

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, driven by breakthrough technological advances, has been accelerating innovation on a global scale. More than ever, talented human resources have become a decisive factor in determining the competitiveness and sustainable development of every nation. The public sector, which plays a central role in providing public services, formulating policies, and implementing public policies, therefore requires the attraction and effective utilization of talented individuals to promote national and local development.

In Viet Nam, the philosophy of valuing and utilizing talent has been a consistent tradition throughout the nation's history and continues to be strongly reaffirmed in the Communist Party's guidelines and the State's legal framework. A notable example is Decision No. 899/QĐ-TTg dated 31 July 2023 of the Prime Minister approving the National Strategy on Attracting and Utilizing Talented People to 2030, with a vision to 2050. This strategy was subsequently institutionalized through Government Decree No. 179/2024/NĐ-CP dated 31 December 2024 on policies for attracting and utilizing talented individuals working in agencies and organizations of the Communist Party of Viet Nam, the State, the Viet Nam Fatherland Front, and socio-political organizations. It was further reinforced by Government Decree No. 170/2025/NĐ-CP dated 30 June 2025 on the recruitment, employment, and management of civil servants, which provides for the recruitment of talented individuals from outside the public sector into the civil service under talent attraction policies. These legal documents have established an important institutional framework for local governments to effectively implement policies on attracting and utilizing talent in the public sector.

Although the strategic importance of talent has been recognized at the national level and localities have actively implemented talent attraction and utilization policies to enhance governance capacity and competitiveness, academic research has yet to reach a consensus regarding the concept of public-sector talent, the criteria for identifying talented individuals, the mechanisms for policy implementation, and the criteria for evaluating policy implementation effectiveness. This situation highlights the urgent need to further develop the theoretical foundations concerning public-sector talent and the implementation of talent attraction and utilization policies, thereby providing a solid basis for designing and implementing effective policies in practice.

Ho Chi Minh City (HCMC) - the country's leading center for economic development, culture, education, science and technology, finance, commerce, and services - is entering a new stage of transformative development. Following the merger of the entire provinces of Bình Dương and Bà Rịa - Vũng Tàu into HCMC on 1 July 2025, the City has evolved into a “mega-city” with a regional-scale economy. This new context places unprecedented demands on the public governance system. Operating such a mega-city requires not only a conventional administrative workforce but also highly qualified personnel possessing advanced expertise, innovative thinking, creativity, and leadership capacity to meet emerging development needs. Such a workforce is essential for strengthening the City's competitiveness and enhancing its position in the context of international integration and development.

After many years of implementing policies on attracting and utilizing talented individuals, HCMC has achieved certain initial results in recruiting talented personnel to support its development objectives. The preferential incentive policies under Resolution No. 27/2023/NQ-HĐND have initially succeeded in attracting several leading experts in semiconductor integrated circuits, nanomaterials, and high-tech agriculture. However, the effectiveness of implementing these policies in the public sector remains limited. During the pre-merger period (2018–2022), the City recruited only five out of eight targeted experts and scientists and failed to attract any individuals classified as exceptionally talented (0 out of 6). As of 2026, the recruitment of experts and scientists remains modest and concentrated in only a limited number of sectors. Moreover, the City has yet to attract talented individuals in several priority fields, including financial technology (FinTech), unmanned aerial vehicles (UAVs), semiconductors, and digital transformation.

The number of outstanding graduates recruited into the public sector also remains relatively low. Civil servants recruited under talent policies accounted for only 2.61% (13 out of 498 recruits), while outstanding graduates recruited as public employees represented merely 0.22% (3 out of 1,385 recruits). Conversely, increasing work pressure combined with inadequate remuneration has contributed to a growing movement of public employees to the private sector, with nearly 9,500 civil servants and public employees leaving their positions during the 2020 - 2023 period. These figures indicate that, despite the City's promulgation of various special mechanisms and policies to attract and utilize talent, the outcomes have not met development requirements or expectations, reflecting the limited attractiveness of the public sector to talented individuals, particularly amid increasingly intense competition from the private sector.

These shortcomings do not stem from the absence of policy orientations or strategic directions but primarily from deficiencies in policy implementation. Survey findings and official reports indicate that the procedures for identifying and recruiting talented individuals remain overly administrative and insufficiently attractive to highly qualified experts and scientists. Policy communication has not been conducted consistently, while both its content and delivery methods remain relatively unattractive, particularly to international talent. Furthermore, coordination among relevant agencies during policy implementation has lacked coherence and effectiveness. As the mega-city model is being developed, failure to identify, analyze, and address these implementation bottlenecks from a scientific perspective may expose HCMC to a serious shortage of highly qualified human resources and talented individuals in the public sector. In the long term, this could undermine policy formulation and implementation capacity, urban governance quality, the City's competitiveness, and its ability to achieve rapid and sustainable development objectives in the new era.

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

First, it reviews the existing body of research on public sector talent, as well as policies and policy implementation for attracting and utilizing talent in the public sector (particularly in Ho Chi Minh City), thereby identifying key research findings and highlighting issues that require further investigation.

Second, it develops a theoretical framework for the implementation of policies on attracting and utilizing talent in the public sector.

Third, it analyzes and evaluates the current implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City during the 2015 - 2025 period, highlighting achievements, limitations, underlying causes, and emerging issues.

Fourth, it proposes a system of specific, feasible, and practical solutions to enhance the effectiveness of implementing policies on attracting and utilizing talent in the public sector in Ho Chi Minh City in the coming years.

3. Research questions

To achieve the research objectives, the dissertation seeks to address the following key research questions:

(1) What is the current state of the implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City during the 2015 - 2025 period?

(2) What factors and underlying causes have contributed to this current state of policy implementation?

(3) What feasible solutions can be proposed to improve the effectiveness of implementing policies on attracting and utilizing talent in the public sector in Ho Chi Minh City in the coming period?

4. Research Object and Scope

4.1. Research Object

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

4.2. Research Scope

4.2.1. Scope of Research Subjects

This dissertation focuses primarily on the key actors directly responsible for policy implementation, including the Ho Chi Minh 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 (including the former Department of Information and Communications), the Department of Education and Training, and the Department of Culture and Sports.

4.2.2. Scope of content

The dissertation focuses on the implementation of policies on attracting and utilizing talent in the public sector within the local government system of Ho Chi Minh City.

To ensure a focused and appropriate scope of research, the dissertation does

not examine in depth the recruitment and deployment of talent in the specialized agencies of the Communist Party, the Vietnam Fatherland Front, socio-political organizations, or state-owned enterprises.

4.2.3. Geographical scope

The study is conducted within the administrative boundaries of Ho Chi Minh City prior to the merger with Binh Duong Province and Ba Ria–Vung Tau Province on July 1, 2025.

4.2.4. Time scope

The dissertation focuses on the implementation of the policy during the period from 2015 to June 2025. This timeframe is selected to ensure consistency with the geographical scope of the study.

5. Theoretical framework and research methods

5.1. 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.

5.2. Research methods

5.2.1. Methodological approach

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

5.2.2. 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.

6. Original contributions of the dissertation

In terms of theory, the dissertation systematizes and further clarifies several fundamental concepts, including the concept and identification criteria of talent in the public sector; the concept of attracting and utilizing talent in the public sector; and the concept of policy implementation for attracting and utilizing talent in the public sector.

In particular, the dissertation successfully adopts an interdisciplinary approach to develop a scientific analytical framework for the implementation of talent policies in the public sector, thereby contributing to the enrichment and advancement of policy implementation research in the field of public administration.

In terms of practice, the dissertation provides a new, comprehensive, and reliable body of empirical evidence on the current state of policy implementation for attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to 2025 through social survey methods and in-depth policy analysis.

Based on these findings, the dissertation systematically identifies and scientifically explains the key systemic bottlenecks and their underlying causes in the local policy implementation process. It also proposes a comprehensive, specific, and feasible system of solutions to improve the implementation of talent attraction and utilization policies in the context of Ho Chi Minh City's transformation into a megacity.

7. Theoretical and practical significance of the dissertation

7.1. Theoretical significance

The dissertation contributes to advancing the theoretical foundations of policy implementation for attracting and utilizing talent in the public sector.

First, it clarifies the concepts of talent in the public sector and the nature of policy implementation, helping to address theoretical gaps in Vietnam.

Second, it develops a comprehensive analytical framework that identifies the key components, influencing factors, operational mechanisms, and evaluation criteria of policy implementation.

Third, through an interdisciplinary approach, the dissertation provides a valuable reference for future research in political science, public policy, and public administration.

7.2. Practical significance

First, the dissertation serves as a useful reference for teaching, learning, and research in Political Science, Public Policy, Public Administration, and Public Human Resource Management.

Second, it provides policymakers and public managers, particularly in Ho Chi Minh City, with empirical evidence and practical recommendations to improve the implementation of policies on attracting and utilizing talent in the public sector under the City's new governance context.

8. Structure of the dissertation

In addition to the introduction, conclusion, and references, the dissertation consists of four chapters and sixteen sections.

Chapter 1: Literature review.

Chapter 2: Theoretical issues of policy implementation for attracting and utilizing talent in the public sector.

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

Chapter 4: Objectives and solutions to improve the effectiveness of policy implementation for attracting and utilizing talent in the public sector in Ho Chi Minh City.

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. Breugh (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

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.

Chapter 2

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

2.1. BASIC CONCEPTS

2.1.1. Talent in the public sector

2.1.1.1. Concept, characteristics, and distinction between talent and related concepts

Talent refers to the elite segment of human resources, comprising individuals who possess exceptional competence, sound moral character, outstanding achievements in their respective fields, and the ability to generate positive impacts on the development of organizations, communities, and the nation. Talent has the following characteristics:

First, talented individuals possess exceptional competence compared with others in the same field.

Second, talented individuals demonstrate sound moral character.

Third, talented individuals achieve outstanding accomplishments that can be objectively measured and verified.

Fourth, talented individuals have the capacity to make positive contributions to overall development.

Distinguish talent from related concepts such as competence, giftedness, genius, and high-quality human resources. Competence, giftedness, talent, and genius are dialectically related concepts, representing different levels in the hierarchy of human development. Talent constitutes a distinctive component of high-quality human resources, characterized by exceptional competence, innovative capacity, and outstanding contributions to the development of organizations and society.

2.1.1.2. Public sector

In Viet Nam, the public sector comprises the entire system of public organizations, including state agencies, agencies of the Communist Party of Viet Nam, and socio-political organizations. These organizations operate primarily on the state budget to exercise state authority, maintain social order, promote national development, and provide essential public goods and services through public institutions on a non-profit basis.

2.1.1.3. Concept and identification criteria of talent in the public sector

Concept of talent in the public sector

Talent in the public sector refers to the elite segment of the public workforce, comprising individuals who possess exceptional competence and creativity, sound moral character, exemplary lifestyles, and a strong commitment to serving the nation and the people. They make outstanding achievements, contributions, or innovations that promote the development of a sector, a locality, or the country as a whole.

Identification criteria of talent in the public sector

First, possessing exceptional competence, including intellectual ability, creativity, professional expertise, practical capability, and leadership or managerial capacity that meet the requirements of the political and legal system.

Second, demonstrating sound moral character and a strong commitment to public service, which ensures that talent is exercised responsibly and for the long-term benefit of society.

Third, achieving outstanding or breakthrough accomplishments that are widely recognized by society.

2.1.1.4. Classification of talent in the public sector

Talent in the public sector can be classified according to several criteria, including target groups, positions and roles, components of the public sector in Viet Nam, levels of management, and the level of contribution and development potential.

2.1.2. Attracting and utilizing talent in the public sector

Attracting and utilizing talent in the public sector refers to the process by which public sector organizations encourage talented individuals to voluntarily join the public sector while assigning them appropriate positions and responsibilities, providing a supportive working environment and preferential incentives to maximize their potential, ensure their long-term commitment, and effectively serve the public interest and national development.

2.1.3. Policies on attracting and utilizing talent in the public sector

Policies on attracting and utilizing talent in the public sector refer to a system of strategic decisions and measures adopted by the state and other public sector actors to attract and utilize talent, thereby serving the public interest and promoting the country's rapid and sustainable development.

2.1.4. Policy implementation for attracting and utilizing talent in the public sector

Policy implementation for attracting and utilizing talent in the public sector is a stage of the policy cycle in which state agencies and other public sector actors implement strategic decisions and measures to attract and utilize talent in order to serve the public interest and promote the country's rapid and sustainable 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/QĐ-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. ANALYTICAL FRAMEWORK FOR POLICY IMPLEMENTATION FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR

2.3.1. Policy targets, objectives, and contents

2.3.1.1. Policy targets

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

Second, outstanding graduates and talented young scientists.

Third, Vietnamese and foreign experts and scientists.

2.3.1.2. Policy objectives

The overall objective of the policy is to attract and utilize domestic and international talent to build a high-quality public sector workforce, thereby contributing to the country's prosperous and sustainable development.

2.3.1.3. Policy contents

(i) Talent recruitment: Policies specify the target groups and recruitment mechanisms.

(ii) Talent training and development: Talented individuals are given priority for professional development to become leading scientists and experts. They are also provided with opportunities to participate in domestic and international training programmes, as well as training in political theory and public administration.

(iii) Talent placement and utilization: Talented individuals are considered for leadership and managerial positions, promotion to senior civil service ranks based on outstanding performance, assignment to lead ministerial- or provincial-level research projects, and authority over the use of research funding.

(iv) Incentives and support: Outstanding graduates and talented young scientists recruited into the public sector are entitled to initial recruitment incentives and support.

(v) Rewards and recognition: Policies provide timely and appropriate rewards and recognition for individuals with outstanding achievements.

2.3.2. Organization of policy implementation for attracting and utilizing talent in the public sector

2.3.2.1. Policy implementation actors

First, Party organizations at all levels, which provide leadership for the policy implementation process.

Second, state agencies, which are primarily 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, talent-utilizing agencies and organizations, together with talented individuals, are key policy actors that contribute decisively to the effectiveness and success of policy implementation.

2.3.2.2. Policy implementation process

First, developing and issuing policy implementation documents.

Second, policy communication.

Third, assigning responsibilities and coordinating policy implementation.

Fourth, monitoring and supervising policy implementation.

Fifth, reviewing and evaluating policy implementation.

2.3.3. Criteria for evaluating policy implementation for attracting and utilizing talent in the public sector

2.3.3.1. Criteria for evaluating the policy implementation process

First, criteria for evaluating the issuance of policy implementation documents, including legality, timeliness, feasibility, and practicality.

Second, criteria for evaluating policy communication, including the completeness of communication content, diversity and accessibility, timeliness and frequency, and the level of impact on target groups.

Third, criteria for evaluating the assignment of responsibilities and coordination in policy implementation, including clarity of responsibilities, coordination, flexibility and effectiveness, and accountability.

Fourth, criteria for evaluating policy monitoring and supervision, including comprehensiveness, scientific objectivity, regularity, and effectiveness.

Fifth, criteria for evaluating policy review and assessment, including objectivity and accuracy, comprehensiveness, timeliness, feasibility, and stakeholder participation.

2.3.3.2. Criteria for evaluating policy implementation outcomes

First, effectiveness.

Second, efficiency.

Third, equity.

Fourth, adaptability.

Fifth, sustainability.

2.4. ROLES OF POLICY IMPLEMENTATION FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR

First, policy implementation helps translate the objectives of talent attraction and utilization policies into practice.

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

Third, effective policy implementation also helps mitigate brain drain.

2.5. MAJOR FACTORS AFFECTING POLICY IMPLEMENTATION FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR

Policy-related factors, including clearly defined, feasible policy objectives and measures.

Resource-related factors, including financial resources, human resources, infrastructure, and technology.

Contextual factors, including economic, cultural, and international factors.

Chapter 2 summary

Chapter 2 systematizes the theoretical foundations of policy implementation for attracting and utilizing talent in the public sector. It clarifies the relevant concepts, the perspectives of Marxism - Leninism, Ho Chi Minh Thought, the Communist Party of Vietnam's guidelines, and the State's policies and laws. The chapter also develops an analytical framework for policy implementation, covering policy actors, implementation processes, evaluation criteria, and influencing factors. This provides the scientific and methodological foundation for analyzing and evaluating the implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to June 2025 in the subsequent chapters.

Chapter 3

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

3.1. OVERVIEW OF HO CHI MINH CITY AND THE PUBLIC SECTOR

3.1.1. Overview of Ho Chi Minh City

Ho Chi Minh City is located in the Southeast region of Vietnam. Following its merger with Binh Duong Province and Ba Ria–Vung Tau Province on 1 July 2025, the expanded Ho Chi Minh City has a total natural area of 6,772.65 km², accounting for approximately 2.04% of the country's total area, and a population of more than 14 million, representing about 13.85% of Vietnam's population. As the country's leading economic center, Ho Chi Minh City has maintained remarkable economic scale and growth. Benefiting from its strategic geographical location, the city has long served as a cultural crossroads, fostering distinctive cultural and social characteristics.

3.1.2. Characteristics of the public sector in Ho Chi Minh City

First, the public sector in Ho Chi Minh City is large in scale, broad in administrative scope, and characterized by complex governance requirements.

Second, the city's public sector has been reorganized toward a leaner, more modern structure to enhance governance effectiveness and efficiency.

Third, the public sector operates under a range of special mechanisms and policies reflecting the city's status as a special municipality and a national development center.

Fourth, the city's public sector places strong emphasis on developing high-quality human resources and reforming public personnel management.

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

3.2.1. Policy implementation actors

First, Party organizations provide leadership, strategic direction, and overall guidance for policy implementation.

Second, the state administrative system serves as the core body directly responsible for organizing policy implementation.

Third, socio-political organizations, public service units, and other social actors participate in the implementation process.

Fourth, talent-utilizing agencies and organizations, together with talented individuals.

3.2.2. Current policy implementation

3.2.2.1. Issuance of 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 People's Government of Ho Chi Minh City have issued a comprehensive set of policy implementation documents, including:

(1) Talent development programmes for public officials, civil servants, public employees, and public-sector workers.

(2) Policies to attract experts, scientists, and individuals with exceptional talent.

(3) Policies to recruit outstanding graduates and talented young scientists into the public sector.

3.2.2.2. Policy communication

Policy communication has been implemented in a coordinated manner through diverse communication channels and with the participation of multiple stakeholders. These efforts have enhanced public awareness, strengthened social consensus, and improved policy implementation effectiveness.

3.2.2.3. Assignment of responsibilities and coordination

Responsibilities have been clearly assigned, and coordination has been maintained among government agencies, socio-political organizations, research institutes, and other stakeholders throughout the processes of talent recruitment, training and development, placement and utilization, incentives, recognition, and rewards.

3.2.2.4. Monitoring and supervision

Monitoring and supervision have been conducted by multiple actors, particularly the lead agencies, to ensure the quality and effectiveness of policy implementation. These activities cover talent recruitment, training, job placement, incentives, and recognition, thereby promoting transparency and fairness.

3.2.2.5. Policy review and evaluation

Policy review and evaluation have been carried out by the responsible agencies and organizations. The review process consists of six main steps: developing implementation plans, collecting data, analyzing and evaluating information, preparing review reports, organizing review conferences, and issuing concluding documents.

3.3. EVALUATION OF POLICY IMPLEMENTATION FOR ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY

3.3.1. Evaluation of the policy implementation process

3.3.1.1. Issuance of policy implementation documents

Strengths: The Party Committee and the People's Government of Ho Chi Minh City have issued a comprehensive system of policy implementation documents with strong legal validity, timeliness, feasibility, and practical relevance.

Limitations: Despite proactive implementation efforts, delays still occur. Recruitment procedures remain cumbersome and time-consuming, reducing the effectiveness of talent attraction.

3.3.1.2. Policy communication

Strengths: Ho Chi Minh City has adopted diverse communication channels and approaches to disseminate talent policies, enhancing public awareness and policy outreach.

Limitations: Policy communication has not reached all stakeholder groups equally. Communication targeting international experts, scientists, and overseas

Vietnamese remains limited, reducing its influence on decisions to work or return to the City.

3.3.1.3. Assignment of responsibilities and coordination

Strengths: The City has established clear mechanisms for assigning responsibilities and coordinating implementation through legal documents, ensuring consistency and inter-agency cooperation.

Limitations: In some cases, the lead agency responsible for key tasks has not been clearly identified. Coordination among implementing agencies and with external organizations and networks also remains inadequate.

3.3.1.4. Monitoring and supervision

Strengths: Monitoring and supervision have covered major aspects of policy implementation, including recruitment, training, placement, incentives, and recognition.

Limitations: Monitoring and supervision have not been sufficiently comprehensive, and the participation of stakeholders and social organizations remains limited.

3.3.1.5. Policy review and evaluation

Strengths: Policy review and evaluation have involved government agencies, talented individuals, employing organizations, and socio-political organizations, ensuring broad stakeholder participation.

Limitations: Although regularly conducted, policy review and evaluation have been constrained by limited assessment quality and feedback, reducing their contribution to policy improvement.

3.3.2. Evaluation of policy implementation outcomes

3.3.2.1. Talent attraction and recruitment

The City has implemented various talent attraction programmes, contributing to the recruitment of high-quality human resources and experts in key sectors.

However, the number of talented individuals recruited remains below expectations, while the occupational structure and target groups have yet to meet the City's development needs.

3.3.2.2. Talent training and development

Training and development policies have contributed to improving the quality of the public workforce.

However, some programmes have not fully achieved their objectives, and staff attrition remains a challenge.

3.3.2.3. Talent placement and utilization

The City has gradually assigned talented individuals to positions aligned with their expertise, enabling many to perform effectively.

Nevertheless, talent utilization remains suboptimal in some organizations, with administrative constraints limiting opportunities to fully realize individual potential.

3.3.2.4. Talent incentives

Talent incentive policies have been gradually improved by combining financial support with investments in the working environment, contributing to talent attraction and retention.

However, salaries and incentive packages remain insufficiently competitive, particularly for experts and scientists.

3.3.2.5. Talent recognition and rewards

The City has maintained recognition and reward mechanisms to acknowledge contributions and encourage innovation among talented individuals.

Nevertheless, the criteria and procedures for rewards remain overly administrative, lack timeliness, and have not provided sufficient motivation for talent.

3.4. CAUSES AND EMERGING ISSUES

3.4.1. Causes of the strengths and limitations of policy implementation for attracting and utilizing talent in the public sector in Ho Chi Minh City

3.4.1.1. Causes of the strengths

First, the achievements in policy implementation are largely attributable to Ho Chi Minh City's favorable economic, cultural, and social conditions.

Second, these achievements reflect the strong commitment of the City Party Committee, the People's Government, and public sector agencies to implementing policies on attracting and utilizing talent.

Third, policy implementation has been supported by adequate resources, including a large and highly qualified workforce of public officials and civil servants capable of meeting the governance demands of a megacity.

Fourth, experts, scientists, talented individuals, workers, and students selected for the programmes have actively participated in the policy implementation process.

3.4.1.2. Causes of the limitations

The limitations of policy implementation mainly stem from inadequate awareness among some agencies and organizations of the importance of talent and policy implementation for the City's development, limited financial resources, insufficient commitment and initiative among some young recruits, and the influence of broader economic, political, and social conditions.

3.4.2. Emerging issues in policy implementation for attracting and utilizing talent in the public sector in Ho Chi Minh City

First, the mismatch between the demand for high-quality talent to support the development of a modern city and the administrative nature of existing talent identification and recruitment criteria.

Second, the gap between attracting talent and effectively utilizing talent after recruitment.

Third, the inconsistency between the need to improve policy implementation quality and the current implementation capacity, which has yet to meet the City's development requirements.

Fourth, the imbalance between the objective of providing attractive incentive schemes and the availability of implementation resources.

Fifth, the gap between the need to professionalize talent attraction and the current capacity of policy implementation actors.

Chapter 3 summary

Chapter 3 analyzes and evaluates the implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City during the period from 2015 to June 2025. The findings indicate that the City has achieved significant progress in attracting, training, utilizing, incentivizing, and developing talented individuals. However, shortcomings remain in policy implementation documents, policy communication, coordination, monitoring and supervision, and the effectiveness of several policy measures. The chapter also identifies the key objective and subjective factors affecting policy implementation effectiveness, providing the practical foundation for the policy recommendations presented in Chapter 4.

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

4.1. FORECAST OF FACTORS AFFECTING THE IMPLEMENTATION OF POLICIES ON ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY FOR THE PERIOD 2026 - 2030

4.1.1. International factors

The international environment is expected to continue to be shaped by the Fourth Industrial Revolution, digital transformation, artificial intelligence, globalization, and international integration. While these trends create opportunities for international cooperation and the attraction and development of high-quality human resources, they also intensify competition among countries and localities for talent. Consequently, Ho Chi Minh City will need to implement talent policies in a more flexible, modern, transparent, and internationally competitive manner.

4.1.2. Domestic factors

In the coming years, the Central Government's strategic resolutions, the vision of developing Ho Chi Minh City into an innovative megacity, the implementation of special governance mechanisms, and ongoing administrative reforms are expected to create favorable conditions for improving talent attraction and utilization. At the same time, demand for highly qualified human resources in science, technology, and digital transformation will continue to increase. However, the City will also face challenges related to talent competition, institutional reform, and improving the quality of public officials and civil servants. These factors will directly influence the effectiveness of policy implementation.

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

The policy aims to effectively implement measures for attracting, utilizing, and developing talented individuals while maximizing their potential. It seeks to create breakthroughs in developing high-quality human resources for strategic sectors, high-technology industries, and high value-added fields to meet the City's socio-economic development goals through 2030, with a vision to 2050. At the same time, the policy aims to position Ho Chi Minh City as one of Vietnam's leading centers for attracting and developing talent.

4.3. SOLUTIONS TO IMPROVE THE IMPLEMENTATION OF POLICIES ON ATTRACTING AND UTILIZING TALENT IN THE PUBLIC SECTOR IN HO CHI MINH CITY

4.3.1. Enhancing awareness and renewing approaches to attracting and utilizing talent in the public sector

It is necessary to enhance the awareness and mindset of public officials, particularly senior leaders, foster a talent-oriented organizational culture, and link responsibility for identifying and utilizing talent with performance outcomes.

The institutional framework should be improved by establishing talent identification criteria based on competence and performance, while reforming recruitment and utilization mechanisms to ensure greater flexibility, transparency, and suitability for different target groups.

Further decentralization and delegation of authority should be accompanied by effective supervision and accountability mechanisms, enabling Ho Chi Minh City to implement talent policies more proactively and flexibly.

4.3.2. Improving the institutional framework for policy implementation

First, improving the framework for identifying talent in the public sector.

Second, refining regulations on attracting, recruiting, and utilizing talent in the public sector.

Third, strengthening decentralization and delegation of authority for Ho Chi Minh City in implementing talent policies.

4.3.3. Improving the quality of policy implementation

First, shortening the talent recruitment process while ensuring competitiveness.

Second, improving policy communication.

Third, strengthening the assignment of responsibilities and inter-agency coordination.

Fourth, enhancing monitoring and supervision.

Fifth, improving policy review and evaluation.

4.3.4. Improving the quality of policy implementation actors and organizational structure

First, enhancing the capacity of public officials responsible for policy implementation.

Second, further streamlining and strengthening the policy implementation system.

Third, promoting the leadership and accountability of senior officials in attracting and utilizing talent.

4.3.5. Strengthening implementation resources and the working environment

First, ensuring adequate financial resources for policy implementation.

Second, improving salary policies and incentive schemes.

Third, strengthening infrastructure and facilities to support policy implementation.

Fourth, creating a talent-oriented working environment.

Fifth, fostering a favorable socio-political environment for attracting and utilizing talent in the public sector.

Chapter 4 summary

Chapter 4 forecasts the international and domestic factors affecting the implementation of policies on attracting and utilizing talent in the public sector in Ho Chi Minh City and identifies the policy objectives for the coming period. Based on these analyses, the dissertation proposes a comprehensive set of solutions to improve the institutional framework, enhance policy implementation, strengthen implementation resources, and create a more supportive working environment. The effective implementation of these solutions is expected to address current shortcomings, improve policy implementation effectiveness, and enable Ho Chi Minh City to attract and develop high-quality human resources to support rapid and sustainable development in the new era.

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 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.