. On that basis, it proposes a system of new, specific, and feasible solutions in the context of the city becoming a “mega-urban” area following the administrative merger (from July 2025). These solutions include institutional reforms, enhanced policy communication, strengthened inter-agency coordination, and other measures aimed at improving the effectiveness of policy implementation under new development conditions.

### **6. Theoretical and practical significance**

#### ***6.1. Theoretical significance***

The dissertation contributes to supplementing and clarifying the theoretical foundation for the implementation of policies for attracting and utilizing talent in the public sector. Through the systematization and analysis of relevant theoretical perspectives, it clarifies key concepts related to public sector talent and policy implementation, thereby addressing the lack of clarity and consistency in previous studies. The resolution of these theoretical issues provides a scientific basis for further research in this field. In addition, the dissertation develops an analytical framework for the implementation of policies for attracting and utilizing talent in the public sector, helping to clarify the factors and mechanisms through which the implementation process influences policy outcomes.

#### ***6.2. Practical significance***

The dissertation also serves as a valuable reference for research, teaching, and practical management. In terms of research and teaching, it can be used as a reference material for courses such as Political Science, Public Administration, and Human Resource Management at universities. For local state management agencies, particularly in Ho Chi Minh City, the dissertation provides a useful and reliable source of reference for policymakers and practitioners.

### **7. Structure of the dissertation**

In addition to the introduction and conclusion, the dissertation is structured into four chapters

Chapter 1: Overview of research related to the dissertation topic.

Chapter 2: Implementation of policies for attracting and utilizing talent in the public sector - Theoretical issues.

Chapter 3: Current situation of the implementation of policies for attracting and utilizing talent in the public sector in Ho Chi Minh City and emerging issues.

Chapter 4: Objectives and solutions to enhance the effectiveness of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City in the coming period.

## **Chapter 1 OVERVIEW OF RESEARCH**

### **RELATED TO THE DISSERTATION TOPIC**

#### **1.1. STUDIES ON PUBLIC SECTOR TALENT AND POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR**

##### **1.1.1. Studies on public sector talent**

###### ***1.1.1.1. Studies on talent***

First, studies on the competencies of talent.

This group of studies focuses on clarifying intellectual characteristics and exceptional aptitudes that help identify talent. Emphasizing intellectual capacity, in “*Cisco systems: acquiring and retaining talent in hypercompetitive markets*”, O’Reilly (2000) argues that talent constitutes a segment of the workforce comprising individuals who possess distinctive strengths and exceptional, superior capabilities that others either do not have or possess to a lesser degree, enabling them to generate added value for organizations.

Second, studies on the qualities of talent.

This body of research highlights ethical values, commitment, and the willingness of talented individuals to contribute. Dinh Ngoc Giang (2014) and Nguyen Ngoc Phu (2010) both emphasize that moral qualities are an indispensable component of talent. In “*What is talent? Leader to leader*”, Ulrich and Smallwood (2012) underscore that one of the most critical attributes of talent is their long-term commitment and attachment to the organization.

Third, studies on the value and outstanding performance of talent.

This group of studies focuses on output-oriented aspects, namely the results and impacts generated by talented individuals for organizations and society. Ericsson, K.A., Prietula, M. J., and Cokely, E. T. (2007) argue that talent must be demonstrated through outstanding and measurable performance; without evidence of exceptional achievement, one should speak of potential rather than talent.

###### ***1.1.1.2. Studies on talent in the public sector***

First, studies emphasizing superior competence and qualifications. This group of studies highlights that talent in the public sector consists of individuals with outstanding capabilities and qualifications, particularly in terms of intellectual capacity, creative thinking, practical competence, and professional skills. Nguyen Huu Khien and Le Thi Ngoc Mai (2023), in “*Talent and talented individuals in the public sector in Vietnam*” argue that public sector talent refers to individuals with exceptional competence, possessing superior intellectual abilities, knowledge, and skills that enable them to generate

distinctive outputs and contributions to sectors, localities, or the nation. Similarly, Nguyen Minh Phuong and Dao Thi Lanh (2023), in *“Improving policies for attracting, utilizing, and rewarding talent in the public sector in Vietnam”* provide a more detailed analysis of intellectual capacity, including intelligence, creative thinking, the ability to generalize and forecast, and rapid learning ability (often measured by IQ).

Second, studies emphasizing public service ethics and commitment. This body of research underscores that talent in the public sector must also embody strong ethical qualities and a commitment to serving the common good. Nguyen Huu Khien and Le Thi Ngoc Mai (2023) argue that talented individuals must possess moral integrity, a sense of commitment, and a desire to contribute to society and the nation. In addition to professional competence, they are required to meet stringent standards in terms of political ideology, ethics, lifestyle, work style, and organizational discipline.

Third, studies addressing additional criteria of talent. Other studies also refer to additional criteria of talent, such as physical health and the ability to withstand pressure, which are considered important attributes for effective performance in the public sector.

### **1.1.2. Studies on attracting and utilizing talent in the public sector**

Existing studies have emphasized the role, strategies, and solutions for attracting and utilizing talent, as well as historical and international experiences. Highlighting the importance of attracting and utilizing talent across sectors, in *“21 great ways to hire and keep the best people”*, Brian Tracy (2007) argues that attracting and retaining talent is a decisive factor in the development and success of an organization.

To attract and effectively utilize talent, various studies have proposed specific strategies and solutions. In *“Recruiting and attracting talent: a guide to understanding and managing the recruitment process”*, James A. Breugh emphasizes the need to establish a clear talent attraction strategy with well-defined plans, objectives, and solutions, and to integrate this strategy into the organization’s overall development strategy.

## **1.2. STUDIES ON POLICIES AND THE IMPLEMENTATION OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR**

### **1.2.1. Studies on policies for attracting and utilizing talent in the public sector**

First, studies on concepts, characteristics, and policy content. This body of research addresses the concepts, characteristics, and core components of policies for attracting and utilizing talent in the public sector, including talent sources, recruitment criteria and methods, working environment and remuneration, as well as mechanisms for performance enhancement, evaluation, and talent management. Hoang Thi Ngan et al. (2025), in *“Policies for attracting talent into the public sector in Vietnam today”* argue that talent attraction policy is a system of orientations and instruments designed and operated by the state to identify, recruit, and retain individuals with outstanding qualities and capabilities, thereby contributing to the development of a professional and effective civil service.

Second, studies on the current state of policies. A number of studies have examined the current situation of policies for attracting and utilizing talent in the public sector. Nguyen Minh Phuong (2010), in “*On policies for identifying, attracting, and rewarding talent in the public service in Vietnam today*” notes that the Law on Cadres and Civil Servants (2008) includes provisions related to policies for talented individuals within the public service system.

Third, studies on policy solutions. Research has also proposed various policy solutions. James A. Breaugh (2009) emphasizes the necessity of establishing a comprehensive strategy for attracting and utilizing talent, with clear plans, objectives, and solutions integrated into the organization’s overall development strategy. Similarly, Le Quang (2013) argues for the need to develop a comprehensive and coherent policy framework covering all aspects, from recruitment and training to remuneration, working environment, and career advancement.

### **1.2.2. Studies on the implementation of policies for attracting and utilizing talent in the public sector**

#### ***1.2.2.1. Studies on public policy implementation***

First, studies on the concept, role, and nature of policy implementation. These studies examine the concept of policy implementation, its position within the policy cycle, the nature of the implementation process, and its significance. In general, these definitions address three main aspects: the position of implementation within the policy cycle, the nature of the implementation process, and its importance. Regarding its position, scholars widely agree that policy implementation is an essential stage in the public policy cycle, following policy formulation and serving as a bridge that brings policies into practice.

Second, studies on actors involved in policy implementation. Kieu Quynh Anh and Ho Viet Hanh (2022) emphasize the diversity of actors involved in policy implementation, which varies depending on political systems and national contexts. In addition to state agencies, participants may include international organizations, non-governmental organizations, donors, enterprises, research and training institutions, professional associations, and citizens.

Third, studies on the process of policy implementation. According to Le Van Hoa (2016), the results-based management process of public policy implementation can be summarized into three main stages: (i) formulation and issuance of policy documents, programs, and projects; (ii) organization and execution of these documents, programs, and projects; and (iii) review and evaluation of policy implementation.

Fourth, studies on factors influencing policy implementation. Research indicates that the effectiveness of policy implementation is shaped by multiple complex factors. The intrinsic quality of the policy itself forms the foundation and determines its implementability; the actors and resources involved in implementation constitute core factors. The success of implementation depends on the qualities, capacities, knowledge, and sense of responsibility of public officials. The policy target group, through its acceptance and support, determines the level of cooperation and overall success. Meanwhile, the implementation environment including economic, political, cultural, and social conditions can either facilitate or hinder the process.

### ***1.2.2.2. Studies on the implementation of policies for attracting and utilizing talent in the public sector***

First, studies on implementation processes. This group of studies examines the procedures and stages involved in implementing policies for attracting and utilizing talent. In “*Human Resource Management in the Public Sector: Policies and Practices*” John Daly (2015) argues that talent attraction policies are an integral part of human resource management. Talent management is closely linked to organizational strategy and the capacity to attract, retain, and motivate employees. According to the author, the process of attracting talent in the public sector typically consists of three stages:

Stage 1: Talent recruitment.

Stage 2: Talent search and screening.

Stage 3: Selection interviews.

Second, studies on the current state of policy implementation. Dinh Ngoc Giang (2014) highlights that in the Red River Delta provinces, policy implementation often lacks specificity and effective communication, making it difficult to attract talent. Nhiem Ngan Than (2016) criticizes rigid evaluation criteria for talent and emphasizes the need to use practical performance as the primary standard for assessing officials.

Third, studies on factors influencing implementation. Tran Van Ngoi (2015) points to objective factors such as economic conditions and development, along with political, cultural, and social contexts.

Fourth, studies on solutions for improving policy implementation. Scholars such as Le Van Tu (2023), Ta Ngoc Hai, and Luc Viet Dung (2021) consider raising awareness of the importance of talent within organizations as a fundamental solution.

## **1.3. STUDIES ON POLICIES AND THE IMPLEMENTATION OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY**

### **1.3.1. Studies on talent and talent attraction and utilization in the public sector in ho chi minh city**

Research on public sector talent in Ho Chi Minh City has identified several categories of talent that should be prioritized for attraction and retention. Dang Nguyen Truong Giang (2020), in “*Talent acquisition in the public sector: a case study of Ho Chi Minh city*” emphasizes the importance of implementing policies to attract experts and scientists to support the development of a smart city, particularly in high-tech projects and urban governance. Similarly, Pham Ba and Dinh Thanh (2021), in “*Ho Chi Minh city’s breakthrough through talent attraction*” and Nguyen Thi Thu Hoa (2024), in “*Attracting and utilizing talent to promote state governance in Ho Chi Minh city*” focus on this group as a key future force for public management and innovation.

### **1.3.2. Studies on policies for attracting and utilizing talent in the public sector in ho chi minh city**

This group of studies focuses on the content of policies for attracting and utilizing talent in the public sector issued by Ho Chi Minh City; the current state of these policies, particularly their limitations; and proposed policy solutions. These solutions typically include material and non-material

incentives, the creation of a favorable working environment, and mechanisms to effectively utilize and develop the capacities and strengths of talented individuals.

### **1.3.3. Studies on the implementation of policies for attracting and utilizing talent in the public sector in ho chi minh city**

Trinh Thi Thanh (2011), in “*Developing and implementing policies for attracting and utilizing talent by the ho chi minh city party committee in the current period*” addresses the processes of policy formulation, issuance, and implementation. This is one of the few studies that explicitly examines the stages of the policy implementation process. In addition, Pham Ba and

Dinh Thanh (2021) note the initial number of talented individuals attracted to priority sectors, along with their early contributions to the city’s development.

## **1.4. GENERAL ASSESSMENT OF RESEARCH RELATED TO THE DISSERTATION TOPIC AND ISSUES FOR FURTHER INVESTIGATION**

### **1.4.1. General assessment of research related to the dissertation topic**

*First*, regarding talent, and the attraction and utilization of talent, existing studies have provided fundamental knowledge on key concepts and criteria for identifying talent, including talent in the public sector.

*Second*, numerous studies on policy implementation, particularly the implementation of policies for attracting and utilizing talent in the public sector, have described implementation processes with specific stages, thereby offering a theoretical framework for research.

*Third*, studies on policies and their implementation in Ho Chi Minh City have identified specific programs and policy instruments adopted by the city to attract talent in the public sector.

*Fourth*, the literature also offers valuable lessons drawn from historical experiences in identifying and utilizing talented individuals in the nation’s tradition.

### **1.4.2. Issues for further investigation**

*First*, a major theoretical issue lies in the lack of consensus regarding the concept of talent particularly in the public sector and the criteria for identifying such talent.

*Second*, the lack of clarity and consistency in the process of implementing policies for attracting and utilizing talent in the public sector remains a significant barrier.

*Third*, regarding the mechanisms through which policy implementation affects outcomes, although existing studies have established links between talent management practices and individual as well as organizational performance, there is still limited understanding of the precise mechanisms through which these processes generate results.

### **1.4.3. Research hypotheses and research questions**

#### ***1.4.3.1. Research hypotheses***

First, domestic and international studies have developed a relatively comprehensive theoretical foundation on the implementation of policies for attracting and utilizing talent in the public sector; however, notable gaps

remain, particularly in the context of special urban areas such as Ho Chi Minh City.

Second, talent in the public sector is conceptualized as a combination of outstanding competence, organizational contributions, and public service ethics. Relevant policies encompass key components recruitment, training, utilization, remuneration, and recognition and are implemented through a structured process, with effectiveness influenced by policy design, resources, context, and policy subjects.

Third, in Ho Chi Minh City (2015- June 2025), policy implementation has achieved positive outcomes but continues to face systemic limitations related to leadership capacity, resource allocation, characteristics of policy subjects, and the implementation context.

Fourth, improving policy implementation effectiveness requires a comprehensive and feasible set of solutions, with emphasis on refining implementation processes and ensuring necessary conditions for execution.

#### ***1.4.3.2. Research questions***

First, what are the main findings of domestic and international studies on talent in the public sector, policies for attracting and utilizing such talent, and the implementation of these policies in general and in Ho Chi Minh City in particular? What research gaps remain that this dissertation needs to address?

Second, how is talent in the public sector defined, and what criteria system is appropriate for identifying talent in accordance with the specific characteristics of the public sector? What are the core components of policies for attracting and utilizing talent in the public sector? How is the process of implementing these policies structured? What are the key factors affecting the effectiveness of implementing policies for attracting and utilizing talent in the public sector?

Third, what is the current state of the implementation of policies for attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to June 2025? What are the main strengths and limitations, and what causes underlie these strengths and limitations?

Fourth, what solutions are necessary and feasible to enhance the effectiveness of implementing policies for attracting and utilizing talent in the public sector in Ho Chi Minh City in the context of the city becoming a “mega-urban” area following the administrative merger?

## **Chapter 2**

### **IMPLEMENTATION OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR – THEORETICAL ISSUES**

#### **2.1. BASIC CONCEPTS**

##### **2.1.1. The concept of talent in the public sector**

###### ***2.1.1.1. The concept of talent***

Talent refers to the elite segment of human resources, comprising outstanding individuals who possess superior capabilities, uphold strong ethical standards, are capable of achieving exceptional performance, and exert significant influence on the progress and development of society.

###### ***2.1.1.2. The concept of the public sector***

In Vietnam, the public sector encompasses the entire system of public agencies and organizations, including state institutions, agencies of the Communist Party of Vietnam, and socio-political organizations. These entities operate based on the state budget to exercise state power, maintain social order, ensure stability and development, and provide essential public goods and services through public institutions, without profit-oriented objectives.

#### ***2.1.1.3. The concept and criteria for identifying talent in the public sector***

##### **- Concept of public sector talent**

Talent in the public sector constitutes the elite segment of its human resources, referring to individuals with outstanding qualifications and creative capabilities, strong ethical standards and lifestyles, and a commitment to serving the nation and the people. These individuals produce significant works, outputs, achievements, or contributions that drive the progress and development of a sector, locality, or the nation as a whole.

##### **- Criteria for identifying public sector talent**

First, superior competence: Talented individuals in the public sector possess outstanding capabilities, not only in terms of intellectual ability but also in practical competence and leadership, managerial, or professional skills that meet the requirements of the political and legal system.

Second, ethical qualities and commitment to public service: This is the core foundation ensuring that talent is utilized appropriately and contributes sustainably to society.

Third, outstanding or breakthrough achievements recognized by society: Talent must be demonstrated through exceptional performance or contributions acknowledged by the broader community.

#### ***2.1.1.4. Classification of talent in the public sector***

Public sector talent can be classified based on various criteria, including: categories of talent; positions and roles; components of the public sector in Vietnam; levels of governance; and levels of contribution and development potential.

#### **2.1.2. The concept of attracting and utilizing talent in the public sector**

Attracting and utilizing talent in the public sector is the process by which public sector actors implement measures to encourage talented individuals to voluntarily join the sector, while assigning them appropriate roles or positions, providing a favorable working environment and special incentive schemes to maximize their capabilities, and ensuring their long-term commitment, thereby effectively serving the public interest and national development.

#### **2.1.3. The concept of policies for attracting and utilizing talent in the public sector**

Policies for attracting and utilizing talent in the public sector can be understood as a system of decisions and strategic solutions formulated by the state and other public sector actors to attract and effectively utilize talent, thereby contributing to the public interest and promoting rapid and sustainable national development.

#### **2.1.4. The concept of the implementation of policies for attracting and utilizing talent in the public sector**

The implementation of policies for attracting and utilizing talent in the public sector is a stage in the policy cycle, in which state agencies and other public sector actors carry out strategic decisions and solutions to attract and utilize talent, with the aim of serving the public interest and fostering rapid and sustainable national development.

## **2.2. PERSPECTIVES OF MARXISM - LENINISM, HO CHI MINH THOUGHT, AND THE PARTY'S GUIDELINES AND THE STATE'S POLICIES OF VIETNAM ON ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR**

### **2.2.1. The perspective of Marxism-Leninism on attracting and utilizing talent**

Marxism - Leninism not only emphasizes the decisive role of the masses but also highlights the role of outstanding individuals great figures and leaders who represent exceptional talent within revolutionary movements. According to this perspective, individuals recognized as talented by the masses are those who embody the interests and aspirations of the people, possess strategic vision, and demonstrate strong organizational and mobilization capacities. They play a crucial role in guiding mass movements toward the right direction and achieving significant outcomes.

Marxism - Leninism also offers profound insights into the identification, cultivation, and utilization of talent, emphasizing that the Party and the State must “identify, encourage, support, and promote them”. Although identifying talent is not an easy task, it is a necessary one that must be carried out. Historical experience demonstrates that no social class has ever attained a ruling position without cultivating within its ranks political leaders and vanguard representatives capable of organizing and leading movements effectively.

### **2.2.2. Ho Chi Minh thought on attracting and utilizing talent**

According to Ho Chi Minh, talent must embody both virtue and ability. Talented individuals are those who possess not only professional competence but also strong patriotism and a willingness to dedicate their abilities to serving the people and the nation. The combination of moral integrity and capability enables them to undertake and fulfill significant responsibilities.

Ho Chi Minh applied flexible and creative approaches to identifying and attracting talent under various circumstances. In addition to attracting talent, he articulated profound views on the effective utilization of talent. To nurture and promote talent, he placed particular emphasis on the role of leadership. Leaders must demonstrate skillful leadership, practice democracy, maintain close relations with the people, and listen to the opinions and aspirations of talented individuals in order to effectively utilize their capabilities.

### **2.2.3. The Party's guidelines and the state's policies of Vietnam on attracting and utilizing talent in the public sector**

#### ***2.2.3.1. For talented individuals working as cadres, civil servants, and public employees in the public sector***

Mechanisms for attracting and utilizing this group include direct recruitment, reward systems, early salary increases, priority consideration for promotion, and appropriate job placement aligned with individuals'

competencies and strengths, thereby creating optimal conditions for their contributions.

Since the early period of *Đổi mới*, the Communist Party of Vietnam has recognized the importance of properly utilizing and rewarding talent in the public sector. The Party's perspective has progressively evolved from subjective evaluation toward merit-based assessment, while also decisively replacing underperforming officials to create opportunities for capable individuals. Party documents from the 9th and 10th National Congresses to Resolution No. 26-NQ/TW, Conclusion No. 21-KL/TW, and Resolution No. 57-NQ/TW consistently emphasize attracting, utilizing, and developing talented personnel, particularly in strategic sectors. The 14th National Party Congress (2026) identifies human resource development, especially high-quality human resources, as a key strategic breakthrough.

The Law on cadres and Civil servants, the Law on public employees, and administrative reform programs have institutionalized these orientations. Recent decrees (e.g., No. 178/2024/ND-CP and No. 170/2025/ND-CP) further specify mechanisms for talent attraction through recruitment, incentives, salary policies, appropriate job placement, and preferential promotion, thereby facilitating effective contributions.

#### ***2.2.3.2. For talented individuals who are outstanding graduates and young scientists***

The Party and the state regard the younger generation as a strategic human resource and have long prioritized the identification and development of talent from the education system. From Resolution No. 03-NQ/TW (1997) to the 9th National Party Congress, policies have increasingly emphasized support for gifted students and the development of young cadres. Conclusion No. 86-KL/TW (2014) marked a significant shift by setting a quantitative target of attracting at least 1,000 outstanding graduates and young scientists into the public sector.

Recent resolutions (e.g., No. 45-NQ/TW in 2023 and No. 57-NQ/TW in 2024) continue to affirm the central role of young talent and call for breakthroughs in high-quality human resource development. The Government has operationalized these orientations through Decree No. 140/2017/ND-CP and Decree No. 170/2025/ND-CP, which introduce mechanisms such as competitive recruitment, salary incentives, and appropriate job placement to attract and develop outstanding graduates and young scientists entering the public sector. These policies aim to enhance the attractiveness of the public sector and create favorable conditions for the development of high-quality young human resources from the outset.

#### ***2.2.3.3. For talented individuals who are experts, scientists, and overseas Vietnamese***

Since the early stages of reform, the Party has emphasized the important role of intellectuals and advocated the utilization of talent regardless of Party affiliation or location. Party resolutions from the 8th and 10th National Congresses to Resolution No. 27-NQ/TW (2008) have strongly affirmed the importance of attracting overseas Vietnamese intellectuals and international experts based on their competence and contributions. In the context of international integration, the Party has introduced breakthrough policies,

particularly in Resolution No. 45-NQ/TW (2023) and Resolution No. 57-NQ/TW (2024), calling for special mechanisms to attract both domestic and international talent. More recently, Resolution No. 71-NQ/TW (August 22, 2026) of the Politburo has expanded mechanisms for effectively attracting and utilizing experts and scientists beyond the formal education system. Resolution No. 80-NQ/TW (January 7, 2026) on the development of Vietnamese culture further emphasizes not only talent attraction but also the sustainable development, utilization, and retention of talent.

The Government has translated these orientations into flexible policy instruments, such as Decree No. 87/2014/ND-CP, which allows salary negotiation based on competence and scientific tasks, and Decision No. 899/QD-TTg, which focuses on identifying and utilizing highly qualified experts. Overall, the policy system has become increasingly open, flexible, and conducive to attracting and maximizing the contributions of talent both domestically and internationally for national development.

### **2.3. TARGET GROUPS, OBJECTIVES, AND CONTENT OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR**

#### **2.3.1. Target groups of the policy**

First, talented cadres, civil servants, public employees, and workers.

Second, outstanding graduates and talented young scientists.

Third, experts, managers, business administrators, and leading scientists who are Vietnamese or foreign nationals.

#### **2.3.2. Policy objectives**

The overarching objective of the policy is to attract and effectively utilize talent (both domestic and international) in order to build a high-quality public sector workforce, thereby contributing to a prosperous and happy nation.

#### **2.3.3. Policy content for attracting and utilizing talent in the public sector in Vietnam**

(i) Talent recruitment: The policy clearly defines target groups and recruitment methods.

(ii) Training and capacity development: Talented individuals are prioritized for development into leading scientists and experts; they are given opportunities to participate in domestic and international training programs, as well as political theory and public administration training.

(iii) Assignment and utilization: Talented individuals are considered for leadership and managerial positions; may be promoted to senior specialist or equivalent ranks upon excellent performance; are assigned to lead scientific research projects at ministerial or provincial levels and are granted authority in budget utilization.

(iv) Remuneration and support: Outstanding graduates and talented young scientists recruited into the public sector are entitled to initial attraction allowances.

(v) Rewards and recognition: Mechanisms are in place to ensure timely and appropriate recognition of individuals with outstanding achievements.

### **2.4. ORGANIZATION OF THE IMPLEMENTATION OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR**

### **2.4.1. Actors in policy implementation**

First, Party organizations at all levels, which play a leading role in policy implementation.

Second, state agencies as the primary actors responsible for implementing policies on attracting and utilizing talent in the public sector.

Third, non-state actors, including socio-political organizations, research institutes, and educational institutions.

Fourth, the public and talented individuals themselves, who play a decisive role in determining policy effectiveness and success.

### **2.4.2. Process of policy implementation**

First, issuance of implementation documents: To ensure effectiveness, such documents must meet key criteria, including legality, timeliness, feasibility, and practicality.

Second, policy communication: This activity must ensure diversity, regularity, and timeliness to be effective.

Third, assignment and coordination: Effective coordination requires clear coordination mechanisms; sufficient resources and tools; regular monitoring and evaluation; timely resolution of overlaps and constraints; and enhanced accountability of leaders.

Fourth, inspection and supervision: These activities must ensure comprehensiveness, scientific rigor, and methodological diversity.

Fifth, review and evaluation (mid-term and final): To be effective, these activities must ensure:

- (1) Objectivity and integrity;
- (2) Comprehensiveness;
- (3) Timeliness;
- (4) Feasibility of recommendations;
- (5) Broad participation of stakeholders, especially talented individuals and employing organizations.

### **2.4.3. The role of policy implementation**

First, regarding the policy itself, implementation helps gradually realize the objectives of talent attraction and utilization policies in the public sector.

Second, regarding the public sector, effective implementation facilitates the identification, selection, and retention of talent.

Third, regarding national development, talent constitutes a critical factor in maintaining national independence and promoting socio-economic development.

### **2.4.4. Key factors affecting policy implementation effectiveness**

Policy-related factors: Clearly defined, specific, and feasible policy objectives and solutions.

Resource-related factors: Financial resources, human resources, infrastructure, and technological capacity.

Contextual factors: Economic, cultural, and international conditions influencing the implementation environment.

**Chapter 3**  
**CURRENT SITUATION OF THE IMPLEMENTATION OF**  
**POLICIES FOR ATTRACTING AND UTILIZING TALENT**  
**IN THE PUBLIC SECTOR IN HO CHI MINH CITY**  
**AND EMERGING ISSUES**

**3.1. OVERVIEW OF HO CHI MINH CITY**

**3.1.1. Overview of natural, economic, and social conditions of Ho Chi Minh City**

Ho Chi Minh City is located in the Southeastern region of Vietnam. Following the merger with Binh Duong Province and Ba Ria-Vung Tau Province on July 1, 2025, the newly expanded Ho Chi Minh City has a total natural area of 6,772.65 km<sup>2</sup> (accounting for approximately 2.04% of the country's total area) and a population exceeding 14 million (representing approximately 13.85% of the national population). As the country's leading economic hub, Ho Chi Minh city demonstrates an impressive scale and growth rate of economic development. In terms of socio-cultural aspects, thanks to its favorable geographical location, the City has long served as a convergence point of diverse cultures, shaping distinctive characteristics of its people and society.

**3.1.2. Overview of the Public Sector in Ho Chi Minh City**

First, the public sector in Ho Chi Minh City is large in scale and is currently undergoing streamlining through the transition from a three-tier to a two-tier local government model.

Second, prior to July 1, 2025, Ho Chi Minh City was the first locality to officially implement the urban government model (non-pilot), as approved under Resolution No. 131/2020/QH14 dated November 16, 2020, issued by the National Assembly.

Third, the city's public sector benefits from special mechanisms and policies under Resolution No. 98/2023/QH15 dated June 24, 2023, of the National Assembly on piloting specific mechanisms and policies for the development of Ho Chi Minh City.

**3.2. CURRENT SITUATION OF THE IMPLEMENTATION OF**  
**POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE**  
**PUBLIC SECTOR IN HO CHI MINH CITY**

**3.2.1. Current situation of the implementation process of policies for attracting and utilizing talent in the public sector in Ho Chi Minh City**

**3.2.1.1. Current situation of issuing policy implementation documents**

To implement the Party's guidelines and the State's policies and laws on attracting and utilizing talent in the public sector, the Party Committee and the government of Ho Chi Minh City have issued a system of documents to guide implementation.

First, programs for developing talent (including cadres, civil servants, public employees, and workers) currently working in the public sector.

Second, policies for attracting experts, scientists, and individuals with exceptional talents.

Third, policies for attracting outstanding graduates and young scientific staff into the public sector.

### ***3.2.1.2. Current situation of policy communication***

Policy communication on attracting and utilizing talent in the public sector in Ho Chi Minh City has been implemented in a synchronized manner, with diverse forms and participating actors. This has contributed to raising public awareness, creating widespread influence and consensus, and enhancing the effectiveness of policy implementation.

### ***3.2.1.3. Current situation of assignment and coordination in policy implementation***

In implementing policies for attracting and utilizing talent, the assignment and coordination have been carried out among agencies involved in implementation, as well as between the government and socio-political organizations, research institutes, etc., across stages such as talent recruitment, training and development, placement and utilization, remuneration, recognition, and reward.

### ***3.2.1.4. Current situation of inspection and supervision of policy implementation***

Inspection and supervision have been conducted with the participation of multiple actors, primarily the lead agencies, to ensure the quality and effectiveness of internal policy implementation. These actors have monitored recruitment, training, job placement, remuneration, and recognition activities to ensure transparency and fairness.

### ***3.2.1.5. Current situation of preliminary and final reviews of policy implementation***

Preliminary and final reviews of policy implementation have been conducted by responsible agencies and units. These activities follow a six-step process: issuing plans; collecting information and data; analyzing and evaluating data; preparing review reports; organizing review conferences; and issuing concluding documents.

## **3.2.2. Current situation of the results of policy implementation for attracting and utilizing talent in the public sector in Ho Chi Minh City**

### ***3.2.2.1. Talent recruitment policy***

In recent years, the implementation of policies for attracting and utilizing talent in the public sector in Ho Chi Minh City has achieved notable results, helping to translate policy ideas into practice. However, recruitment outcomes, particularly since 2016, have not met expectations.

### ***3.2.2.2. Talent training and development policy***

The implementation of training and development policies has contributed to developing high-quality human resources and nurturing talent to meet the city's development needs. Nevertheless, a proportion of participants have failed to complete training programs or have resigned.

### ***3.2.2.3. Talent placement and utilization policy***

The results indicate that most talents have been assigned to appropriate positions and provided with favorable conditions to participate actively in public administration, contributing to process improvement and service quality enhancement. However, the placement and utilization of talent after program participation have not fully met requirements, with some cases of mismatched job assignments and insufficient delegation of responsibilities to fully utilize their capabilities.

#### ***3.2.2.4. Talent remuneration policy***

The implementation of competitive financial incentives has provided an important foundation for attracting and retaining talent. However, limitations in implementing remuneration policies have reduced the effectiveness of talent attraction and utilization in the public sector.

#### ***3.2.2.5. Talent recognition and reward policy***

In addition to the above policies, Ho Chi Minh City has emphasized recognition and reward mechanisms to acknowledge the contributions of talented individuals. However, the application of quota limits in awarding titles remains a constraint that needs to be addressed.

### **3.3. EVALUATION OF THE IMPLEMENTATION OF POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY AND EMERGING ISSUES**

#### **3.3.1. Strengths**

##### ***3.3.1.1. Strengths in issuing policy implementation documents***

Over the years, the Party Committee and the city government have issued a system of policy implementation documents with strong legal validity, timeliness, feasibility, and practical relevance.

##### ***3.3.1.2. Strengths in policy communication***

The city has deployed diverse communication channels and methods to widely disseminate talent attraction and utilization policies, with rich and engaging content ensuring effective outreach to target groups.

##### ***3.3.1.3. Strengths in assignment and coordination***

The Party Committee and the city government have established clear assignment mechanisms through legal documents, ensuring unified and coherent governance, as well as inter-sectoral coordination. Coordination mechanisms between leading and cooperating agencies have also been clearly defined.

##### ***3.3.1.4. Strengths in inspection and supervision***

Inspection and supervision activities have been comprehensive, covering all aspects of the policy, from recruitment and training to placement, remuneration, and recognition.

##### ***3.3.1.5. Strengths in preliminary and final reviews***

Review conferences have been organized with the participation of multiple stakeholders, including management agencies, talents, employing units, and socio-political organizations, ensuring that diverse perspectives are considered.

#### **3.3.2. Limitations**

##### ***3.3.2.1. Limitations in issuing policy implementation documents***

Policy documents have not clearly defined the concept and criteria of talent, leading to ambiguity between talent and ordinary human resources. Additionally, despite proactive efforts, delays still occur, and recruitment procedures remain cumbersome and time-consuming, reducing effectiveness.

##### ***3.3.2.2. Limitations in policy communication***

Communication has not been evenly distributed among stakeholders. Outreach to international experts, scientists, and overseas Vietnamese remains limited, reducing its influence on decisions to collaborate or return.

##### ***3.3.2.3. Limitations in assignment and coordination***

First, in some cases, the leading agency responsible for key tasks has not been clearly identified.

Second, coordination among implementing agencies and with external networks remains limited.

#### ***3.3.2.4. Limitations in inspection and supervision***

Inspection and supervision have not been fully comprehensive, and participation from stakeholders, particularly mass organizations, has not been effectively mobilized.

#### ***3.3.2.5. Limitations in preliminary and final reviews***

Although review activities are maintained, their quality and feedback mechanisms remain limited, affecting policy adjustment and improvement.

### **3.3.3. Causes**

#### ***3.3.3.1. Causes of strengths***

First, favorable economic, cultural, and social conditions of the city.

Second, strong attention and leadership from the Party Committee and city government.

Third, relatively adequate allocation of resources, including a highly qualified public workforce.

Fourth, active participation of selected talents in implementation processes.

#### ***3.3.3.2. Causes of limitations***

Limitations stem from insufficient awareness among some agencies regarding the importance of talent and policy implementation; limited financial resources; inadequate responsibility among some young recruits; and broader economic, political, and social factors.

### **3.3.4. Emerging issues**

*First, the need to improve the legal framework and criteria for identifying talent.*

*Second, the need to innovate policy communication in a modern, proactive, and multidimensional manner.*

*Third, the need to improve assignment and coordination mechanisms.*

*Fourth, the need to enhance inspection, supervision, and accountability.*

*Fifth, the need to improve the quality of reviews and feedback mechanisms.*

*Sixth, the need to ensure synchronized and modern implementation conditions.*

## **Chapter 4**

### **OBJECTIVES AND SOLUTIONS TO ENHANCE THE EFFECTIVENESS OF IMPLEMENTING POLICIES FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY IN THE COMING PERIOD**

#### **1.4. FORECAST OF FACTORS AFFECTING THE IMPLEMENTATION OF POLICIES ON ATTRACTING AND UTILIZING TALENT ON PUBLIC SECTOR IN HO CHI MINH CITY**

##### **4.1.1. Forecast of international factors**

First, the rapid development of the Fourth Industrial Revolution, with breakthroughs in digital technology, artificial intelligence (AI), the Internet of Things (IoT), and big data, has been profoundly influencing all aspects of social life. In particular, it is accelerating the transition from e-government to digital government, thereby modernizing the administrative apparatus and improving public service delivery.

Second, the trend of globalization and international integration creates favorable conditions for Ho Chi Minh City to expand its talent pool, enabling it to attract international talent.

#### **4.1.2. Forecast of domestic factors**

First, under the leadership of the Communist Party of Vietnam, the country has achieved independence and national reunification and is actively promoting comprehensive renovation.

Second, from July 1, 2025, the “new” Ho Chi Minh City has been formed through the merger of the former Ho Chi Minh City, Bình Dương Province, and Bà Rịa-Vũng Tàu Province, aiming to develop into a “mega-city” by 2030.

Third, newly issued central government policies for Ho Chi Minh City are creating fresh opportunities for development.

Fourth, along with the rest of the country, Ho Chi Minh City is implementing a major reform to streamline and reorganize the administrative apparatus. These factors simultaneously create breakthrough opportunities and pose urgent requirements for renewing thinking, improving institutional frameworks, and enhancing the capacity to implement talent-related policies in Ho Chi Minh City.

### **4.2. OBJECTIVES OF POLICIES ON ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY**

To synchronously and effectively implement policies that attract, utilize, and promote talented individuals; to create breakthroughs in attracting and developing high-quality human resources for key sectors and high value-added industries; to meet the socio-economic development requirements of the City for the period up to 2030, with a vision to 2050, in accordance with the Resolution of the City Party Congress; and to position Ho Chi Minh City as one of the leading localities in attracting and developing talent.

### **4.3. SOLUTIONS TO ENHANCE THE EFFECTIVENESS OF POLICY IMPLEMENTATION**

#### **4.3.1. Improving the formulation and issuance of policy implementation documents**

First, competent authorities should establish clear and specific criteria for identifying talent in policy implementation documents, aligned with the practical context of Ho Chi Minh City.

Second, the People’s Committee should develop a comprehensive master plan, on the basis of which participating agencies and units formulate their own detailed plans, clearly identifying positions, criteria, and specific talent needs.

Third, the City should develop flexible recruitment mechanisms, shifting from a passive approach (waiting for applications) to a proactive approach (actively identifying, approaching, persuading, and offering opportunities to potential talent).

### **4.3.2. Enhancing policy communication effectiveness**

The City should increase the frequency of communication, dissemination, promotion, and introduction of its policies to domestic and international organizations and individuals, especially research institutes, organizations, educational institutions, and talented individuals.

It should also expand international cooperation and leverage external relations to strengthen policy communication; develop performance indicators to measure communication effectiveness; and regularly monitor and evaluate communication outcomes.

Furthermore, the City should shift from one-way communication (from authorities to society) to a two-way interactive communication approach.

### **4.3.3. Improving assignment and coordination in policy implementation**

To enhance effectiveness, the City should establish a clear, transparent, and accountable legal framework for assigning responsibilities and coordinating among agencies.

To strengthen coordination in recruitment and job placement, the People's Committee should promote the active involvement of employing units in the recruitment process, including competency framework development, job standards setting, interviewing, contract negotiation, and working condition agreements.

The City should also develop and implement a "Talent Convergence" program and build networks connecting the City with organizations and overseas Vietnamese talent.

### **4.3.4. Enhancing inspection and supervision**

First, develop comprehensive and scientific inspection and supervision plans; Second, innovate methods and techniques toward greater depth and effectiveness; Third, promote the application of information technology and digital transformation in inspection and supervision; Fourth, expand the participation of relevant stakeholders in supervision activities; Fifth, establish mechanisms for measuring and evaluating effectiveness based on inputs, outputs, outcomes, and impacts of policy implementation.

### **4.3.5. Improving review and evaluation activities**

To enhance quality and effectiveness, the City should organize high-quality review and evaluation conferences; develop comprehensive and appropriate evaluation criteria; establish independent evaluation groups (including both state and non-state experts where necessary); and apply information technology in data collection and analysis to ensure timely, accurate, and transparent reporting.

### **4.3.6. Ensuring conditions for effective policy implementation**

#### ***4.3.6.1. Human resources for policy implementation***

First, renew thinking and raise awareness among Party committees and agencies regarding the role and importance of talent in the public sector; Second, improve the capacity of civil servants involved in policy implementation; Third, continue administrative reforms and streamline the political system; Fourth, consider establishing a specialized unit responsible for talent attraction and utilization; Fifth, enhance the responsibility and leadership role of heads of agencies.

#### **4.3.6.2. Financial resources**

The People's Committee should ensure adequate and properly allocated funding for policy implementation activities, particularly for salaries and incentives for talented individuals.

#### **4.3.6.3. Infrastructure and socio-political environment**

The City should invest in infrastructure and facilities to support policy implementation; promote digital transformation in management; develop shared databases, especially talent databases; and create a working environment where talent is genuinely recognized, appropriately positioned, and able to fully develop their capabilities. At the same time, efforts should be made to build Ho Chi Minh City into a highly livable city, with strong development in key sectors based on science, technology, and innovation.

## **CONCLUSION**

In the context of rapid scientific and technological advancement, which has elevated the knowledge-based economy and digital economy to a central strategic position in all countries worldwide, the competition to attract and effectively utilize talent has become increasingly intense and decisive. Talented individuals, with their exceptional intellect and creativity, constitute an invaluable resource and a solid foundation for breakthrough economic growth, socio-political stability, and the aspiration for prosperity of each locality and nation. As the “economic locomotive” and innovation hub of the country, Ho Chi Minh City clearly recognizes that building an attractive ecosystem to attract and maximize the potential of talent is always a strategic task and an imperative arising from practical demands.

The dissertation entitled “*implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City*” has focused on clarifying key issues and successfully achieving its research objectives.

First, the dissertation has reviewed relevant scientific studies on the implementation of policies for attracting and utilizing talent in the public sector, thereby constructing a comprehensive and systematic theoretical framework for the research topic. Through an in-depth analysis of core concepts such as “public sector talent,” “policies on attracting and utilizing talent,” and particularly “the implementation of policies on attracting and utilizing talent in the public sector,” the study conceptualizes this process as the manner in which competent authorities translate policies into social practice through the issuance and organization of implementation documents, with the aim of attracting talented individuals to work in the public sector and promoting their capabilities, dedication, and contributions to development.

On that basis, the dissertation has analyzed the role of policy implementation in the development of the public sector; clarified the relevant actors; and identified a structured five-step implementation process, including: (i) formulation of implementation documents; (ii) policy communication; (iii) assignment and coordination; (iv) inspection and supervision; and (v) review and evaluation, along with the necessary conditions to ensure effective implementation.

Second, grounded in a solid theoretical foundation, the dissertation has analyzed and evaluated the current status of implementing policies on attracting and utilizing talent in the public sector in Ho Chi Minh City, employing sociological survey methods and secondary data analysis. The findings indicate that over the past decade, the City has made considerable efforts to concretize the Party's guidelines and the State's policies and laws; to communicate policies to stakeholders, target groups, and the broader public through diverse approaches; to assign lead and coordinating agencies in the implementation process; and to emphasize inspection and supervision in order to promptly identify shortcomings, as well as to conduct periodic reviews and evaluations to draw lessons and make necessary adjustments.

As a result, the City has successfully attracted and selected numerous candidates with "high potential" and "high performance" to participate in its programs. Many experts, scientists, outstanding graduates, and young researchers have contributed to the public sector. Notably, from a situation where outstanding graduates were not attracted to the public sector, by 2024 the City had succeeded in recruiting a significant number of such individuals into its programs. After being recruited, most talents have been appropriately utilized, given opportunities to develop their strengths, and have made meaningful contributions to the City's development.

However, alongside these achievements, the dissertation also identifies several limitations in policy implementation. These include complex and prolonged procedures; at times, limited feasibility of implementation documents, leading to unmet expectations; insufficiently continuous and consistent policy communication; and less effective performance in assignment, coordination, inspection, supervision, and review activities. Consequently, in recent years, the implementation of several programs and policies has not fully achieved the intended objectives. The dissertation identifies fundamental causes stemming from institutional constraints, shortcomings in the implementation process, and inadequacies in ensuring necessary conditions, while also highlighting key issues that the City must address to enhance policy implementation effectiveness.

Third, based on a comprehensive analysis and evaluation of the current situation and the strategic objectives defined by the City Party Congress for the 2025–2030 term, the dissertation proposes a system of fundamental solutions to improve the effectiveness of implementing policies on attracting and utilizing talent in the public sector. The core orientation of these solutions is to innovate, standardize, and enhance the entire implementation process in a scientific, transparent, and coherent manner, aligned with the new development context of a "mega-city" following administrative consolidation. These solutions are designed to address the limitations and their underlying causes identified in Chapter 3, particularly shortcomings in policy formulation, assignment and coordination, communication, inspection and supervision, and review and evaluation.

In parallel with improving the implementation process, the dissertation emphasizes the decisive role of enabling conditions. It proposes solutions to strengthen and improve the organizational structure, particularly the quality of civil servants directly involved in policy implementation. At the same time, it highlights the need to ensure stable and sustainable financial resources.

Furthermore, the dissertation elaborates on solutions to enhance infrastructure and technical conditions, as well as to improve the socio-political environment in a direction that is transparent, open, and supportive of meritocracy and innovation—thereby providing strong support for the effective implementation of policy processes.

Overall, the system of solutions proposed in the dissertation is comprehensive, closely interconnected, and mutually reinforcing. When implemented synchronously, these solutions will contribute to establishing an effective, modern, and competitive policy implementation mechanism, enabling Ho Chi Minh City to realize its objectives of attracting and utilizing talent in the public sector.

The dissertation *“Implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City”* is not only a scientific study but also a committed contribution aimed at fostering meaningful advancements in policy implementation, thereby helping the City to become a hub for talent in the public sector and, together with the whole country, enter a new era of national development and aspiration

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

1. Le Thi Thu Mai & Nguyen Thi Thanh Huyen (2024), *“Solutions to enhance the effectiveness of implementing policies on attracting and utilizing talent in the public sector in Ho Chi Minh City”*, Journal of State Management, No. 338 (3), pp. 108–111.
2. Nguyen Thi Thanh Huyen (2024), *“Ho Chi Minh City’s implementation of policies on attracting and utilizing talent in the public sector”*, Journal of Political Theory, available at: <https://lyluanchinhtri.vn/thanh-pho-ho-chi-minh-thuc-hien-chinh-sach-thu-hut-trong-dung-nhan-tai-trong-khu-vuc-cong-6557.html>.
3. Nguyen Thi Thanh Huyen (2024), *“Applying President Ho Chi Minh’s revolutionary methodology in attracting and utilizing talent in Vietnam today”*, Journal of State Management, available at: <https://www.quanlynhanuoc.vn/2024/11/05/van-dung-phuong-phap-cach-mang-cua-chu-tich-ho-chi-minh-trong-thu-hut-trong-dung-nhan-tai-o-nuoc-ta-hien-nay/>.
4. Nguyen Thi Thanh Huyen (2024), *“Attracting and utilizing talent worldwide and implications for Ho Chi Minh City”*, Journal of Political Science Information, No. 41 (5), pp. 88–93.