

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**IMPLEMENTATION OF THE LAW ON ATTRACTING AND
UTILIZING TALENTED PERSONS IN CIVIL SERVICE ACTIVITIES
IN THE PROVINCES OF THE SOUTHEAST REGION, VIETNAM**

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INTRODUCTION

1. Rationale for the Research

In the context of building a socialist rule-of-law state, improving the quality of the cadre, civil servant and public employee corps is a standing requirement not merely ensuring adequate numbers and proper structure, but also discovering, attracting and utilizing genuinely talented persons (TPs) in the civil service. Attracting and utilizing talented persons (AUTP) is therefore not simply a matter of public sector human resource management but carries profound theoretical and practical significance for the organisation and operation of the state apparatus and the effectiveness and efficiency of state management.

International experience shows that the effectiveness of talent policies depends decisively not on whether legal provisions exist but on the quality of law implementation (LI) in practice the combination of an adequate legal framework with strict, transparent and accountable enforcement mechanisms. In Vietnam, AUTP is a major policy consistently led and directed by the Party and the State; yet the gap between law and its practical implementation remains considerable.

For the Southeast Region the country's leading economic zone with the highest levels of urbanisation, international integration and labour market competition the demand for talented persons in urban governance, digital transformation, science and technology, finance and logistics is increasingly pressing, while the public sector faces intense competition from the private and foreign-invested sectors. Systematic in-depth research into LI concerning AUTP in the civil service in the southeastern provinces is therefore imperative both for enriching the theoretical foundation and for providing scientific evidence to improve legal institutions and their implementation.

2. Research Objectives and Tasks

2.1. Research Objective

To clarify the theoretical and practical issues concerning LI regarding AUTP in civil service activities in the provinces of the Southeast Region; and on that basis to propose orientations and solutions to ensure LI in this domain in

accordance with the requirements of building a socialist rule-of-law state and developing the Southeast Region in the new period.

2.2. Research Tasks

The dissertation addresses four main tasks: (i) critically review the research literature, identify gaps and issues requiring further study; (ii) analyse the theoretical basis of LI regarding AOTP in the civil service, construct the theoretical framework and examine international experience; (iii) assess the current state of the law and of LI concerning AOTP in civil service activities in the southeastern provinces, identifying strengths, limitations and causes; (iv) formulate orientations and propose solutions to ensure LI.

3. Research Subject and Scope

3.1. Research Subject

The theoretical and practical bases of LI regarding AOTP in civil service activities in the provinces of the Southeast Region, Vietnam, from the perspective of the discipline of Theory and History of State and Law.

3.2. Research Scope

Content: The dissertation analyses LI along two dimensions: (i) our forms of LI (compliance, execution, exercise of rights, and application) and (ii) six groups of legal norms: identification of subjects and criteria; attraction mechanisms; utilization mechanisms; rights, obligations and responsibilities of relevant actors; organisational implementation and coordination; and safeguarding mechanisms including inspection, supervision and handling of violations. Spatial: Six provinces and cities Ho Chi Minh City, Binh Duong, Dong Nai, Ba Ria-Vung Tau, Binh Phuoc and Tay Ninh. Temporal: 2015 to June 2025.

4. Theoretical Basis and Research Methodology

4.1. Theoretical Basis

Marxism-Leninism and Ho Chi Minh's thought on utilising talented persons; the Communist Party of Vietnam's orientations on building a socialist rule-of-law state, administrative reform and high-quality human resource development in the public sector. Methodological approach: dialectical and historical materialism.

4.2. Research Methodology

Methods employed include analysis and synthesis, historical, logical, comparative, statistical, and sociological survey methods. The dissertation combines secondary and primary data: a survey of 450 questionnaires and in-depth interviews with three groups of subjects (managerial officials working in organisation and home affairs; heads of agencies and units; and talented persons who have been recruited and other relevant actors) across six provinces and cities of the Southeast Region.

5. New Scholarly Contributions of the Dissertation

First, the dissertation constructs a scientific concept of “law implementation regarding the attraction and utilization of talented persons in civil service activities”, with four defining characteristics (actors, normative content, forms of implementation and conditions of assurance); clearly distinguishes this from “policy implementation” concerning AOTP, thereby establishing the theoretical foundation for assessing the status quo and proposing solutions from the correct disciplinary perspective.

Second, the dissertation operationalises the three traditional criteria of legal science (comprehensiveness, consistency, feasibility) into a measurable set of criteria applicable to the domain of AOTP in the civil service; and integrates them with the four forms of LI to form a comprehensive analytical framework.

Third, the dissertation provides the first primary dataset on LI regarding AOTP in the Southeast Region: 450 survey questionnaires from three groups of actors across six provinces and cities, assessing the status quo by each form of LI and identifying causes of limitations across three groups (legal, enforcement organisation, and conditions of assurance).

Fourth, the dissertation identifies and theorises a fifth condition of assurance digital infrastructure, data and data-driven governance alongside the four traditional conditions (institutional framework, organisational structure, financial resources, and staff capacity), thereby expanding the theoretical

framework to reflect the context of digital transformation and modern public governance.

Fifth, the dissertation proposes a system of solutions specific to the Southeast Region, including two notably new groups: (i) a regional coordination mechanism enabling the six provinces and cities to share talent resources and avoid wasteful intra-regional competition; (ii) a pilot scheme for bespoke policies linked to quantitative evaluation criteria and a controlled scaling-up process.

6. Theoretical and Practical Significance

6.1. Theoretical Significance

The dissertation contributes to enriching the general theory of LI in a specific domain AUTP in the civil service by constructing a theoretical framework covering the concept, characteristics, roles, forms and conditions of assurance of LI in this domain.

6.2. Practical Significance

The research findings serve as scientific evidence for competent authorities in policy-making, law-making and organising LI regarding civil service talent; and as a reference for research and teaching in law, public administration and civil service management.

7. Structure of the Dissertation

In addition to the introduction, conclusion, list of the author's published works, references and appendices, the dissertation comprises four chapters:

Chapter 1: Literature Review;

Chapter 2: Theoretical Basis of LI Regarding AUTP in Civil Service Activities;

Chapter 3: The Current State of the Law and of LI Regarding AUTP in the Southeastern Provinces;

Chapter 4: Orientations and Solutions to Ensure LI Regarding AUTP in the Southeastern Provinces.

Chapter 1

LITERATURE REVIEW

1.1. REVIEW OF RELEVANT RESEARCH

1.1.1. Research in Vietnam

1.1.1.1. Studies on the attraction and utilization of talented persons and the law thereon in civil service activities

Domestic research approaches the subject from diverse angles from theoretical perspectives on talent and the civil service regime to policies on discovering, attracting, employing and remunerating talented persons. Many studies have clarified the concept of talented persons, their role in the public sector, the content of the law on AOTP, and the criteria for identification, recruitment, deployment and retention of talented persons.

1.1.1.2. Studies on law implementation regarding AOTP in civil service activities

Existing works have begun to analyse the organisation of policy and law implementation regarding talent in the civil service, identifying difficulties related to awareness, institutions, resources and the working environment. However, none has engaged in depth with LI theory applied to a specific research region such as the Southeast.

1.1.2. Research Abroad

1.1.2.1. International studies on AOTP and the law thereon in civil service activities

International research approaches the subject primarily from the perspectives of public sector talent management, civil service reform, employer branding and performance governance; emphasising the interconnection between competitive recruitment, merit-based utilization, flexible remuneration, a conducive environment for contribution, and career development.

1.1.2.2. International studies on LI and LI regarding AOTP in civil service activities

International research demonstrates that enforcement effectiveness depends greatly on the coherence of institutions, clear delineation of authority, results-based management, a merit-oriented organisational culture, and effective inspection and supervision mechanisms.

1.2. GENERAL ASSESSMENT AND ISSUES REQUIRING FURTHER RESEARCH

1.2.1. Issues already researched and available for adoption

Published works provide foundational propositions on talented persons, the law on AOTP, the role of talent in the public sector, certain conditions of assurance, and relevant comparative policy and legal experience.

1.2.2. Research gaps

The review identifies four main gaps:

- (i) absence of in-depth research on LI regarding AOTP from the perspective of Theory and History of State and Law;
- (ii) absence of specialised surveys of the Southeast Region;
- (iii) absence of a unified set of criteria for measuring LI effectiveness;
- (iv) no analysis in the context of new legislation (the Law on Cadres and Civil Servants 2025; Resolution No. 24-NQ/TW; Resolution No. 57-NQ/TW).

1.2.3. Issues requiring further research

First, theoretically: a comprehensive theoretical framework on LI regarding AOTP needs to be constructed, covering concept, characteristics, roles, content, forms and conditions of assurance. Second, practically: the results, limitations and causes of LI in the Southeast Region with its distinctive high urbanisation and intense labour market competition must be clarified. Third, on orientations and solutions: the dissertation proposes orientations and

three groups of solutions general solutions, solutions by form of LI, and solutions specific to the Southeast Region.

1.3. RESEARCH HYPOTHESES AND RESEARCH QUESTIONS

1.3.1. Research Hypothesis

LI regarding AOTP in civil service activities constitutes a specific domain of legal implementation; its effectiveness depends on the quality of the law, the capacity of implementing actors, the institutional environment and the distinctive developmental characteristics of the Southeast Region. A comprehensive system of solutions will render LI more substantive and contribute to improving the quality of the civil service.

1.3.2. Research Questions

- (1) How is LI regarding AOTP understood from the perspective of Theory and History of State and Law?
- (2) What are the core content areas of the law on AOTP?
- (3) What is the current state of LI regarding AOTP in the southeastern provinces its outcomes, limitations, causes and influencing factors?
- (4) What orientations and solutions are needed to ensure LI in the context of current public governance reform?

Chapter 2

THEORETICAL BASIS OF LAW IMPLEMENTATION REGARDING THE ATTRACTION AND UTILIZATION OF TALENTED PERSONS IN CIVIL SERVICE ACTIVITIES

2.1. CONCEPT, CHARACTERISTICS AND ROLES OF LAW IMPLEMENTATION REGARDING AUTP IN CIVIL SERVICE ACTIVITIES

2.1.1. Concept of law implementation regarding AUTP in civil service activities

The dissertation establishes the following foundational concepts:

A talented person in civil service activities is a cadre, civil servant or other actor lawfully entrusted with civil service duties who meets the standards of political integrity, ethics, probity and civil service discipline; possesses superior capability over the job position requirements in terms of professional knowledge, implementation skills, systemic thinking and capacity for innovation; demonstrated by a sustained record of outstanding performance or measurable initiatives recognised by the competent authority against defined criteria.

The law on AUTP in civil service activities is the body of legal norms governing the principles, standards, competence, procedures and mechanisms of assurance for the discovery, attraction, deployment, utilization, evaluation, appointment, remuneration and development of talented persons in the civil service; as well as establishing the responsibilities, inspection, supervision and sanctions applicable to relevant actors, with the aim of building a corps of capable and competent cadres and civil servants and enhancing the effectiveness and efficiency of state management.

Law implementation regarding AUTP in civil service activities is the organised process of bringing the legal norms on AUTP into practice through

the lawful conduct of relevant actors, with a view to improving the quality of the cadre, civil servant and public employee corps, the quality of public services, and the effectiveness and efficiency of state management.

2.1.2. Characteristics of law implementation regarding AOTP in civil service activities

LI regarding AOTP exhibits five distinctive characteristics:

(i) Complexity of subject-matter and content: the law identifies criteria and evaluation processes to recognise talented persons rather than fixed lists; the LI process covers the full cycle from discovery to career development.

(ii) Interconnectedness and multiplicity of actors: successive stages in the LI cycle require close coordination among personnel management, finance, training and inspection agencies.

(iii) Concurrent combination of multiple forms of LI: all four forms (compliance, execution, exercise of rights, application) occur simultaneously and interlock; legal application holds the central position.

(iv) High dependence on conditions of assurance: financial and material resources; merit-based, transparent and democratic organisational culture and institutional environment; and organisational implementation capacity.

(v) Linkage between LI effectiveness, civil service quality and civil service performance outcomes: evaluation must encompass both the legality of conduct and the effectiveness of outcomes.

2.1.3. Roles of law implementation regarding AOTP in civil service activities

LI regarding AOTP serves four roles: (i) translating legal norms into practical conduct to improve the quality of the cadre, civil servant and public employee corps; (ii) testing the soundness of legal provisions and providing an empirical basis for improving civil service institutions; (iii) raising the quality of civil service performance and the effectiveness of state management; (iv)

ensuring and realising the rights and legitimate interests of talented persons in the civil service.

2.2. CONTENT OF THE LAW AND FORMS OF LAW IMPLEMENTATION REGARDING AUTP IN CIVIL SERVICE ACTIVITIES

2.2.1. Content of the law on AUTP in civil service activities

The dissertation identifies six principal groups of regulatory content:

(i) Provisions on scope of application, subjects and criteria for identifying talented persons: delineating the scope of legal application, classifying subjects, and establishing criteria combining three groups (character, capability and results) the legal foundation for designing the entire talent policy cycle.

(ii) Provisions on attraction mechanisms and policies: flexible recruitment modalities (competitive examination, direct appointment, appointment without examination, position-based contract), initial incentives and special arrangements for external talent.

(iii) Provisions on utilization mechanisms and policies: four core mechanisms proper placement and empowerment with results-based evaluation; training and development; commensurate remuneration combining financial and non-financial elements; commendation and protection of talented persons when performing innovative and pioneering work.

(iv) Provisions on rights, obligations and responsibilities of actors: establishing the legal status of talented persons (right to fair evaluation, appropriate placement, commensurate remuneration, protection when innovating) and of competent agencies (accountability, power checks).

(v) Provisions on organisational implementation and coordination mechanisms: delineation of central-local authority, inter-agency coordination mechanisms, resource allocation and talent database management.

(vi) Provisions on safeguarding LI, inspection, supervision, evaluation and handling of violations: state and social oversight; two-tier evaluation;

graduated sanctions; transparency and accountability through information disclosure and talent database management.

2.2.2. Forms of law implementation regarding AUTP in civil service activities

Compliance: actors refrain from prohibited conduct discrimination, favouritism and abuse of authority in recruiting, deploying and remunerating talented persons.

Execution: actors fulfil statutory legal obligations such as issuing plans, allocating resources, implementing policies, nominating candidates, evaluating performance and reporting outcomes.

Exercise of legal rights: actors proactively exercise their rights to participate, propose, protect legitimate interests and avail themselves of incentives and support mechanisms.

Legal application (central position): decisions by competent agencies and persons on recruitment, appointment, recognition, promotion, commendation, disciplinary action, remuneration and other management decisions.

2.3. CONDITIONS OF ASSURANCE FOR LAW IMPLEMENTATION REGARDING AUTP IN CIVIL SERVICE ACTIVITIES

2.3.1. Political conditions of assurance

Party leadership, unity of political awareness, determination of the political system and consistency in talent development orientation constitute the foundational condition for effective LI.

2.3.2. Condition of legal completeness

LI effectiveness depends directly on the clarity, coherence, feasibility and stability of the legal system, particularly provisions on criteria for identifying talented persons, authority, procedures, remuneration and power control mechanisms.

2.3.3. Condition of implementation capacity of competent actors

The capacity of agencies and competent persons to identify, select, deploy, evaluate and utilise talented persons directly and decisively determines the quality of LI organisation.

2.3.4. Economic, cultural and social conditions of assurance

Financial resources, the working environment, civil service culture, social traditions, the level of economic development and labour market competition all powerfully affect the effectiveness of LI regarding AOTP.

2.3.5. Digital infrastructure, data and data-driven governance condition

This fifth condition of assurance a new contribution of the dissertation goes beyond the four traditional conditions. In the context of digital transformation and e-government development, information technology infrastructure, a talent database and data-driven governance capacity are indispensable for ensuring the transparency, objectivity and effectiveness of the entire talent policy system in the civil service.

2.4. LAW IMPLEMENTATION REGARDING AOTP IN CIVIL SERVICE ACTIVITIES IN SELECTED COUNTRIES AND LESSONS FOR VIETNAM

2.4.1. Experience of selected countries (Japan, Singapore, China, France)

Japan emphasises competitive examination, a discipline- and responsibility-driven civil service culture and long-term career development linked to substantive performance. Singapore is distinguished by its strict meritocracy principle, competitive salaries, scholarship-for-service schemes, and rigorous talent evaluation and succession planning. China deploys large-scale talent attraction and utilization programmes tied to national development strategy. France maintains a career civil service tradition, emphasising rigorous

training, competitive examination and elite schools for producing high-quality public servants.

2.4.2. Lessons for Vietnam

Key lessons include: refining criteria and mechanisms for identifying talented persons; increasing the competitiveness, transparency and openness of recruitment; improving the environment for contribution and career development; perfecting remuneration schemes and strengthening results-based management.

Chapter 3

THE CURRENT STATE OF THE LAW AND OF LAW IMPLEMENTATION REGARDING THE ATTRACTION AND UTILIZATION OF TALENTED PERSONS IN CIVIL SERVICE ACTIVITIES IN THE PROVINCES OF THE SOUTHEAST REGION, VIETNAM

3.1. FACTORS INFLUENCING LI REGARDING AUTP IN CIVIL SERVICE ACTIVITIES IN THE SOUTHEASTERN PROVINCES

3.1.1. Economic, urbanisation, integration and socio-cultural factors

The Southeast Region records the country's highest levels of economic development, urbanisation, international integration and digital transformation; GRDP per capita significantly exceeds the national average. This generates very large demand for high-quality human resources in the public sector while intensifying competition for talent with the private and foreign-invested sectors.

3.1.2. Organisational structure and operation of local government in the southeastern provinces

Organisational structure, the degree of decentralisation, population size and local governance capacity directly affect demand identification, job

position design, resource allocation and the organisation of LI regarding AUTP. The introduction of a two-tier local government model from 2025 has created additional pressure for talent in grassroots governance.

3.1.3. Characteristics and demand of the regional labour force

There is strong demand for talented persons in key sectors: urban planning, public finance, public investment, science and technology, digital transformation, logistics, environment and administrative reform; while the quality, structure and retention of the public sector workforce remain under considerable pressure.

3.2. THE CURRENT STATE OF THE LAW ON AUTP IN CIVIL SERVICE ACTIVITIES

3.2.1. Strengths of the law and their causes

3.2.1.1. Scope of application, subjects and criteria for identifying talented persons

The law has progressively broadened its scope of application, identified subject categories and quantified certain criteria for recognising talented persons, providing an initial legal basis for implementing talent policies.

3.2.1.2. Attraction mechanisms and policies

Provisions on merit-based appointment, direct recruitment, payroll priority, initial support allowances, training, and facilitation of working conditions for certain groups of talented persons have been established.

3.2.1.3. Utilization mechanisms and policies

The law has progressively recognised mechanisms for deployment, task assignment, appointment, commendation, remuneration and recognition of talented persons to maximise their contribution in the civil service.

3.2.1.4. Rights, obligations and responsibilities of actors

Certain fundamental rights and obligations of state agencies, heads of agencies and talented persons have been established, providing a legal basis for implementation and protection of legitimate interests.

3.2.1.5. Organisational implementation and coordination mechanisms

The law has begun to institutionalise the requirement for multi-actor coordinated implementation of talent policies, creating a basis for the division of labour, decentralisation and coordination in LI.

3.2.1.6. Safeguarding LI, inspection, supervision, evaluation and handling of violations

The law has established initial requirements for transparency, periodic evaluation, reporting and heads' accountability, providing a preliminary basis for the LI assurance mechanism.

3.2.1.7. Causes of the strengths

Strong political guidance from the Party; broad legislative encoding of talent policies; a “beyond-the-framework” approach relative to standard administrative mechanisms; competitive pressure on talent in the context of digital transformation and international integration; and trends of decentralisation linked to heads' accountability.

3.2.2. Limitations of the law and their causes

3.2.2.1. Subjects, scope and criteria for talented persons

The concept, scope and criteria for talented persons remain skewed towards qualifications and formal achievements or are difficult to quantify; they do not fully reflect the specificities of talent in the civil service.

3.2.2.2. Attraction and recruitment of talented persons

Certain provisions on recruitment, merit-based appointment and source development lack sufficient flexibility and are not sufficiently attractive given that the public sector must compete with the private sector on income, development opportunities and working conditions.

3.2.2.3. Utilization of talented persons

Mechanisms for deployment, evaluation, empowerment, career development, protection and remuneration of talented persons are not fully

coherent; the link between substantive performance and remuneration and promotion opportunities remains weak.

3.2.2.4. Rights, obligations, responsibilities and authority of implementing actors

Certain rights and obligations of relevant actors are not fully or specifically defined, or lack effective enforcement mechanisms.

3.2.2.5. Organisational implementation and coordination mechanisms

Authority overlaps, absence of coordination mechanisms, inadequate accountability constraints and lack of specialised inspection and supervision instruments persist in the LI organisation.

3.2.2.6. Safeguarding LI, inspection, supervision and handling of violations

Provisions on LI assurance lean towards orientation and encouragement rather than specific sanctions; dedicated inspection and supervision mechanisms and specific sanctions for violations in talent policy implementation are lacking, creating risks of favouritism, policy exploitation and difficulty in establishing accountability.

3.2.2.7. Causes of the limitations

Four groups of causes: a legislative mindset that favours aspirational policy orientation over enforceable legal norms; fragmented, incoherent legislative drafting across multiple instruments; rapid changes in the talent landscape in the digital era; and local government capacity insufficient to concretise and ensure enforcement.

3.3. THE CURRENT STATE OF LI REGARDING AUTP IN CIVIL SERVICE ACTIVITIES IN THE SOUTHEASTERN PROVINCES

3.3.1. Strengths in law implementation and their causes

3.3.1.1. Strengths in law implementation

Compliance: positive improvements have occurred, with conduct increasingly conforming to legal norms across most agencies and units in the region.

Execution: the provinces and cities have issued implementing instruments; intensified legal communication and dissemination; complied with provisions on standards and initial attraction support allowances; and implemented provisions on entry-level recruitment and utilization. Ho Chi Minh City recruited 1,527 persons into its talent pipeline programme from 2001 to 2020 and 17 international experts from 2014 to 2018. Dong Nai Province attracted 105 high-qualified persons from 2019 to 2022 (27 Ph.Ds, 77 Specialist Level-I physicians and 1 engineer).

Exercise of legal rights: talented persons actively request agencies and units to create conditions for improving professional capacity.

Legal application: state agencies have issued and enforced numerous specific decisions on recruitment, appointment, training, remuneration, commendation and handling of violations.

3.3.1.2. Causes of the strengths

Party and State leadership and guidance; the region's strong development requirements; the initiative of certain localities; and the impact of administrative reform, digital transformation and the demand for improved public governance quality.

3.3.2. Limitations in law implementation and their causes

3.3.2.1. Limitations in law implementation

Compliance: incomplete or inconsistent compliance persists in key stages recruitment (failure to follow prescribed procedures; imposition of local residence requirements); remuneration and post-training commitments;

succession planning and appointment; performance evaluation that is formalistic and non-rigorous; and unsound commendation practices.

Execution: many agencies issue instruments that are generic; legal dissemination is inconsistent (awareness of Decree No. 179/2024/ND-CP averaged only 3.74/5 in the survey); many agencies lack initiative and inter-agency coordination (rated at average level). Following five years of implementing Decree No. 140/2017/ND-CP, talented public employees in Ho Chi Minh City represented only 0.22% of 1,385 employees recruited; talented civil servants from 2018 to 2023 constituted only 2.61% of 498 civil servants recruited. Ba Ria-Vung Tau Province has not succeeded in attracting a single outstanding graduate or young scientist.

Exercise of legal rights: a segment of talented persons or prospective recruits has not engaged adequately with rights to participate in special recruitment programmes, training, entitlements or consideration for succession planning and appointment; a segment has breached service commitment obligations.

Legal application: specialised thematic inspections of LI regarding AOTP are infrequent and irregular; handling of violations by both employing agencies and recruited individuals remains hesitant; no effective mechanism exists for addressing cases where agencies fail to honour commitments on job placement, remuneration and development conditions.

3.3.2.2. Causes of the limitations

Objective causes: incomplete, insufficiently specific and incoherent legislation; intensely competitive labour market; a civil service culture still dominated by seniority-based management and payroll quotas; organisational culture characterised by seniority preference and levelling mentality; inadequate financial, human, data and organisational infrastructure; and legal transition effects of recently enacted legislation.

Subjective causes: inadequate awareness in certain agencies; limited organisational implementation capacity of heads and advisory staff; insufficient responsibility in policy implementation; shallow and audience-inappropriate legal communication; talented persons' lack of proactivity in exercising their legal rights; and infrequent, non-rigorous enforcement of inspection, supervision and sanction mechanisms.

Chapter 4

ORIENTATIONS AND SOLUTIONS TO ENSURE LAW IMPLEMENTATION REGARDING THE ATTRACTION AND UTILIZATION OF TALENTED PERSONS IN CIVIL SERVICE ACTIVITIES IN THE SOUTHEASTERN PROVINCES, VIETNAM

4.1. ORIENTATIONS FOR ENSURING LI REGARDING AOTP IN CIVIL SERVICE ACTIVITIES IN THE SOUTHEASTERN PROVINCES

4.1.1. Linking LI with the socio-economic development strategy of the Southeast Region and the requirements of building a socialist rule-of-law state

Ensuring LI must be aligned with the region's strategy for fast and sustainable development, the requirements of improving local governance effectiveness and efficiency, and the goal of building a professional, modern civil service that serves the people.

4.1.2. Ensuring coherence, continuity and responsiveness to regional specificities

Solutions must simultaneously address all stages of the civil service cycle from discovery to career development while accounting for the region's highly specific and intense talent competition pressure.

4.1.3. Making capacity-building and heads' accountability the breakthrough

Heads hold the pivotal role in identifying needs, selecting, deploying, assigning tasks and creating an enabling environment for talented persons; rights must therefore be linked to responsibility and power control mechanisms.

4.1.4. Ensuring transparency, accountability and power control linked to appropriate decentralisation

A prerequisite for preventing arbitrariness, favouritism and formalism in law enforcement, while creating space for localities to independently design policies suited to their conditions and resources.

4.1.5. Building a merit-based civil service culture linked to an improved institutional environment

A civil service environment must be established that promotes innovation, values substantive performance, respects contribution, protects those willing to bear responsibility, and eliminates egalitarianism and levelling attitudes.

4.1.6. Strengthening the use of technology, data and modern governance methods

Building a regional talent database linked to the National Talent Database of Vietnam; developing a digital recruitment platform; applying artificial intelligence to candidate screening and evaluation; establishing online monitoring and reporting mechanisms for LI outcomes.

4.2. SOLUTIONS TO ENSURE LI REGARDING AUTP IN CIVIL SERVICE ACTIVITIES IN THE SOUTHEASTERN PROVINCES

4.2.1. Group of General Solutions

4.2.1.1. Improving the law on AUTP in civil service activities

Continue to improve the legal system towards unity, clarity and feasibility; specify criteria for identifying talented persons; refine mechanisms

for recruitment, deployment, evaluation, remuneration and protection; add provisions on prohibited conduct and sanctions for violations currently absent from the law; and expand the institutional space for localities to independently enact bespoke talent policies.

4.2.1.2. Reforming mindsets and methods of legal communication and dissemination

Shift from a mindset oriented towards qualifications and formalities to one that values genuine merit and contribution outcomes, treating talented persons as strategic resources in the public sector. Strongly reform communication and dissemination methods through digital technology, targeted audience engagement and two-way information channels.

4.2.1.3. Improving the organisation and capacity of implementing actors

Review and clarify the functions and tasks of relevant agencies; establish a legally binding inter-agency coordination framework; improve the capacity of staff involved in selecting, evaluating and managing talented persons; and link talent policy outcomes to the performance evaluation and classification of agencies and heads.

4.2.1.4. Monitoring and evaluating LI effectiveness

Establish regular thematic inspection and audit mechanisms; strengthen enforcement against violating agencies, heads and individuals; enhance accountability in all policy application decisions; build an integrated talent database and a quantitative, accountability-binding set of LI quality standards.

4.2.1.5. Raising the legal awareness and rights-exercise capacity of talented persons

Produce guidance materials on rights, obligations and participation procedures; improve grievance and whistleblowing protection mechanisms;

simplify and digitise procedures for accessing policies, thereby better leveraging talented persons' proactive role in the civil service.

4.2.1.6. Ensuring financial resources, infrastructure and working conditions

Require expenditure for talent policies to be included in annual budgets as a mandatory, stable item; develop extra-budgetary fundraising mechanisms; design a comprehensive remuneration package combining financial and non-financial elements; link resource allocation to outcomes and effectiveness of talent utilization.

4.2.2. Group of Solutions Specific to the Southeast Region

4.2.2.1. Advancing decentralisation linked to power control

Increase local autonomy in designing and implementing talent policies, while simultaneously establishing clear supervision, accountability and reporting mechanisms to prevent abuse of power and arbitrariness.

4.2.2.2. Building a merit-based civil service culture

Establish a working environment that promotes capacity, substantive performance, responsibility and innovation; link heads' legal accountability to outcomes in building merit-based civil service culture, providing the social and organisational foundation for talented persons to commit long-term to the public sector.

4.2.2.3. Establishing procedures, replicating effective models and controlling critical stages

Standardise procedures for selecting, recognising and deploying talented persons; identify exemplary local models for replication; establish a pilot scheme for bespoke policies with clearly defined quantitative evaluation criteria (numbers of talented persons attracted, retention rate, work outcomes, and satisfaction levels).

4.2.2.4. Drawing on international experience and strengthening regional coordination

Learn from the experience of advanced civil service systems; develop mechanisms for coordination, data sharing, experience exchange and regional linkage among the six provinces and cities in discovering, attracting and utilising talented persons, thereby avoiding wasteful intra-regional competition.

4.2.2.5. Developing bespoke talent mechanisms and policies for each province in the region

Each locality should design talent policies aligned with its comparative advantages, development needs, sectoral structure and budget capacity, avoiding dispersion or mechanical replication across provinces while ensuring consistency with the overarching legal framework and regional development objectives.

4.2.3. Assignment of responsibility for implementing the solution groups

At the central level: the National Assembly, Government, Ministry of Home Affairs and the Party's Commission for Organisation are responsible for improving legislation, issuing standards, guidelines and comprehensive oversight. At the local level: Provincial Party Committees, People's Councils and People's Committees are responsible for enacting bespoke policies, allocating resources, organising implementation and reporting outcomes. Employing agencies are responsible for identifying needs, proposing payroll positions and creating environments for talented persons to develop their capacities.

CONCLUSION

The Southeast Region is a strategically significant development space, distinguished by high urbanisation, large-scale modern governance requirements and intense competition for high-quality talent. In this context, AOTP in civil service activities is no longer a trend-driven choice but a substantive requirement for improving local governance capacity and ensuring that the state apparatus operates effectively, efficiently and in service of the people.

Theoretically, the dissertation has systematised and clarified the foundational theoretical issues on LI regarding AOTP, covering the concept, characteristics, roles, legal content, forms and five conditions of assurance identifying the fifth condition on digital infrastructure and data-driven governance and drawn lessons from Japan, Singapore, China and France.

Practically, alongside positive developments, LI effectiveness remains uneven across localities and falls short of practical requirements. Limitations are present in all four forms of LI, most notably in execution: rules exist but enforcement capacity is lacking; mechanisms exist but civil service discipline is deficient. Causes derive from legislation, enforcement organisation and conditions of assurance.

On orientations and solutions, the dissertation establishes six guiding orientations and proposes two interconnected and mutually reinforcing groups of solutions with assigned responsibility: a group of general solutions (six solutions) and a group of solutions specific to the Southeast Region (five solutions).

The research findings not only contribute to clarifying the theoretical and practical issues of LI in this domain but also furnish scientific evidence for competent state authorities to consult in policy formulation and the organisation of LI, thereby contributing to building a professional, accountable, dynamic and effective Vietnamese civil service that meets the demands of national development in the new era.

**LIST OF THE AUTHOR'S PUBLISHED WORKS
RELATED TO THE DISSERTATION**

1. Nguyen Huong Que (2019), “Initial study on the policy of attracting and utilizing talented persons in Vietnam”, *Journal of Teaching and Learning Today*, Issue 2, pp. 73-75.
2. Nguyen Huong Que (2024), “Implementing the policy of attracting and utilizing talented persons in the public sector in Ho Chi Minh City”, *State Management Journal*, No. 342, pp. 88-91.
3. Nguyen Huong Que (2024), “Attracting talented persons in Binh Duong Province current situation and solutions”, *State Management Journal*, No. 344, pp. 109-112.
4. Nguyen Huong Que (2025), “Improving the effectiveness of attracting talented persons in Ba Ria-Vung Tau Province”, *State Management Journal*, No. 348, pp. 109-112.
5. Nguyen Huong Que (2025), “Improving the law on attracting and utilizing talented persons in civil service activities”, *State Management Journal*, No. 355, pp. 35-39.