

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**THE LEADERSHIP OF THE PARTY COMMITTEES OF PROVINCES
AND CITIES IN THE NORTHEAST COASTAL REGION IN DEVELOPING
TOURISM HUMAN RESOURCES FROM 2011 TO 2020**

SUMMARY OF DOCTORAL THESIS

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INTRODUCTION

1. Rationale for the research topic

1. Throughout the process of national renewal, the Communist Party of Vietnam has consistently identified tourism as an important economic sector and regarded the development of tourism human resources (THR) as a decisive factor in service quality, competitiveness, and the sustainable development of the tourism industry. During the period 2011–2020, alongside the strong growth of Vietnam’s tourism sector, THR developed in both scale and quality, contributing to improvements in service quality and the effectiveness of tourism development. However, THR continued to face various limitations in terms of quantity, quality, professional qualifications, occupational skills, foreign language proficiency, and professionalism, and did not fully meet the requirements of tourism development in the context of international integration and digital transformation. This reality calls for systematic research into the process of leadership, management, and implementation of THR development, thereby providing a scientific basis for formulating orientations and policies for the new period.

2. The Northeast coastal region (comprising Quang Ninh province and Hai Phong city) possesses substantial potential and advantages for tourism development and was identified as a key tourism region under *Decision No. 201/QĐ-TTg* dated 1/20/2013, of the Prime Minister approving “*The master plan for Vietnam tourism development to 2020, with a vision to 2030*”, and *Decision No. 2163/QĐ-TTg* dated 11/11/2013, approving “*The Master plan for tourism development in the Red river delta and Northeast coastal region to 2020, with a vision to 2030*”. During the period 2011–2020, under the leadership of the local Party committees, tourism in Quang Ninh and Hai Phong developed rapidly and made a positive contribution to socio-economic growth. Training, professional development, and THR development received increasing attention, gradually improving the quality of the tourism workforce. Nevertheless, THR in the region continued to face limitations in terms of scale, quality, professional qualifications, occupational skills, foreign language proficiency, and coordination among localities in the training and utilization of human resources.

Against this backdrop, studying the process through which the Party committees of provinces and cities in the Northeast coastal region led the development of THR during the period 2011–2020 is of considerable theoretical and practical significance. Such research contributes to clarifying how the Party’s orientations on THR development were applied at the local level; evaluating the achievements, limitations, and underlying causes; and drawing lessons of value for leadership and policy formulation concerning THR development in the new period. Although numerous studies have examined tourism and THR, to date, no study in the field of the History of the Communist Party of Vietnam has comprehensively and systematically investigated the process through which the Party committees of provinces and cities in the Northeast coastal region led THR development during the period 2011–2020. This constitutes the basis for the PhD candidate to select the research topic entitled “**The Leadership of the Party Committees of provinces and cities in the Northeast coastal region in developing tourism human resources from 2011 to 2020**” for a doctoral dissertation in History, specializing in the History of the Communist Party of Vietnam.

2. Research purpose and tasks

2.1. Research purpose

To clarify the leadership of the Party committees of provinces and cities in the Northeast coastal region in developing tourism THR from 2011 to 2020; to provide scientific arguments and draw lessons from practice, thereby contributing to the development of THR in the Northeast coastal region in the current period.

2.2. Research tasks

- To review the existing literature, identify research gaps, and determine the issues that the dissertation focuses on clarifying.

- To analyze the factors influencing the policy orientations and leadership of the Party Committees of provinces and cities in the Northeast coastal region in developing THR during the period 2011–2020.

- To clarify the policy orientations and leadership process of the Party Committees of provinces and cities in the Northeast coastal region regarding THR development through two periods: 2011–2015 and 2016–2020.

- To evaluate the achievements, limitations, and causes in the leadership of local Party committees in developing THR during the period 2011–2020.

- To draw lessons from the practical leadership of the Party committees in the Northeast coastal region in developing THR.

3. Research object and scope

3.1. Research object

The research object of the dissertation is the policy orientations and the process through which the Party committees in the Northeast coastal region led the development of THR from 2011 to 2020.

3.2. Research scope

Regarding the content: The dissertation focuses on examining the policy orientations and leadership and direction of the Quang Ninh provincial Party committee and the Hai Phong municipal Party committee concerning THR development during the period 2011–2020, in the following aspects: (1) development of mechanisms and policies; (2) training and professional development; and (3) utilization, management, and attraction of THR

In this dissertation, the PhD candidate approaches and classifies THR into three main groups: (1) human resources in state management; (2) human resources working at tourism training institutions; and (3) human resources working in tourism enterprises and tourism service providers. *(This classification is based on and inherits the classification specified in Decision No. 3066/QĐ-BVHTTDL of the Ministry of Culture, Sports and Tourism).*

Regarding the geographical scope: The Northeast coastal tourism region comprises two centrally governed administrative units: Quang Ninh province and Hai Phong city, based on their respective administrative boundaries during the period from 2011 to 2020.

Regarding the temporal scope: The dissertation focuses on the period from 2011 through the end of 2020, *(which was the period when localities simultaneously implemented the Vietnam human resources development strategy for the 2011–2020 period)* However, to ensure a systematic examination of the research topic, the dissertation also refers to several relevant issues from the period before 2010 and after 2020.

4. Theoretical foundations, research methods, and sources

4.1. Theoretical foundations

The dissertation is grounded in the methodological foundations of Marxism-Leninism and Ho Chi Minh thought concerning productive forces and the role of human factors in revolutionary struggle, as well as in national construction and defense.

4.2. Research methods

The dissertation primarily employs two research methods: the historical method and the logical method, combined with methods of collecting, synthesizing, analyzing, and comparing documentary sources.

4.3. Sources

The sources used in the dissertation include Party and State documents on tourism and human resource development; resolutions of the Quang Ninh provincial Party committee and the Hai Phong municipal Party committee; reports and statistical data from ministries, sectors, and local authorities; as well as relevant scientific studies, projects, journal articles, and conference proceedings on THR development.

5. Novel contributions of the dissertation

The dissertation provides a rich, up-to-date, and reliable body of data regarding the leadership of provincial and municipal Party committees in the Northern Key Economic Region over the development of agriculture, forestry, and fisheries during the 2011–2020 period; simultaneously, it objectively and scientifically reconstructs the policies and direction provided by these Party committees throughout this process. Based on this foundation, the dissertation offers assessments of strengths, limitations, and their underlying causes, while distilling valuable lessons to inform future leadership in the development of the agriculture, forestry, and fisheries sectors.

6. Theoretical and practical significance of the dissertation

6.1. Theoretical significance

By reviewing the process through which the Quang Ninh provincial Party committee and the Hai Phong municipal Party committee concretized the Party's orientations on THR development during the period 2011–2020, the dissertation contributes to strengthening the theoretical and practical foundations for the Party to further improve its orientations and enhance the effectiveness of leadership in THR development in the Northeast coastal region and nationwide.

The study reviews the process through which the Quang Ninh provincial Party Committee and the Hai Phong municipal Party committee led THR development and draws several lessons from practice. These findings contribute additional scientific arguments for improving orientations and solutions for THR development in the subsequent period.

6.2. Practical significance

The findings of the dissertation can serve as reference materials for research and teaching in the fields of the History of the Communist party of Vietnam, Tourism, and Tourism and hospitality management.

The research findings can also serve as reference materials for research, teaching, and the formulation of orientations and policies for tourism human resource development in the Northeast coastal region and in other localities with similar conditions.

7. Structure of the dissertation

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

CHAPTER 1

OVERVIEW OF THE RESEARCH SITUATION RELATED TO THE DISSERTATION TOPIC

1.1. RESEARCH STUDIES RELATED TO THE DISSERTATION TOPIC

1.1.1. Studies on tourism and tourism human resources in selected countries around the World

Studies conducted by foreign scholars have provided relatively comprehensive approaches to theoretical issues concerning tourism, destination management, and tourism human resource development from various perspectives.

Regarding monographs, “*Tourism Economics and Tourism Studies*” by Dong Yuming and Wang Dinglei (2000) established a theoretical foundation for tourism economics, management, and tourism industry development. “*Culture on Tour: Ethnographies of Travel*” by Edward M. Bruner (2005) approached tourism from an anthropological perspective, clarifying the relationship between culture and tourism activities. “*Human Resource Management for the Hospitality and Tourism Industry*” by Dennis Nickson (2007) focused on human resource management in the tourism and hospitality sector, particularly recruitment, training, and human resource development. “*The Geography of Tourism and Recreation: Environment, Place and*

Space” by Michael Charles Hall and Stephen John Page (2014) analyzed the relationship between geographical space, the environment, and sustainable tourism development.

More recent works, such as *Advanced Introduction to Tourism Destination Management* by Chris Ryan (2020), *Community-Based Rural Tourism and Entrepreneurship* by Yasuo Ohe (2020), *Principles of Human Resource Development* by Radhika Kapur (2020), and *Tourism in Asian Cities* by Saurabh Kumar Dixit (2021), have further expanded research on destination management, community-based tourism development, human resource development, urban tourism management, and tourism development strategies in the context of globalization and digital transformation.

Among doctoral dissertations, notable studies include “*Human Resource Development and management for tourism: Case studies from China and Malaysia*” by Abby Yi-chun (2003), which examines tourism human resource development and management in relation to public policies; “*Tourism human resource development in Vientiane capital, Lao*” PDR by Phonhnikhone Sukhaseum (2015), which analyzes the current situation and proposes solutions for tourism human resource development; “*Perceived destination competitiveness and International tourists’ response behaviour: A case of Langkawi island, Malaysia*” by Zaliha Zainuddin (2018), which investigates destination competitiveness; “*Destination strategic positioning and marketing strategy for foreign High-quality tourists*” by Hathaichanok Chimbanrai (2021), which focuses on destination positioning and marketing strategies; and “*Service design in tourism: Tourist experience-driven destination in Qingzhou ancient city, China*” by He Yuliang (2024), which examines service design aimed at enhancing tourist experiences and the value of tourism destinations.

In addition, numerous scientific articles have examined tourism human resource development from different perspectives. Notable studies include *Human Resource Development in the Tourism Sector in Asia* by Soh Juliana Kheng Mei (2008); *Balancing Tourism Education and Training* by Zagonari Fabio (2009); *Lifelong Learning for Tourism* by Cuffy Violet et al. (2012); *Human Resources in Tourism: Still Waiting for Change* by Tom Baum (2015); and *Sustainability and the Tourism and Hospitality Workforce: A Thematic Analysis* by Tom Baum et al. (2016). These studies primarily examine the current state of tourism human resources, education and training, lifelong learning, and occupational skills development, while emphasizing the roles of the State, educational institutions, and enterprises in building a high-quality tourism workforce.

Overall, international studies have provided important theoretical and practical foundations for tourism development, destination management, and tourism human resource development. They have also highlighted international experiences in human resource training, attraction, utilization, and development; policy formulation; strengthening linkages between educational institutions and enterprises; and enhancing the competitiveness of the tourism industry. These studies therefore constitute valuable references for research on tourism human resource development.

1.1.2. Studies on tourism and tourism human resources in Vietnam

1.1.2.1. General studies on tourism in Vietnam

Domestic studies have approached various aspects of tourism in a relatively comprehensive manner, including tourism theory, development planning, state management, and THR development.

Regarding monographs, notable works include “*Tourism market*” by Nguyen Van Luu (2009), which examines tourism market issues and the relationship between the tourism market and tourism human resources; “*Tourism planning*” by Bui Thi Hai Yen (2011), which clarifies the theoretical foundations and methodologies of tourism development planning; “*Geography of tourism in Vietnam*” by Nguyen Minh Tue (2013), which analyzes geographical factors and the spatial organization of tourism; “*Exploiting coastal areas for marine tourism*” by Pham Van

Giap et al. (2015), which examines the utilization of marine resources for sustainable tourism development; *“Vietnam tourism – from theory to practice”* by Phan Huy Xu and Vo Van Thanh (2018), which systematizes theoretical and practical issues concerning tourism development, with particular emphasis on the role of high-quality human resources; and *“Historical and revolutionary war relics in Vietnam for tourism development”* by Lam Nhan (2018), which examines the exploitation of historical and cultural heritage for cultural tourism development.

At the doctoral dissertation level, *“Improving state management of tourism in Lam Dong province”* by Nguyen Tan Vinh (2008) focuses on state management of tourism at the local level; *“Development of travel services under conditions of International economic integration: Experiences from several East Asian countries and policy implications for Vietnam”* by Nguyen Trung Khanh (2012) analyzes policies for developing travel services and human resources in the context of international integration; *“Tourism development in Binh Thuan province from the perspective of sustainable development”* by La Nu Anh Van (2012) examines tourism development in association with sustainable development; *“The Ba Ria–Vung Tau provincial party committee’s leadership in tourism economic development from 1991 to 2015”* by Dinh Van An (2018) and *“The communist party of Vietnam’s leadership in tourism development from 2006 to 2015”* by Nguyen The Thi (2020) approach tourism development from the perspective of the History of the Communist party of Vietnam, clarifying policy orientations and the process of leadership in tourism development; *“Rural tourism development in the red river delta”* by Tran Thi Yen Anh (2022) analyzes rural tourism development in association with community participation and human resource training; and *“State management by Thanh Hoa province over sustainable tourism development”* by Le Thi Binh (2022), which examines the role of state management in sustainable tourism development and improving the quality of human resources.

In terms of scientific articles, notable studies include *“Forecasts and measures for Vietnam’s Tourism industry during and after the COVID-19 pandemic”* by Vo Duc Tam and Vo Van Ban (2020), which analyzes the impacts of the pandemic and proposes solutions for tourism recovery; and *“An overview of theoretical issues on tourism product development and lessons learned for Vietnam”* by Thai Thi Nhung (2025), which systematizes theoretical perspectives on tourism product development and proposes lessons for Vietnam, emphasizing the role of policies, tourism product development, and improvement of human resource quality.

Overall, domestic studies have provided important theoretical and practical foundations for tourism development, state management, tourism planning, product development, resource utilization, and tourism human resource development. At the same time, numerous studies have clarified the roles of the Party, the State, local authorities, educational institutions, and enterprises in sustainable tourism development. These studies provide an important reference basis for examining the leadership process in tourism human resource development in Quang Ninh and Hai Phong.

1.1.2.2. Studies on Tourism human resources and tourism human resource development in Vietnam

Domestic studies have focused on clarifying theoretical and practical issues concerning THR, THR development, state management, training, and coordination and collaboration in THR development.

Regarding monographs, notable works include *“Human resource development – A decisive factor in the development of Vietnam’s tourism industry”* by Nguyen Van Luu (2014), which provides a comprehensive examination of the role, current situation, and solutions for tourism human resource development; and *“The impacts of intangible resources and dynamic capabilities on the business performance of enterprises in Vietnam’s tourism industry”* by Phan Van Dan, Huynh Minh Tam, Phuoc Minh Hiep, and Chu Bao Hiep (2023), which analyzes the

relationship between human resource quality, competitiveness, and the performance of tourism enterprises in the new context.

At the doctoral dissertation level, notable studies include “*Improving state management of labor in tourism business activities in Vietnam*” by Hoang Van Hoan (2002), which examines state management of the tourism workforce; “*Tourism human resource development in the South central coast and central highlands regions*” by Tran Son Hai (2010), which analyzes the current situation and proposes region-specific solutions for human resource development; “*Mobilizing investment capital for tourism human resource development in Vietnam under conditions of International economic integration*” by Dinh Thi Hai Hau (2014), which examines policies and investment resources for human resource development; and “*Tourism human resource development for the Northern midlands and mountainous provinces*” by Nguyen Manh Hung (2019), which develops a system of assessment criteria and proposes solutions for tourism human resource development associated with state management, training, attraction, and inter-organizational cooperation.

Regarding scientific research projects, notable works include “*Scientific foundations and solutions for tourism human resource development in Vietnam*” by Pham Trung Luong (2010), which systematizes the theoretical foundations and proposes solutions for tourism human resource development; and “*Regional cooperation and linkages in tourism development in the Red river delta*” by Le Van Minh (2013), which clarifies the role of regional linkages, inter-locality cooperation, and collaboration among stakeholders in tourism development.

Among scientific articles, notable studies include “*Application of the Venn Diagram in tourism human resource development*” by Nguyen Quoc Nghi (2009); “*Tourism Workforce training to meet the requirements of tourism economic development*” by Nguyen Ba Ngoc (2013); “*Developing a human resource development model for tourism industry clusters*” by Nguyen Thanh Liem and Nguyen Van Long (2013); “*Training and human resource development in the tourism Industry toward 2020*” by Vu Duc Minh and Duong Hong Hanh (2015); and “*Supplementing high-quality and professional human resources: A key task in tourism development in the Mekong delta*” by Pham Xuan Hau and Nguyen Van Sy (2015). These studies primarily focus on training, occupational skills development, models of cooperation among management agencies, educational institutions, and enterprises, as well as solutions for improving human resource quality to meet the development requirements of the tourism industry.

Overall, domestic studies have provided important theoretical and practical foundations for tourism human resource development, state management, training, attraction, utilization, and collaborative approaches to human resource development. At the same time, numerous studies have proposed models, assessment criteria, and solutions for tourism human resource development in line with the requirements of sustainable development, digital transformation, and international integration. These studies provide important references for examining the process of tourism human resource development in the Northeast coastal region.

1.1.3. Studies on tourism and tourism human resources in the Northeast coastal region

Studies on tourism and THR in the Northeast coastal region have focused on issues including marine tourism development, sustainable tourism, regional linkages, state management, destination development, and THR in Quang Ninh and Hai Phong.

Regarding monographs, notable works include “*Sustainable development of Hai Phong marine tourism under conditions of International integration*” by Nguyen Hoai Nam (2017), which examines Hai Phong marine tourism development in association with sustainable development and improvements in human resource quality; and “*Developing traditional craft villages in association with tourism development in Quang Ninh*” by Vu Van Vien (2024), which analyzes the development of agricultural tourism and traditional craft villages and

proposes solutions for tourism development in the Northeast Coastal Region serving local development needs.

At the doctoral dissertation level, notable studies include *“Research and assessment of tourism resources and bioclimatic conditions for sustainable tourism development in the Quang Ninh–Hai Phong area”* by Nguyen Dang Tien (2016); *“Tourism development in Hai Phong in the context of linkages with the Red river delta and Northeast coastal region”* by Nguyen Thi Hong Hai (2018); *“Tourism destination product development in Quang Ninh, Vietnam”* by Doan Manh Cuong (2018); *“MICE tourism development in the red river delta and Northeast coastal region”* by Vu Thi Hau (2019); *“Policies for developing national tourism areas in the Red river delta and Northeast coastal region of Vietnam”* by Duong Thi Hong Nhung (2019); *“Enhancing the competitiveness of Ha Long tourism destination, Quang Ninh”* by Nguyen Thi Quynh Huong (2019); *“State management of tourism accommodation business activities in Hai Phong”* by Nguyen Thi Tam (2020); *“Human resource development in travel enterprises in the Northern coastal region”* by Vu Van Vien (2020); *“Solutions for developing tourism human resources for enterprises in Hai Phong city”* by Pham Van Long (2023); and *“The tourism economic structure in Quang Ninh province”* by Le Huu Phuong (2024). These studies examine tourism development and human resources from various perspectives, including tourism resources, regional linkages, product development, state management, destination competitiveness, tourism enterprises, and the tourism economic structure.

Regarding scientific research projects, notable studies include *“Key solutions to enhancing the attractiveness of tourism destinations in the Northern economic growth triangle (Hanoi–Hai Phong–Quang Ninh)”* by Nguyen Viet Thai (2006); *“Research and proposal of solutions for developing Hai Phong’s tourism human resources under conditions of International integration toward 2020”* by Pham Van Long (2016); and *“Research and proposal of resource-based solutions for Hai Phong marine tourism development under conditions of International integration toward 2020”* by Nguyen Hoai Nam (2016). These research projects focus on proposing solutions for destination development, resource utilization, and tourism human resource development to meet the requirements of international integration.

In terms of scientific articles, a notable study is *“Human resource development in Quang Ninh province in the context of digital transformation”* by Nguyen Thi Song Ha (2025), which examines solutions for tourism human resource development in association with digital transformation, training, attraction, and improvement of human resource quality in Quang Ninh Province.

Overall, these studies have provided important theoretical and practical foundations for tourism and tourism human resource development in the Northeast Coastal Region. They have clarified the potential and advantages of Quang Ninh and Hai Phong; analyzed the role of human resources in service quality, competitiveness, and sustainable tourism development; and proposed various solutions concerning human resource training, attraction, and utilization, regional linkages, state management, and the development of distinctive forms of tourism. These studies constitute valuable reference materials for examining the leadership of local Party Committees in tourism human resource development in the Northeast Coastal Region during the period 2011–2020.

1.2. FINDINGS OF THE REVIEWED STUDIES AND ISSUES TO BE ADDRESSED BY THE DISSERTATION

1.2.1. Findings of the Reviewed scientific studies

Regarding sources: The reviewed studies have utilized a wide range of sources, including Party documents, State policies and legislation, monographs, doctoral dissertations, research projects, and scientific articles. These sources provide important theoretical and practical foundations concerning tourism development, tourism human resources (THR), and tourism

human resource development, while also offering useful guidance for the PhD candidate in approaching, utilizing, and processing documentary sources during the research process.

Regarding approaches and research methods: The reviewed studies have employed various approaches and research methods from disciplines such as history, economics, management, tourism, and geography, while combining methods of analysis, synthesis, statistical analysis, comparison, sociological investigation, and interdisciplinary research. These constitute valuable methodological experiences for the PhD candidate to inherit and apply in the dissertation.

Regarding content: This constitutes the research gap that the dissertation addresses, aiming to clarify the leadership role of Party committees in the Northern Coastal and Delta region in formulating policies, organizing implementation, and developing the local agricultural economy during the 2011–2020 period.

1.2.2. Issues the Dissertation focuses on studying and addressing

Firstly, to clarify the factors influencing the leadership of the Party Committees in the Northeast coastal region over THR development during the period 2011–2020, including the international and domestic contexts; the region's natural, economic, and socio-cultural conditions; the situation of THR development prior to 2011; and the Party's and State's guidelines and policies on human resource development.

Secondly, to examine the guidelines and the leadership and direction of the Party Committees in the Northeast coastal region regarding THR development during the period 2011–2020 in the following areas: development of mechanisms and policies; training and professional development; and attraction, utilization, and management of THR.

Thirdly, to assess the achievements, limitations, and underlying causes in the leadership of the Party Committees in the Northeast coastal region over THR development during the period 2011–2020, from the perspectives of awareness, policy formulation, and implementation.

Fourthly, to draw lessons from the practice of leadership over THR development by the Party Committees in the Northeast coastal region during the period 2011–2020, thereby contributing to the scientific basis for formulating guidelines and policies on THR development in the coming period.

CHAPTER 1 SUMMARY

Domestic and international studies have provided important theoretical and practical foundations concerning tourism, THR, and THR development. Numerous studies have clarified the role of human resources in the sustainable development of the tourism industry, while analyzing influencing factors and proposing various solutions for the training, attraction, utilization, management, and development of THR.

With regard to the Northeast coastal region, existing studies have clarified the potential, advantages, and current situation of tourism and THR development in Quang Ninh and Hai Phong. However, to date, no study has systematically and comprehensively examined the leadership of the Party committees in the Northeast coastal region in THR development during the period 2011–2020 from the perspective of the History of the Communist Party of Vietnam.

Building selectively upon the findings of previously published studies, the dissertation further examines the process through which the Party committees in the Northeast coastal region led tourism human resource development during the period 2011–2020, thereby contributing to the theoretical and practical foundations of this field of research.

CHAPTER 2

POLICY ORIENTATIONS AND LEADERSHIP OF THE PARTY COMMITTEES OF PROVINCES AND CITIES IN THE NORTHEAST COASTAL REGION IN TOURISM HUMAN RESOURCE DEVELOPMENT (2011–2015)

2.1. FACTORS INFLUENCING THE LEADERSHIP OF THE PARTY COMMITTEES OF PROVINCES AND CITIES IN THE NORTHEAST COASTAL REGION IN TOURISM HUMAN RESOURCE DEVELOPMENT

2.1.1. Some issues concerning tourism human resources and tourism human resource development

Regarding THR: To date, there is no universally agreed definition of tourism human resources (THR). Documents of the World Tourism Organization (UNWTO) and the International Labour Organization (ILO) do not provide a direct definition of THR, but instead use the concept of *tourism employment*, referring to employment associated with the production of goods and services for tourists. From this perspective, tourism human resources can be understood as the entire workforce directly or indirectly involved in activities that create products and services for tourists.

In Vietnam, the 2017 Law on tourism does not provide a separate definition of tourism human resources. However, based on *Decision No. 3066/QĐ-BVHTTDL 9/29/2011*, approving the *Human resource development plan for Vietnam's tourism sector for the 2011–2020 period*, the dissertation identifies three main groups of tourism human resources: (1) human resources engaged in state management of tourism; (2) human resources within the tourism education and training system; and (3) human resources working in tourism enterprises. This classification constitutes the scope of tourism human resources adopted consistently throughout the dissertation.

Regarding THR development: According to the ILO's perspective and the orientations of the Communist Party and the State of Vietnam, human resource development is a process of formulating and implementing policies and programs aimed at improving the quantity, quality, and structure of human resources in accordance with socio-economic development requirements.

On this basis, the dissertation defines THR development as the process through which management bodies, educational and training institutions, and enterprises formulate and implement orientations, policies, and solutions to develop the tourism workforce in terms of quantity, quality, and structure, thereby meeting the requirements of tourism industry development.

Development in terms of quantity refers to increasing the size and growth rate of the tourism workforce in accordance with the development needs of the industry. Development in terms of quality refers to improving workers' professional qualifications, occupational skills, management capabilities, foreign language proficiency, information technology skills, professional ethics, and service manner. Development in terms of structure refers to appropriately adjusting the workforce structure according to fields of activity, educational and training levels, types of occupations, and geographical distribution, in accordance with the development requirements of individual localities and the tourism industry as a whole.

These three dimensions are closely interrelated and mutually complementary, constituting an important foundation for improving service quality, enhancing competitiveness, and promoting the sustainable development of the tourism industry.

2.1.2. Factors influencing tourism human resource development by the Party Committees of provinces and cities in the Northeast coastal region (2011–2015)

2.1.2.1. *Developments in world, regional, and domestic tourism*

Entering the second decade of the twenty-first century, global tourism continued to develop strongly, with a shift toward sustainability, the application of digital technologies, and

improved service quality, thereby placing increasingly high demands on tourism human resources. In Southeast Asia, tourism development and the process of regional integration created opportunities for cooperation while simultaneously increasing competitive pressures on Vietnam's tourism industry.

Domestically, along with industrialization, modernization, and international integration, Vietnam's tourism sector experienced rapid growth in both scale and quality, reinforcing its role as an important economic sector. However, tourism human resources continued to face numerous limitations in terms of quality, occupational skills, foreign language proficiency, and workforce structure, and remained insufficient to meet development requirements.

For the Northeast Coastal Region, this context created both favorable conditions and an urgent need for tourism human resource development, providing an important basis for local Party Committees to formulate orientations and lead tourism human resource development during the period 2011–2020.

2.1.2.2. Natural, Economic, and Socio-Economic Conditions of the Northeast Coastal Region

According to Decision No. 2163/QĐ-TTg dated November 11, 2013, the Northeast coastal region comprises Quang Ninh Province and Hai Phong City. It is one of the three tourism sub-regions within the Red River Delta and Northeast coastal region and possesses a strategic geographical position and considerable tourism development potential. Favorable natural conditions, abundant tourism resources, together with economic growth and increasingly developed transport infrastructure, tourism facilities, and training institutions, provided a favorable foundation for tourism human resource development.

In addition, diverse cultural identities and strengthened cooperation between the two localities contributed to expanding collaboration in the training, utilization, and development of tourism human resources. However, the seasonality of tourism, shortages of high-quality workers, limitations in foreign language proficiency and occupational skills, and disparities in the level of development between localities remained significant challenges. These circumstances required local Party Committees to formulate appropriate orientations and solutions for developing tourism human resources in response to development requirements in the new period.

2.1.2.3. The development of tourism human resources in the Northeast coastal region before 2011

Before 2011, Hai Phong and Quang Ninh had begun to pay attention to THR development; however, related policies were primarily incorporated into resolutions, development plans, and tourism development orientations.

Regarding the formulation of schemes, the supplementation of planning, and mechanisms for THR development:

In Hai Phong, Politburo Resolution No. 32-NQ/TW dated August 5, 2003 identified the development of the city as a service and tourism center of the Northern Coastal Region. Resolution No. 20/2006/NQ-HĐND set the target of reaching 32,000 workers by 2010, with 50% having received training. In addition, Decisions No. 704/QĐ-UBND and No. 706/QĐ-UBND, Resolution No. 04/2008/NQ-HĐND, and Resolution No. 01/2009/NQ-HĐND provided a basis for improving human resource quality. *In Quang Ninh*, Decision No. 4991/2001/QĐ-UBND approving the *Tourism Development Plan of Quang Ninh Province for 2001–2010* laid the foundation for tourism human resource training.

Regarding the training, professional development, and capacity building of the tourism workforce:

In Quang Ninh, by 2010, the province had nine tourism vocational training institutions, providing training for more than 2,000 learners annually. In addition, 15 officials were sent abroad for training during the period 2007–2010. Hai Phong had established a training system

ranging from elementary to university level; the College of Tourism and Services enrolled approximately 500–600 students annually. From 2007 to before 2010, the city's training institutions graduated 6,096 trainees and students, with an average annual growth rate of 11.69%.

Regarding the utilization and attraction of THR:

Hai Phong's Resolution No. 20/2006/NQ-HĐND on “*Boosting tourism development for the 2006–2010 period with a vision toward 2020*” and Quang Ninh's Decision No. 4991/2001/QĐ-UBND on the “*Tourism development master plan for Quang Ninh province for the 2001–2010 period*” both address the training, professional development, and recruitment of human resources; however, the incentive policies remain merely directional in nature and lack sufficiently robust mechanisms.

Overall, before 2011, THR in Hai Phong and Quang Ninh had developed in terms of scale and training, creating a foundation for the subsequent period. However, the workforce structure remained inappropriate, quality was still limited, and there was a shortage of management personnel and leading experts. Training, professional development, attraction, and utilization of human resources had not yet fully met the requirements of the rapidly developing tourism industry.

2.1.2.4. Guidelines of the Party and the State on tourism human resource development

During the period 2011–2020, the Party and the State continued to improve orientations and policies for tourism development toward modernization, sustainability, and international integration, while identifying human resource development as one of the decisive conditions. The 11th National Party Congress (2011) identified the rapid development of human resources, particularly high-quality human resources, as one of the three strategic breakthroughs and emphasized strengthening linkages among the State, training institutions, and enterprises to meet tourism development requirements.

To concretize the Party's orientations, Decision No. 2743/QĐ-TTg (2011) approved the *Vietnam Tourism Development Strategy to 2020, with a Vision to 2030*; Decision No. 201/QĐ-TTg (2013) and Resolution No. 02/NQ-CP (2014) continued to affirm the objective of developing tourism into a spearhead economic sector, with emphasis on improving human resource quality. Regarding human resource development, Decision No. 1216/QĐ-TTg (2011) and Decision No. 3066/QĐ-BVHTTDL (2011) set objectives for tourism human resource development in terms of quantity, quality, and structure, while promoting standardization in accordance with the requirements of international integration.

These orientations and policies constituted important political and legal foundations for the Party Committees in the Northeast Coastal Region to concretize them into orientations and solutions for tourism human resource development appropriate to the conditions of each locality.

2.2. POLICY ORIENTATIONS OF THE PARTY COMMITTEES OF PROVINCES AND CITIES IN THE NORTHEAST COASTAL REGION ON TOURISM HUMAN RESOURCE DEVELOPMENT

In the new international and domestic context, the Party Committees of provinces and cities in the Northeast Coastal Region proactively disseminated and concretized the Party and State's orientations on tourism and human resource development, gradually identifying tourism human resource development as a key task associated with the objective of making tourism a spearhead economic sector. On the basis of central-level strategies, plans, and projects, Hai Phong and Quang Ninh issued a number of important resolutions and programs, including the *Resolution of the 14th Hai Phong municipal Party congress (2010–2015)*, *Conclusion No. 07-KL/TU (2013) on Human Resource Development*, *Resolution No. 07-NQ/TU (2013) of the Quang Ninh Provincial Party Committee on Tourism Development for 2013–2020, with Orientations to 2030*, and *Resolution No. 15-NQ/TU (2014) on Accelerating Administrative*

Reform and Developing High-Quality Human Resources. These documents provided important political foundations for developing tourism human resources in a professional, modern, and internationally integrated direction.

Although each locality adopted orientations suited to its specific conditions, both Party Committees shared the view that tourism should be developed sustainably, with people and high-quality human resources at the center. Their leadership focused on improving mechanisms and policies for tourism human resource development; promoting training, professional development, and the standardization of occupational skills and foreign language proficiency; strengthening linkages between training institutions and enterprises; and expanding international cooperation and regional linkages to improve the quality, professionalism, and competitiveness of tourism human resources.

Thus, the period 2011–2015 marked an important shift in the awareness and policy orientations of the Party Committees in the Northeast Coastal Region regarding tourism human resource development. Through the promulgation and coordinated implementation of numerous resolutions, programs, and projects on tourism and human resource development, the Hai Phong Municipal Party Committee focused on developing high-quality human resources associated with the marine economy and services, while the Quang Ninh Provincial Party Committee identified tourism development as a breakthrough in transforming the growth model from “brown” to “green” and regarded tourism human resource development as one of the strategic solutions for realizing this objective. This constituted an important political and practical foundation for the two localities to implement tourism human resource development solutions in the subsequent period.

2.3. LEADERSHIP AND DIRECTION OF THE PARTY COMMITTEES OF PROVINCES AND CITIES IN THE NORTHEAST COASTAL REGION IN TOURISM HUMAN RESOURCE DEVELOPMENT

2.3.1. Direction on the Formulation of projects, plans, and mechanisms for tourism human resource development

As tourism is a comprehensive and intersectoral economic sector, its development and that of tourism human resources require coordinated cooperation among various fields, including transport, culture, education, healthcare, information technology, and the environment. On this basis, the Hai Phong Municipal Party Committee and the Quang Ninh Provincial Party Committee paid attention to developing a system of projects, plans, and mechanisms for tourism human resource development in association with the socio-economic development strategies of each locality, the tourism development orientation of the Northeast Coastal Region, and the national human resource development orientation, with the aim of ensuring appropriate scale, quality, and structure.

In Hai Phong, on the basis of the *Resolution of the 14th Hai Phong Municipal Party Congress (2010–2015)*, which identified the development of high-quality human resources as a priority, the Municipal Party Committee, People's Council, and People's Committee issued a number of important documents, including *Decision No. 605/QĐ-UBND (April 21, 2011)* and *Resolution No. 32/2011/NQ-HĐND on the Tourism Development Program to 2015, with Orientations to 2020*, together with *Decision No. 1640/QĐ-UBND (October 2, 2012)* implementing the *Tourism Human Resource Development Plan for 2011–2020* pursuant to *Decision No. 3066/QĐ-BVHTTDL*. These documents emphasized the need to train and develop tourism human resources toward professionalism and international integration, while incorporating human resource development objectives into socio-economic development plans.

Notably, *Decision No. 2732/QĐ-UBND (December 5, 2014) on the Master Plan for Sustainable Tourism Development of Cat Ba Archipelago to 2025, with a Vision to 2050* continued to emphasize the need to improve the quality of the tourism workforce. In addition, *Decision No. 813/2015/QĐ-UBND* and *Decision No. 1466/2015/QĐ-UBND* contributed to

improving human resource management mechanisms. *Resolution No. 19/2015/NQ-HĐND* and *Resolution No. 20/2015/NQ-HĐND* continued to affirm the role of tourism and the need to improve tourism human resource quality in the new development period.

In Quang Ninh, implementing Resolution No. 07-NQ/TU, the Provincial People's Council and People's Committee issued *Resolution No. 37/2012/NQ-HĐND on Policies to Support Training and Human Resource Development*; *Decision No. 620/QĐ-UBND (2013) establishing the Human Resource Development Council for 2013–2020*; and *Decision No. 2270/QĐ-UBND approving the Project on Tourism Human Resource Training and Development to 2020, with the aim of meeting ASEAN occupational standards*. In the same year, *Decision No. 2488/QĐ-UBND*, *Plan No. 5828/KH-UBND*, and *Decision No. 2939/QĐ-UBND* further improved the mechanisms for developing high-quality tourism human resources, with clear allocation of responsibilities among departments and sectors.

Implementing Resolution No. 15-NQ/TU (2014), the Provincial People's Council issued *Resolution No. 163/NQ-HĐND on the Quang Ninh Provincial Human Resource Development Plan to 2020, with a Vision to 2030*, which set the objective of building high-quality human resources capable of meeting development and international integration requirements.

It can be affirmed that the system of resolutions, projects, and policies adopted by Hai Phong and Quang Ninh during this period created an important foundation for THR development, clearly demonstrating strategic vision, unified leadership, and political determination to make tourism a spearhead economic sector in both localities.

2.3.2. Direction on training and professional development to improve the quality of tourism human resources

During the period 2011–2015, training and professional development for tourism human resources in Hai Phong and Quang Ninh were implemented in a coordinated manner, in association with the strategy of developing tourism into a spearhead economic sector and the requirements of international integration.

In Hai Phong, THR training was implemented in a comprehensive direction, with emphasis on building a contingent of tourism managers, entrepreneurs, and experts. On the basis of *Decision No. 2217/QĐ-UBND (2012) on the Service Sector Development Plan*, the city introduced numerous programs for tourism professional training, career orientation, and vocational training at different educational levels. The system of tourism training institutions was gradually expanded, reaching six specialized training institutions by 2015, thereby contributing to increasing the proportion of workers with professional qualifications and foreign language proficiency. At the same time, the city promoted training and professional development through vocational courses, management training, international training, and cooperation programs such as Project 100 for overseas training of highly qualified officials. In parallel, Hai Phong strengthened domestic and international cooperation in tourism, expanded training linkages, and promoted tourism activities and exchanges of experience to improve the quality of tourism human resources.

In Quang Ninh, on the basis of *Resolution No. 07-NQ/TU (2013–2020, with Orientations to 2030)*, the province focused on developing tourism in a sustainable, modern, and highly competitive direction, associated with transforming the growth model from “brown” to “green.” THR training was implemented through various programs, projects, and international cooperation initiatives, notably the EU Project, which focused on improving management skills, professional skills, foreign language proficiency, and the standardization of tourism occupations. At the same time, Quang Ninh emphasized training cooperation with domestic and foreign universities and developed a contingent of officials, lecturers, and high-quality human resources serving tourism and related sectors.

In implementation of Resolution No. 15-NQ/TU (2014), the Provincial People's Council issued Resolution No. 163/NQ-HĐND regarding the human resource development plan for

Quang Ninh Province through 2020, with a vision to 2030, setting the goal of building a high-quality workforce to meet development and integration requirements.

Overall, both Hai Phong and Quang Ninh achieved important results in tourism human resource development, reflected in increases in the scale, quality, and professionalism of the workforce. However, tourism human resources still faced limitations in occupational skills, workforce structure, and regional linkages in training, and had not fully met the requirements of rapid and sustainable tourism development in the context of international integration.

2.3.3. Direction on the utilization, management, and attraction of THR

In Quang Ninh, on the basis of Resolution No. 07-NQ/TU, the province implemented coordinated policies to improve the investment environment, develop major tourism areas, and strengthen the attraction of enterprises, thereby expanding labor demand. At the same time, the province focused on attracting high-quality human resources, developing Ha Long University, and implementing remuneration policies, contributing to a steady increase in the scale of THR over the years.

In Hai Phong, the city strengthened the organizational apparatus responsible for tourism development, promoted the role of associations and enterprises, and intensified policies on investment incentives and vocational training, as well as the organization of large-scale tourism events. These activities contributed to creating a diversified employment environment and increasing labor demand in the tourism sector.

Overall, the policies on THR attraction and management implemented by the two localities contributed to expanding the scale and improving the quality of human resources. Nevertheless, limitations remained in terms of the long-term and coordinated nature of mechanisms for attracting high-quality human resources.

CHAPTER 2 SUMMARY

In the context of implementing the Vietnam Human Resource Development Strategy and the Vietnam Tourism Development Strategy for the period 2011–2020, the Hai Phong Municipal Party Committee and the Quang Ninh Provincial Party Committee proactively concretized the Party's orientations on THR development. Attention was paid to the development of mechanisms and policies, training, professional development, attraction, and utilization of human resources, contributing to the development of tourism in the two localities.

Both localities emphasized improving the quality of training, strengthening linkages among the State, training institutions, and enterprises, and gradually improving human resource planning and demand forecasting. However, Quang Ninh implemented THR development in a more systematic manner, associated with the objective of building a national tourism center, whereas Hai Phong focused on meeting the development needs of marine, port-related, and urban tourism.

Overall, THR development in both localities still faced limitations in terms of coordination, the alignment between training and practical needs, and interregional linkages. This situation necessitated the continued improvement of orientations and policies and the enhancement of the effectiveness of implementation in the subsequent period.

CHAPTER 3

THE PARTY COMMITTEES OF PROVINCES AND CITIES IN THE NORTHEAST COASTAL REGION STRENGTHEN THEIR LEADERSHIP OF TOURISM HUMAN RESOURCE DEVELOPMENT (2016–2020)

3.1. NEW FACTORS AND POLICIES OF PARTY COMMITTEES IN THE NORTHEAST COASTAL REGION REGARDING TOURISM HUMAN RESOURCE DEVELOPMENT

3.1.1. New factors influencing the leadership of provincial and municipal Party committees in the Northeast coastal region regarding tourism human resource development.

3.1.1.1. Global and domestic contexts and tourism development trends

The global, regional, and domestic contexts from 2016 onward witnessed complex developments that exerted profound impacts on the tourism industry. At the global level, globalization and international integration continued to accelerate, while competition among major powers intensified. At the same time, non-traditional security challenges, including energy security, financial security, environmental issues, climate change, and natural disasters, became increasingly prominent. Although the global economy experienced slower growth, tourism continued to maintain relatively stable growth, driven by increasing demand for international travel and exchanges, particularly in the Asia–Pacific region. Meanwhile, the Fourth Industrial Revolution brought profound changes to the ways tourism was managed and operated and to tourists’ experiences, creating new development opportunities while also intensifying competition and increasing the requirements for digital transformation.

Within ASEAN, the ASEAN Economic Community (AEC), established in 2015, expanded the space for regional cooperation, with tourism identified as an important economic sector. Southeast Asia continued to be a dynamic tourism destination; however, limitations in infrastructure, institutions, and human resources remained. These circumstances placed new demands on enhancing competitiveness, improving tourism product quality, and developing tourism human resources (THR) to meet the requirements of regional integration.

Domestically, Vietnam's economy during the 2011–2016 period maintained economic growth but continued to face numerous difficulties related to public debt, inflation, enterprises, and employment. The tourism industry was significantly affected by natural disasters, the 2016 marine environmental incident in Central Vietnam, and, particularly, the COVID-19 pandemic from late 2019 onward. These factors resulted in a severe decline in international tourist arrivals and exposed a number of the tourism industry's inherent limitations.

Against this backdrop, Vietnam's tourism industry faced the requirements of restructuring tourism markets, developing tourism products, promoting interregional linkages, accelerating digital transformation, and, particularly, improving the quality of tourism human resources. THR development was regarded as a key factor in ensuring the recovery and sustainable development of the tourism industry.

3.1.1.2. Requirements for Tourism human resource development in the Northeast coastal region in the new context

With its significant potential and strategic position, the Northeast coastal region is expected to become a major tourism center of the country. However, practical development has shown that the results achieved have not yet been commensurate with its existing advantages. After nearly three years of implementing the tourism development project, the tourism industry had made positive contributions to local economic growth and brought about changes in the scale and structure of human resources; however, the quality of human resources remained limited.

In Quang Ninh, the demographic advantage of a “golden population structure” created favorable conditions for tourism human resource development. During the 2011–2015 period,

the size of the tourism workforce increased from 25,000 to 33,243 workers. However, significant quality-related shortcomings remained: although the proportion of trained workers increased, most were concentrated at the intermediate and elementary levels, while workers with university and postgraduate qualifications accounted for a very low proportion. This reflected an increase in the quantity of human resources without corresponding improvements in quality and structure.

In Hai Phong, by 2015, there were 12,850 tourism workers, of whom 77% had received training. However, the qualification structure remained unbalanced, with a large proportion concentrated at the intermediate and elementary levels, while workers with college, university, and postgraduate qualifications accounted for a relatively small proportion. The tourism training system consisted of six institutions, but these were fragmented and lacked coordination. Some institutions reduced their training scale or suspended enrollment, indicating instability in the supply of tourism human resources.

At the same time, Quang Ninh experienced strong growth in tourism enterprises, with 41 international travel agencies in 2015, contributing to the expansion of the labor market and increasing demand for human resources. However, both localities continued to face limitations in service quality, duplication of tourism products, weak interregional linkages, and deficiencies in occupational skills and workforce structure.

Overall, despite its considerable potential, the tourism industry in the Northeast Coastal Region had not achieved a breakthrough due to limitations in the quality of tourism human resources, fragmented and poorly interconnected training activities, and insufficient alignment between training and practical needs. This situation created an urgent requirement to renew the tourism development strategy, with improving the quality of tourism human resources identified as a priority.

3.1.1.3. The Party's orientations on tourism and tourism human resource development in the new period

After five years of implementing the *Vietnam Tourism Development Strategy to 2020, with a Vision to 2030* (Decision No. 2473/QĐ-TTg, 2011), Vietnam's tourism industry had achieved significant development, making positive contributions to socio-economic growth, improvements in living standards, and employment generation. Supported by investment attraction policies and the attention of the Party and the State, tourism infrastructure and service facilities were gradually expanded, contributing to enhancing the attractiveness of tourism destinations. However, public awareness of the role of tourism remained uneven; tourism products lacked distinctive characteristics; service quality and tourism promotion and marketing remained limited; THR were both insufficient in quantity and weak in quality, while most tourism enterprises were small-scale and had limited management capacity.

In response to new development requirements, the *12th National Party Congress (2016)* set out the orientation of developing tourism into a spearhead economic sector, supported by synchronized infrastructure, diversified products, and a high degree of professionalism. On this basis, in 2017, the Politburo issued *Resolution No. 08-NQ/TW*, affirming tourism development as a spearhead economic sector and emphasizing principles of sustainable development associated with environmental protection, cultural preservation, social welfare, and national defense and security. The Resolution also placed particular emphasis on THR development through strengthening training, diversifying forms of training, improving the capacity of training institutions, standardizing occupational qualifications, and promoting the application of science and technology.

Alongside these developments, the policy framework continued to be strengthened through the *2017 Law on Tourism, Resolution No. 103/NQ-CP (2017)*, and various decisions of the Prime Minister concerning the restructuring of the tourism industry, infrastructure development, the application of information technology, and enhanced tourism communication

and promotion. The Ministry of Labour, Invalids and Social Affairs also promulgated the list of key occupations under Decision No. 1836/QĐ-BLĐTBXH (2018), emphasizing the training of high-quality human resources in accordance with market demands and the requirements of international integration.

It can be seen that this period marked an important shift in the thinking and institutional framework for tourism development in Vietnam, with greater policy coherence from the central level to the Government and relevant ministries and sectors. This provided an important foundation for improving the quality of THR in terms of quantity, quality, and structure, thereby meeting the requirements for developing tourism into a spearhead economic sector in the new period.

3.1.2. Policy Orientations of the Party committees of provinces and cities in the Northeast coastal region on tourism human resource development in the new period

Implementing *Resolution No. 08-NQ/TW (2017)* of the Politburo and Resolution No. 103/NQ-CP of the Government, the localities in the Northeast Coastal Region intensified tourism development, identifying tourism human resource development as an important factor in ensuring the sustainable development of the industry.

In *Quang Ninh*, the *Resolution of the 14th Quang Ninh Provincial Party Congress (2015–2020)* set the objective of developing the province into a high-quality tourism center associated with the development of services and industry. Thematic resolutions, particularly *Resolution No. 02-NQ/TU (2016)*, and subsequent action programs acknowledged that tourism had achieved relatively strong growth, while significant limitations remained in terms of sustainability, infrastructure, service quality, and, particularly, tourism human resources, which were insufficient in both quantity and quality to meet the requirements of professionalization. These limitations resulted from both objective factors, such as economic impacts and conflicts among sectoral development objectives, and subjective factors, including awareness, development strategies, policy mechanisms, and the lack of coordination in training activities.

On this basis, *Quang Ninh* determined that tourism should be developed in a professional, modern, and sustainable direction, with strengthened interregional linkages and the socialization of investment. Particular attention was given to the training of high-quality human resources, with training closely linked to enterprise needs and practical development requirements. At the same time, the province focused on establishing key tourism centers and developing *Ha Long University* into a reputable institution for tourism human resource training.

In *Hai Phong*, *Resolution No. 04-NQ/TU (2016–2020)* affirmed the objective of developing tourism into a spearhead economic sector in a professional and modern direction, with a strong brand and enhanced competitiveness. The city frankly acknowledged limitations in the scale, quality, and branding of its tourism industry, including the failure of THR to meet development requirements. On this basis, *Hai Phong* focused on developing high-quality human resources, strengthening foreign language and occupational skills training, promoting partnerships between enterprises and educational institutions, and attracting investment in training programs aligned with practical needs.

Overall, *Quang Ninh* and *Hai Phong* shared a common perspective of developing tourism in a sustainable and modern direction, with clear priorities and a strong focus on key areas, while considering interregional linkages an important driving force. However, while *Quang Ninh* prioritized expanding the scale and developing local tourism human resources associated with its heritage, cultural values, and landscapes, *Hai Phong* focused on improving human resource quality, particularly the capacity of managers and workers with occupational and foreign language skills, to meet service requirements and the demands of international integration.

3.2. PARTY COMMITTEES OF THE PROVINCIAL AND MUNICIPAL LEVELS IN THE NORTHEAST COASTAL REGION DIRECTED EFFORTS TO ACCELERATE TOURISM HUMAN RESOURCE DEVELOPMENT

3.2.1. Directing the development of projects, the adjustment of planning, and the Improvement of mechanisms for tourism human resource development

In implementing the policy of developing tourism into a spearhead economic sector, Hai Phong focused on improving mechanisms and policies and strengthening the state management apparatus for tourism. *Decision No. 666/QĐ-UBND dated April 26, 2016*, on the re-establishment of the Department of Tourism; *Directive No. 25/CT-UBND dated October 12, 2016*; *Decision No. 1309/QĐ-UBND dated May 30, 2017*; *Official Letter No. 374/SDL-QHKHPTDL dated June 23, 2017*; and *Resolution No. 15/NQ-HĐND dated July 20, 2017* provided an important basis for tourism management, planning, training, and tourism human resource development. At the same time, the city accelerated the adjustment of planning for key tourism areas, developed new forms of tourism, improved the investment environment, and gradually strengthened policies for tourism human resource development.

In Quang Ninh, Document No. 20/TTg-TCCV dated March 14, 2016, issued by the Prime Minister concerning the establishment of the Quang Ninh Department of Tourism, marked an important step toward improving the effectiveness of state management of tourism. At the same time, the province implemented in a coordinated manner policies and measures for attracting, training, and utilizing high-quality human resources; promoted administrative reform; strengthened cooperation among the state, enterprises, and training institutions; and gradually developed a high-quality human resource workforce to meet the requirements of tourism development.

3.2.2. Directing the Strengthening of training, further training, and development of tourism human resources

In Quang Ninh, during the 2016–2020 period, the Provincial Party Committee continued to promote tourism human resource development toward higher quality and closer alignment between training and practical needs. Dozens of professional training courses in housekeeping, table service, reception, tour guiding, travel services, and related fields were organized for thousands of workers, while cooperation with domestic and foreign training institutions was strengthened. A number of international support programs, notably EU projects, contributed to improving occupational skills and standardizing professional competencies in accordance with VTOS standards. In addition, the province introduced a number of important policies on training, further training, and human resource attraction, while investing in facilities and expanding enterprise–education institution cooperation. Ha Long University gradually assumed an important role in providing high-quality tourism human resource training. At the same time, certification, skills examinations, and further training for tour guides were regularly conducted, contributing to improving the professionalism of the tourism workforce.

Further training was also implemented through practical programs at enterprises, training courses at home and abroad, as well as activities aimed at improving professional ethics and cultural standards of tourism services. During this period, Quang Ninh also linked tourism development with human resource training in the direction of international integration, thereby responding to the requirements of tourism as a spearhead economic sector.

In Hai Phong, tourism human resource training and further training were implemented according to different target groups, with professional competencies standardized in accordance with occupational standards and closely aligned with enterprise needs. The city placed emphasis on on-the-job and practical training while strengthening cooperation with domestic and foreign training institutions.

By 2020, Hai Phong had **15** vocational education institutions providing tourism-related training, supplying more than 2,000 workers annually and contributing to raising the proportion

of trained workers to approximately 85%. The quality of tourism human resources improved significantly, particularly in terms of occupational skills, foreign languages, and service professionalism, thereby better meeting the requirements of tourism development in the context of international integration.

3.2.3. Directing the improvement of the effectiveness of utilizing, managing, and attracting tourism human resources

In *Quang Ninh*, implementing the direction of the Provincial Party Committee, the Provincial People's Council issued *Resolution No. 187/2019/NQ-HDND on policies supporting education and training for students majoring in tourism* at Ha Long University, including students in Tourism and Travel Services Management, Hotel Management, and Restaurant and Food Service Management. The policy provided support for tuition fees, study expenses, meals, and performance-based rewards, together with incentives for students graduating with good or excellent academic results. This represented an important measure to attract and develop high-quality tourism human resources.

In addition, the province focused on developing mechanisms to attract and retain human resources, strengthening linkages between training institutions and enterprises, and providing housing and living-condition support for workers in order to enhance the stability of the workforce after training.

Meanwhile, in *Hai Phong*, policies for tourism human resource development were mainly incorporated into broader socio-economic development programs, with no specific mechanisms tailored to the tourism sector. Support activities focused primarily on short-term training courses of limited scale, while policies for recognizing, rewarding, and providing incentives for tourism workers had not yet been implemented in a clearly defined manner.

Overall, during the 2016–2020 period, Quang Ninh established a relatively comprehensive and sector-specific policy framework for tourism human resource development, whereas Hai Phong primarily incorporated tourism human resource policies into broader development programs. This resulted in differences between the two localities in terms of the degree of policy impact and the effectiveness of tourism human resource development.

Chapter 3 Summary

Chapter 3 has clarified the leadership of the Party Committees in the Northeast coastal region during the 2016–2020 period in promoting tourism development, emphasizing the important role of tourism human resources in improving the quality and competitiveness of the tourism industry. The localities gradually incorporated human resource development into their socio-economic development strategies, with a focus on aligning training with practical needs and strengthening linkages between training institutions and enterprises.

Overall, Quang Ninh and Hai Phong shared a common objective of developing THR in a professional, modern, and internationally integrated direction. Both localities also paid attention to improving mechanisms and policies and enhancing the quality of training. However, Quang Ninh placed greater emphasis on developing high-quality and internationally oriented human resources, whereas Hai Phong focused primarily on improving the quality of the direct tourism workforce and aligning training more closely with the needs of tourism and service enterprises.

The consistency in development orientations, combined with differences in implementation approaches, contributed to improving the quality of tourism human resources and created an important foundation for promoting sustainable tourism development in the Northeast Coastal Region.

CHAPTER 4

ASSESSMENT AND LESSONS LEARNED

4.1. ASSESSMENT

4.1.1. Achievements and their causes

4.1.1.1. Achievements

Firstly, the Party Committees of the provinces and cities in the Northeast coastal region demonstrated proactiveness and creativity in implementing the Party's policies on THR development.

Secondly, particular attention was paid to flexible THR training, closely aligned with the labor utilization needs of enterprises and localities.

Thirdly, various preferential mechanisms were introduced to support THR development, thereby ensuring the stability and continued development of the workforce.

4.1.1.2. Causes

Objective causes:

Firstly, the Party's guidelines and policies and the State's policies on tourism development and human resource development, particularly following the 11th National Party Congress (2011) and the 12th National Party Congress (2016), provided an important political and legal foundation for localities to translate these orientations into appropriate programs and action plans.

Secondly, the achievements of the “*Đổi mới*” process, socio-economic development, advances in science and technology, together with the tourism resource advantages of Quang Ninh and Hai Phong, created favorable conditions for tourism and THR development.

Subjective causes:

Firstly, the sound, proactive, and creative leadership of Party committees at all levels in thoroughly understanding, concretizing, and effectively implementing the Party's policies on tourism development in association with THR development, in accordance with the practical conditions of each locality.

Secondly, the formulation of policies and solutions was consistently based on practical requirements and informed by assessments of labor market needs and the existing situation of THR, thereby enabling localities to identify appropriate priorities, particularly in developing high-quality human resources.

Thirdly, local Party committees placed emphasis on implementation by mobilizing investment resources for training, developing training institutions, strengthening linkages between training institutions and enterprises, and aligning training with labor utilization needs.

Fourthly, close coordination among Party committees, local authorities, training institutions, enterprises, and social organizations in the socialization of training, the application of science and technology, and the development of local human resources contributed to improving the quality of THR and the competitiveness of the tourism industry.

4.1.2.1. Limitations

Firstly, the application of the Party's resolutions on THR development was, at certain points, not sufficiently comprehensive or coordinated, and insufficient attention was paid to linkages among localities.

Secondly, the policies and direction for training, further training, and development of THR were, at certain points, not sufficiently aligned with practical requirements, resulting in limited effectiveness.

Thirdly, the policies and direction concerning the development of mechanisms for attracting and providing incentives for THR contained certain provisions that did not fully meet the development requirements of the tourism industry.

4.1.2.2. Causes

Firstly, the application of the Party's resolutions on THR development was, at certain points, insufficiently comprehensive and lacked synchronization, with inadequate attention paid to linkages among localities.

Secondly, the guidelines and direction concerning training and professional development for THR were, at certain points, insufficiently responsive to actual requirements, resulting in limited effectiveness.

Thirdly, the guidelines and direction for developing mechanisms to attract and provide incentives for THR still contained certain provisions that did not fully meet the development requirements of the tourism sector.

4.1.2.2. Causes of the limitations

Objective causes:

Firstly, the system of mechanisms and policies for THR development was still in the process of being improved, while the requirements for international integration and human resource standardization were increasingly demanding, creating difficulties in concretizing and organizing implementation.

Secondly, the impact of market forces, the seasonality of tourism, and, particularly, the COVID-19 pandemic toward the end of the research period had a significant impact on THR development.

Subjective causes:

Firstly, the awareness and concretization of the Party's guidelines by some Party committees and local authorities regarding THR development did not, at certain points, adequately meet practical requirements.

Secondly, limitations remained in advisory work, forecasting, coordination among agencies and organizations, as well as inspection and supervision.

Thirdly, the mobilization of resources, linkages between training institutions and enterprises, innovation in training, and policies for attracting and providing incentives for high-quality human resources remained slow, adversely affecting the quality of THR.

4.2. SOME LESSONS LEARNED

4.2.1. Always ensure consistency and coherence between policy orientations and their implementation in tourism human resource development

The strategy for THR development should be understood as a long-term strategy of “cultivating people,” serving as a central pillar of the tourism sector. The core requirement is to ensure consistency from policy orientations to implementation, thereby promoting coordination among human resource training, utilization, remuneration, and management.

The experience of Quang Ninh and Hai Phong shows that THR development is effective when policy orientations, policies, and implementation are well coordinated, while linkages among management agencies, training institutions, and enterprises are strengthened. Although each locality has adopted different approaches to implementation, several aspects still need to be further improved to enhance human resource quality and meet the requirements of sustainable tourism development and international integration.

Accordingly, an important lesson can be drawn: THR development can only be sustainable when consistency is ensured between policy orientations and implementation, between training and utilization, together with close coordination among the State, training institutions, and enterprises.

4.2.2. Focusing on developing attractive incentive mechanisms to attract and retain THR

In the context of international economic integration, significant labor mobility between rural and urban areas, together with the open and international nature of the tourism industry, requires strategies for THR development to incorporate measures to attract and effectively utilize human resources both domestically and internationally. This is an important solution for

improving service quality, diversifying human resources, and acquiring international skills and experience, thereby contributing to the standardization of the tourism industry in accordance with regional and international standards.

Remuneration policies play an important role in attracting, retaining, and developing high-quality human resources. Practical experience in Quang Ninh shows that policies for attracting high-quality human resources, combined with training, financial support, working conditions, and international cooperation, contributed to improving the quality of tourism human resources. Meanwhile, Hai Phong initially improved its remuneration policies through training, enterprise cooperation, and enhanced welfare benefits. However, the proportion of workers leaving the tourism industry remained relatively high, reflecting limitations in the overall policy framework.

The experience of Quang Ninh and Hai Phong demonstrates the need for coordinated efforts among local authorities, training institutions, and enterprises to create a professional working environment and provide long-term motivation for workers, thereby enhancing the competitiveness of the tourism industry.

4.2.3. Developing a comprehensive, modern, and regionally integrated tourism development strategy as a foundation for training and developing high-quality human resources

The strategy for THR development needs to be closely aligned with sustainable development objectives, with a focus on forecasting human resource needs, renewing training programs in close cooperation with enterprises, developing teaching staff, improving mechanisms for human resource utilization and remuneration, and promoting digital transformation and the application of science and technology, while strengthening monitoring and evaluation.

The COVID-19 pandemic and the Fourth Industrial Revolution (Industry 4.0) exposed limitations THR while simultaneously creating new requirements for flexibility, multi-skilling, and adaptability. Therefore, it is necessary to strengthen coordination among the State, enterprises, and training institutions, combined with interdisciplinary training and the development of human resources capable of meeting the requirements of emerging forms of tourism.

In addition, regional cooperation and linkages among training institutions, enterprises, and local authorities are important solutions for overcoming fragmented training and improving human resource quality. At the same time, perceptions need to shift toward recognizing tourism human resources as encompassing both direct and indirect workers throughout the tourism value chain, thereby ensuring the development of a professional and sustainable workforce and enhancing the competitiveness of the tourism industry.

4.2.4. Diversifying forms of training and further training and strengthening cooperation among educational institutions, enterprises, and authorities to meet practical requirements for THR development

During the 2011–2020 period, in response to the requirements of developing tourism in a professional and internationally integrated direction, both Quang Ninh and Hai Phong paid attention to diversifying forms of training and further training and strengthening cooperation among training institutions, enterprises, and state management agencies in tourism human resource development. The localities gradually expanded vocational training, on-the-job training, and short-term further training, while emphasizing the alignment of training with the practical needs of enterprises, thereby contributing to improving the quality and professionalism of THR.

Practical experience demonstrates that diversifying training methods and strengthening cooperation among educational institutions, enterprises, and management agencies are important solutions for improving the quality, adaptability, and effective utilization of THR.

However, certain aspects of implementation still require further improvement, particularly expanding the scale of training, enhancing training quality, and strengthening the alignment between training and labor market needs. This constitutes an important lesson for THR development in the subsequent period.

Chapter 4 Summary

During the 2011–2020 period, the Quang Ninh provincial party committee and the Hai Phong municipal party committee thoroughly grasped and concretized the Party's orientations on tourism development and THR development, gradually promulgating programs, plans, and solutions suited to local conditions. Attention was paid to the training, further training, attraction, and utilization of THR, contributing to improving the quality of human resources and promoting tourism development.

Despite these achievements, THR development still faced several limitations, including shortcomings in forecasting human resource needs, linkages between training and labor utilization, coordination mechanisms, and policies for attracting high-quality human resources, which were not yet fully synchronized. These limitations resulted from both objective and subjective causes, affecting the quality and sustainability of THR.

The practical experience of the 2011–2020 period demonstrates that THR development should be identified as a strategic task, ensuring consistency between policy orientations and implementation. At the same time, it is necessary to strengthen cooperation among the State, training institutions, and enterprises, renew training activities, improve mechanisms and policies, and promote interregional linkages to meet the requirements of tourism development in the context of international integration.

CONCLUSION

The study entitled **“The Leadership of the Party Committees of provinces and cities in the Northeast coastal region in developing tourism human resources from 2011 to 2020”** has clarified the leadership process of the Quang Ninh Provincial Party Committee and the Hai Phong municipal party committee in developing THR during the 2011–2020 period; analyzed the achievements, limitations, and causes; and drawn lessons of significance for THR development in the current period.

1. During the 2011–2020 period, based on the implementation of national strategies for human resource and tourism development, the Quang Ninh provincial party committee and the Hai Phong municipal party committee proactively concretized the Party's orientations into resolutions, programs, projects, and plans appropriate to local conditions. Their leadership consistently linked THR development with socio-economic development, mobilized the participation of various levels of government, sectors, training institutions, and enterprises, and promoted the distinctive advantages of each locality to improve the quality of human resources serving tourism development.

2. The leadership of THR development proceeded through two periods. The 2011–2015 period focused on formulating initial policy orientations and implementing the first activities for THR development. The 2016–2020 period witnessed intensified efforts to improve mechanisms and policies, renew training activities, and strengthen linkages among relevant stakeholders. This reflected the development of the local Party committees' thinking and leadership capacity in THR development.

3. During the 2011–2020 period, the leadership of the Quang Ninh provincial party committee and the Hai Phong municipal party committee in tourism human resource development achieved significant results. The system of policies and orientations was gradually improved; training, further training, and collaborative training were strengthened; and the quality of human resources was enhanced, contributing to tourism development and local socio-economic development. These achievements primarily resulted from the proactive and creative

manner in which the local party committees applied the Party's orientations and policies to the practical conditions of the Northeast coastal region.

4. Alongside the achievements, the leadership process of the Party committees in the Northeast coastal region in developing tourism human resources still faced several limitations, including uneven human resource quality, shortcomings in forecasting and training linkages, and mechanisms for attracting high-quality human resources that did not fully meet requirements. These limitations resulted from both objective and subjective causes, particularly the impacts of international integration, fluctuations in the labor market, the COVID-19 pandemic, and shortcomings in implementation, resource allocation, and coordination among agencies and organizations.

5. Based on the practical experience of developing the THR during the 2011–2020 period, the dissertation identifies four key lessons: (1) Ensuring consistency and alignment between strategic directives and implementation regarding THR development; (2) Prioritizing the creation of appropriate mechanisms and policies for attracting, utilizing, and incentivizing personnel to leverage and retain high-quality human resources; (3) Formulating a comprehensive, modern, and regionally integrated tourism development strategy to serve as the foundation for training and developing a high-quality workforce; (4) Emphasizing diverse training and professional development models, as well as collaborative training partnerships involving educational institutions and enterprises, to meet practical needs in THR development.

These lessons can be applied to the formulation and implementation of THR development policies in a professional and modern direction, meeting the requirements of international integration and sustainable development in the Northeast coastal region in the current period.

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