HO CHI MINH NATIONAL ACADEMY OF POLITICS

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DEVELOPING HIGH-QUALITY HUMAN RESOURCES TO MEET THE REQUIREMENTS FOR BUILDING A MODERN, SMART, AND SUSTAINABLE HAI PHONG CITY

SUMMARY OF THE DOCTORAL DISSERTATION

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INTRODUCTION

1. Rationale for the research topic

Human resources, especially high-quality human resources (HQHR), play a major role in the development of every country. In the current context of integration and globalization, HQHR is also a crucial factor determining the competitiveness of countries and regions, and an advantage that enables them to develop rapidly and sustainably. Therefore, in recent years, the Communist Party, the State, and many provinces and localities in Vietnam have attached importance to human resource development, particularly the development of HQHR.

Hai Phong is one of Vietnam's centrally governed municipalities, a Grade-I city, and a regional and national hub. It is a major seaport city with an important strategic position and a transport gateway for the Northern Key Economic Region. Hai Phong is also a centre for the economy, politics, security, culture, healthcare, education, trade, and science and technology in the northern coastal region. Given this important geopolitical position, Hai Phong has consistently been entrusted by the Party and the State with major responsibilities and has made significant contributions to national construction, defence, and development. The Politburo's Resolution No. 45-NQ/TW dated 24 January 2019 on "Construction and Development of Hai Phong City to 2030, with a Vision to 2045" continues to provide strategic direction: Hai Phong is to become a leading city in industrialization and modernization, a driving force for development in the North and throughout the country, and by 2030 a modern, smart and sustainable industrial city of Southeast Asian stature, as well as a modern international logistics service centre and an international centre for science and technology training, research, application and development. By 2045, Hai Phong is envisioned as a highly developed city among the leading cities of Asia and the world. To achieve these goals and fulfil its major responsibilities, Hai Phong needs to mobilize and effectively leverage a range of resources, including finance, science and technology, and natural resources. Most important, however, is human resource development. Human resources, especially HQHR, play a

decisive role as the central actors in mobilizing and effectively using all resources; they generate breakthroughs in labour productivity, innovation capacity, competitiveness and international integration. Thus, developing HQHR is not only an objective necessity but also a strategic breakthrough and a key factor determining the success of Hai Phong's transformation into a modern, smart and sustainable city in the new period.

In practice, although Hai Phong has achieved positive results in human resource development in recent years, the quality of the city's human resources remains limited and does not yet meet the requirements of a modern, smart and sustainable urban model. The workforce is large, but the proportion of workers with formal qualifications or certificates remains low, reaching only about 40% in 2025. The workforce also has shortcomings in professional qualifications, foreign-language and IT skills, innovation capacity and digital transformation capabilities. In particular, Hai Phong faces a serious shortage of HQHR in key fields such as high-tech industry, logistics, seaport management, shipbuilding, maritime transport, smart urban management, science and technology, high-quality tourism, and high-tech agriculture. This is a major bottleneck directly affecting growth quality, competitiveness and the effectiveness of the city's modern, smart and sustainable development. Furthermore, from 1 July 2025, following the administrative-unit merger, Hai Phong underwent major changes in area, population and socio-economic structure. The expanded development space requires the restructuring and coordinated development of more sectors and fields on a larger scale, making the city's development goals more challenging and complex. In addition to focusing on high-tech industry, an international seaport system, modern logistics, commercial services and smart urban development, the city must promote supporting industries, the marine economy, tourism, the green economy and high-tech agriculture. This reality further underscores the need for Hai Phong to improve human resource quality, particularly by developing HQHR, so that it can effectively harness the city's potential and advantages after the merger and make a breakthrough towards becoming a modern, smart and sustainable industrial city in accordance with Resolution No. 45-NQ/TW in the new context.

For these reasons, the doctoral candidate has selected ***"Developing high-quality human resources to meet the requirements for building a modern, smart, and sustainable Hai Phong city"*** as the topic of this doctoral dissertation in Philosophy.

2. Research aims and tasks

2.1. Research aim

On the basis of clarifying selected theoretical issues concerning the development of HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city, and identifying the current state of HQHR in Hai Phong, the dissertation proposes solutions for developing HQHR in the coming years in order to realize the goal of building Hai Phong into a modern, smart and sustainable city.

2.2. Research tasks

First, to review studies related to the topic and synthesize their contributions, thereby identifying issues that require further investigation, supplementation and clarification in the dissertation.

Second, to clarify selected theoretical issues concerning the development of HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city.

Third, to analyse the current situation and its causes, and identify issues arising from the development of HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city.

Fourth, to propose fundamental solutions to develop HQHR so that it can genuinely meet the requirements and tasks involved in building Hai Phong into a modern, smart and sustainable city.

3. Research object and scope

3.1. Research object

The dissertation examines the development of HQHR to meet the requirements for the development of Hai Phong as a modern, smart and sustainable city.

3.2. Research scope

Spatial scope: HQHR serving the goals of modern, smart and sustainable development in Hai Phong before the 2025 provincial merger.

Temporal scope: The dissertation focuses on the state of HQHR in Hai Phong during 2020-2025, when the city stepped up implementation of

the goals and tasks set out in Resolution No. 45-NQ/TW. The survey and assessment data used are primarily data on HQHR in Hai Phong before the administrative-unit merger on 1 July 2025.

Content scope: The dissertation focuses on developing HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city, in line with the Politburo's Resolution No. 45-NQ/TW dated 24 January 2019 on construction and development of Hai Phong to 2030, with a vision to 2045. Based on available aggregated, survey and statistical data, it analyses and evaluates HQHR in selected key sectors that have advantages and serve as drivers of the city's development before the merger, including seaports and logistics, maritime transport, shipbuilding, science and technology, and aquaculture and fisheries. On this basis, the dissertation proposes solutions for developing HQHR to meet the requirements of modern, smart and sustainable development in the expanded Hai Phong after 1 July 2025.

4. Theoretical foundations and research methods

4.1. Theoretical foundations

The dissertation draws on Marxism-Leninism and Ho Chi Minh Thought; the viewpoints and policies of the Communist Party of Vietnam; Vietnamese state policies and laws on human resources and their role in socio-economic development; and documents and decisions of the Hai Phong Party Committee and People's Committee concerning the role of human resources, particularly HQHR, in the city's socio-economic development.

It selectively inherits and builds on scientific contributions from published studies relevant to the topic.

4.2. Research methods

The dissertation applies the methodology of dialectical and historical materialism, together with specific methods such as analysis and synthesis, historical and logical analysis, abstraction and generalization.

It also combines interdisciplinary methods, including comparison, analysis and processing of data and secondary materials, and sociological surveys, to carry out the research.

5. Scientific contributions of the dissertation

The dissertation systematizes theoretical issues concerning the development of HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city, and clarifies its importance, content and influencing factors.

It analyses the current situation and causes of the current state of HQHR in relation to the requirements for building Hai Phong into a modern, smart and sustainable city.

It proposes feasible fundamental solutions to further promote HQHR development in Hai Phong, meeting the goals and tasks entrusted by the Party and the State to build the city into a modern, smart and sustainable industrial city.

6. Theoretical and practical significance

6.1. Theoretical significance

The dissertation contributes to supplementing and clarifying theoretical issues concerning HQHR in general and HQHR for modern, smart and sustainable development in particular. It especially identifies the role of, and factors affecting, the effective development of HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city.

6.2. Practical significance

The research findings, particularly the data summarizing the current situation of human resources and the effective, feasible solutions proposed, may provide Hai Phong's agencies and departments with additional theoretical and practical foundations for formulating and implementing appropriate and effective HQHR development policies, thereby contributing to the goal of building a modern, smart and sustainable city. The dissertation may also provide lessons for other localities in Vietnam as they develop HQHR policies aligned with their assigned objectives.

The dissertation is a useful reference for further research on HQHR development in general and on developing HQHR to serve modern, smart and sustainable development in particular.

7. Structure of the dissertation

The dissertation consists of four chapters and thirteen sections, in addition to the Introduction, Conclusion, list of the author's published scientific works related to the topic, References and Appendices.

CHAPTER 1
REVIEW OF STUDIES RELATED TO THE DISSERTATION

1.1. STUDIES ON THEORETICAL ISSUES CONCERNING HUMAN RESOURCES AND HIGH-QUALITY HUMAN RESOURCES

Studies by Vietnamese scholars Dương Anh Hoàng, Phạm Thị Oanh, Hồ Bá Thâm, Nguyễn Thị Hồng Diễm, Nguyễn Bá Dương, Nguyễn Thị Hồng Hải and Nguyễn Thị Thanh Thủy, as well as international scholars including Paul Sparrow, Martin Hird, Anthony Hesketh, Cary Cooper, Stephen Billett, Barbara Elisabeth Stalder, Vibe Aarkrog, Sarojni Choy, Steven Hodge, Anh Hai Le, Hien Thi Tran, Tam To Phuong, Huyen Thi Minh Van, Gary N. McLean and Mark A. Ashwill,… have analysed and clarified theoretical issues relating to human resources and HQHR, the requirements for HQHR in industry and industrialization and modernization, and the restructuring of economies in conjunction with changes to growth models. These studies address countries, regions and localities in Vietnam and abroad, but relatively few focus on HQHR in Hai Phong. In addition, concepts such as modern and smart development have not been sufficiently discussed, creating a new research direction for this dissertation. These studies provide useful references for clarifying the theoretical issues relevant to the topic.

1.2. STUDIES ON THE CURRENT STATE OF HQHR FOR DEVELOPMENT IN VIETNAM IN GENERAL AND HAI PHONG IN PARTICULAR

Researchers including Hoàng Thị Quý, Lê Thị Diệu Hoa, Ngô Thị Ngọc Anh, Nguyễn Đình Nguyên, Nguyễn Thị Dinh, Đỗ Tiến Cẩn, Nguyễn Nhâm, Nguyễn Thị Thu Thảo, Lương Công Lý, Nguyễn Thị Vân, Nguyễn Thị Kim Phượng, Nguyễn Đức Hùng, Đinh Khắc Nhàn, Carol Brunt, Oliver S. Crocco, Doo Hun Lim, Seung Won Yoon and Daeyeon Cho,… have examined the current state of HQHR in Vietnam and in

particular localities. Their studies identify both achievements and limitations, providing general assessments of human resources and HQHR in Vietnam or analysing specific provinces and cities, including Hanoi and Hai Phong.

On this basis, the dissertation inherits and adapts their approaches to reviewing the literature and analysing HQHR in Hai Phong in response to modern, smart and sustainable development requirements under the spirit of Politburo Resolution No. 45-NQ/TW.

1.3. STUDIES ON SOLUTIONS FOR DEVELOPING HQHR TO MEET DEVELOPMENT REQUIREMENTS IN VIETNAM IN GENERAL AND HAI PHONG IN PARTICULAR

Researchers including Phạm Đức Chính, Nguyễn Thị Giáng Hương, Bùi Xuân Dũng (editor) and Phạm Thị Kiên, Lê Thúy Hằng, Trần Thị Thúy Hồng, Nguyễn Thị Tri Lý, Nguyễn Thị Cẩm Nhung, Đoàn Văn Trai, Hoàng Bích Thủy, Nguyễn Bích Loan, Thân Thị Hạnh, Trần Sỹ Dương, Võ Thành Khối, Triệu Quang Minh, Hà Thị Thùy Dương, Matthias Zeuch, Naoki Kuyama, Chris Devonshire-Ellis, Christian Fleming, Eunice Ku and Dezan Shira & Associates,…have proposed solutions or groups of solutions for developing human resources, particularly HQHR, in Vietnam or in particular sectors and localities. From different perspectives, these studies offer valuable materials and suggestions that the dissertation can inherit when proposing suitable solutions for HQHR development in Hai Phong.

1.4. CONTRIBUTIONS OF THE REVIEWED STUDIES AND ISSUES FOR FURTHER RESEARCH

1.4.1. Scientific value of the reviewed studies

In the current process of globalization and internationalization, human resources, especially HQHR, play an important role in shaping the development of countries, nations, regions and localities. Domestic and international scholars from different disciplines and with diverse

approaches have clarified theoretical issues, the current situation and solutions relating to human resources and HQHR.

First, theoretically, the studies have explained the concepts of human resources and HQHR. Although authors define HQHR from different perspectives, it can generally be understood as a component of human resources and the most important element of the productive forces, determining a country's competitiveness. HQHR comprises trained members of the workforce with qualifications and professional expertise who can meet complex work requirements, demonstrate creativity and adapt to changing working conditions, use information technology proficiently and apply modern science and technology in production to achieve high productivity and efficiency, thereby contributing substantially to socio-economic growth and development.

Second, regarding the current situation, studies have generally identified both strengths and limitations in HQHR, particularly in Vietnam. Positive trends include a rapid increase in the number of trained workers, improvements in qualifications at different levels, an initial response to labour-market needs, and a more appropriate structure of trained human resources that is shifting in a positive direction to support industrialization and modernization. However, Vietnam still lacks sufficient numbers of highly qualified professionals and skilled workers; human resources are unevenly distributed between urban and rural areas; labour discipline and work practices remain inadequate; and occupational and professional structures are imbalanced.

Third, regarding solutions, studies have proposed systematic measures to improve human resource quality, focusing on institutional and policy reform. These include fundamentally and comprehensively reforming education and training to align it with labour-market needs, improving quality at all levels-especially vocational and higher education-developing lecturers and leading experts, and investing in facilities and

equipment for training, research and technology transfer. They also emphasize linking training with employment, strengthening partnerships between training institutions, enterprises and the labour market, introducing appropriate policies to attract, value and reward HQHR and talent in key fields, and encouraging lifelong learning, occupational and digital skills, and adaptability amid digital transformation and deeper international integration.

Overall, these studies have theoretical and practical value and provide a basis for reference and selective inheritance in carrying out the dissertation's objectives and tasks.

1.4.2. Issues to be further examined in the dissertation

The dissertation will clarify theoretical issues concerning HQHR development in connection with building a modern, smart and sustainable urban model, in line with Politburo Resolution No. 45-NQ/TW dated 24 January 2019. These issues include developing a conceptual system for human resources, HQHR and HQHR development in Hai Phong; clarifying the specific features of HQHR development in a port, industrial and logistics city such as Hai Phong; identifying the substance of the HQHR development process; and clarifying its role and influencing factors in meeting the requirements for building a modern, smart and sustainable city.

It will survey and analyse the current state of HQHR in Hai Phong in relation to modern, smart and sustainable development, identify issues arising from that situation, and clarify the objective contradictions in the current process of HQHR development.

It will propose tailored solutions to develop HQHR to meet Hai Phong's requirements for modern, smart and sustainable development following the merger and in the next period.

Chapter 1 Summary

CHAPTER 2
THEORETICAL ISSUES IN DEVELOPING HIGH-QUALITY HUMAN RESOURCES TO MEET THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY

2.1. CONCEPTUALIZATION OF HQHR DEVELOPMENT

2.1.1. The concept of high-quality human resources

Concept of human resources:

Regardless of the perspective adopted, human resources are understood as human capabilities and resources-the entire social workforce and the combined physical, intellectual and psychological attributes that shape individuals' qualifications, capacities, skills and qualities. These individuals participate in society's material production, creating material and spiritual values to transform and develop society. Human resources are therefore a key factor in determining the effectiveness of material production and influencing socio-economic development in countries and regions. Many scholars define human resources not only in terms of quantity and quality (physical, intellectual and psychological capacity), but also in terms of structure, including education, gender and age. The meaning of the concept varies across historical periods, social contexts and analytical approaches.

Accordingly, human resources may be understood as the human resources embodied in the entire social workforce, encompassing the combined physical, intellectual and psychological attributes that form individuals' qualifications, capacities, skills and qualities as participants in society's material production, creating material and spiritual values to transform and develop society.

Concept of high-quality human resources:

High-quality human resources are the most capable and highest-quality segment of human resources. They comprise individuals with well-

rounded physical development and outstanding intellectual and psychological capacities, who can effectively apply acquired knowledge and skills in practice to generate high labour productivity and strongly promote social development.

HQHR is the elite, highest-quality segment of the workforce. In the current context, it has the following basic characteristics:

First, physical capacity: individuals enjoy good physical and mental health.

Second, intellectual capacity: workers have received foundational and specialized training, possess outstanding educational, professional and technical qualifications, hold the corresponding degrees or certificates, and demonstrate their capabilities through practical work performance.

Third, psychological and ethical capacity: this includes attitudes and work practices, a sense of responsibility, cooperation, enthusiasm, initiative, positivity, dynamism and creativity.

HQHR is diverse and includes outstanding experts, scientists and scholars; capable leaders and managers in all fields, including senior and middle managers such as directors, department heads, business managers and leaders of state organizations; highly skilled technical workers such as engineers, programmers, designers and specialists; and workers with specialized skills, including senior specialists, technicians and artisans.

2.1.2. The concept of HQHR development

HQHR development is a process of purposeful, proactive intervention by relevant actors to bring about comprehensive improvement, particularly in physical, intellectual and psychological capacities, while developing the digital, innovative, creative and international-integration capabilities of the most capable segment of the workforce. The aim is to enable them to realize their potential in practical activities, create greater social value and promote the country’s sustainable development.

Actors involved in HQHR development: In Vietnam, this requires coordinated participation by multiple actors, including the Communist Party and the State; local authorities; teachers, experts and scientists working in education, training and research institutions; enterprises; socio-political organizations; and workers.

The content of HQHR development includes quantitative development, qualitative development (physical, intellectual and psychological capacities), and structural development.

Methods of HQHR development include coordination among agencies, departments and enterprises; workers' proactive, voluntary and sustained efforts to improve their capacities and qualifications; education and training; and domestic and international linkages and cooperation.

2.2. DEVELOPING HQHR TO MEET THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY: THE PARTY'S VIEWPOINTS AND SPECIFIC TASKS

2.2.1. The Party's viewpoints on developing HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city

2.2.1.1. The Party's viewpoints on building Hai Phong into a modern, smart and sustainable city

Hai Phong is a major centrally governed municipality with an important strategic geopolitical position. It is a transport hub for the Northern Key Economic Region and a centre for economic activity, politics, security, culture, healthcare, education, trade, and science and technology in the northern coastal region. It has contributed significantly to national construction, defence and development, as well as to the Hanoi-Hai Phong-Quang Ninh economic triangle. Following Politburo Resolution No. 32-NQ/TW dated 5 August 2003 on the development of Hai Phong during national industrialization and modernization, Resolution No. 45-NQ/TW dated 24 January 2019 set out important directions for promoting

the city's socio-economic development in line with its potential, role and strategic position.

Based on Resolution No. 45-NQ/TW, the Party's viewpoint on building Hai Phong into a modern, smart and sustainable city can be understood as transforming it into a modern, smart and sustainable industrial city. The dissertation adopts this orientation. Accordingly, building such a city has three dimensions: developing Hai Phong as a modern city, a smart city and a sustainable city.

2.2.1.2. The concept of developing HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city

Developing HQHR to meet the requirements for building Hai Phong into a modern, smart and sustainable city is a purposeful and proactive process through which relevant actors comprehensively improve the most capable segment of the workforce, particularly its physical, intellectual and psychological capacities, as well as digital capability, innovation and international integration. The objective is to maximize its potential in practical activities, create social value and contribute effectively to building Hai Phong into a modern, smart and sustainable city in accordance with Resolution No. 45.

2.2.2. Content of HQHR development to meet the requirements for building Hai Phong into a modern, smart and sustainable city

Quantity

It is necessary to ensure a sufficient workforce for the value chains and development of key and priority sectors. The target is for trained skilled workers to account for 70-80% of the workforce in each sector. The number of HQHR should increase in sectors where Hai Phong has advantages, including the marine economy, maritime activities, logistics, shipbuilding, mechanical engineering, and aquaculture and fisheries. In particular, the city should strengthen HQHR in science and technology to realize its ambition of becoming a national centre for research, management and development in marine science and technology and

marine medicine. It should also increase HQHR in environmental protection and climate-change adaptation to support modern, smart and sustainable development in a seaport city highly exposed to climate change and in a rapidly developing industrial city facing risks of pollution and resource depletion.

Quality

Physical capacity is important for HQHR, especially in sectors requiring endurance, resilience and adaptation to harsh working conditions, such as maritime transport, port and logistics services, shipbuilding, aquaculture and fisheries, and science and technology. HQHR should have the physical endurance to work for long periods at high intensity and in complex environments; strong musculoskeletal health to reduce injury risks when lifting, moving or operating heavy machinery; flexibility and agility to respond quickly, maintain balance and perform precise tasks in difficult positions or while moving continuously; and stable mental health, concentration and stress-management capacity to work under pressure, in shifts, and in noisy, vibrating or variable-temperature environments. Their physical indicators-including body mass index, cardiovascular and respiratory function, vision, hearing, and arm and leg strength-should meet national or sectoral standards.

Intellectual development: Developing the intellectual capacity of HQHR in Hai Phong's economic sectors requires a combination of professional expertise, thinking skills, creativity and the ability to apply modern technology. HQHR should possess strong professional and technical competence, in-depth knowledge of their fields, and a firm grasp of procedures, technical standards and safety requirements, enabling them to work in complex environments. Experts should hold doctoral degrees or higher; leaders and managers should hold at least master's degrees; and engineers and technicians should hold bachelor's degrees or higher from reputable domestic or foreign institutions. Highly skilled technical workers should have at least ten years of occupational experience. They should be

able to analyse and solve problems, quickly identify situations, analyse data and select optimal solutions under time pressure and risk. They should be capable of accessing and applying new technologies to meet digital-transformation requirements, including through digital-literacy initiatives, and should know how to use management software, intelligent control systems and AI in management and operations. They should be able to propose scientific initiatives recognized by provincial or municipal People's Committees to improve processes and labour efficiency. Approximately 70% of workers should have English proficiency at B2 level or above, certified by universities authorized by the Ministry of Education and Training, so that they can communicate internationally and meet practical work requirements in a city with many international experts, ships and foreign-invested enterprises. They should also demonstrate the ability and willingness to engage in lifelong learning and adapt to rapid changes in technology, markets and smart governance models.

Psychological and ethical development: For Hai Phong, a national centre for industry and maritime services, the psychological and ethical qualities of HQHR are decisive for safety, discipline, productivity and the sustainability of production and services. HQHR should demonstrate professional resilience and a strong sense of responsibility, be willing to work under pressure and accept accountability for their decisions and actions; maintain discipline and industrial work practices by complying with procedures, safety rules and schedules; work quickly and accurately, which is particularly important in industry and port services; uphold professional ethics and community responsibility through honesty and respect for professional standards, and protect others and shared property; cooperate and work effectively in teams across continuous operational chains involving multiple departments and occupations; adapt to pressure and technological or procedural changes, handle incidents calmly and withstand time pressure and high workloads; and show initiative, openness to feedback and a willingness to learn, adopt new techniques, improve processes and continuously enhance their capabilities.

Structure

HQHR should be developed in a balanced way across occupations and sectors, with an appropriate balance between men and women and due consideration of sector-specific characteristics. Priority should be given to key and competitive sectors in Hai Phong.

2.3. IMPORTANCE OF HQHR DEVELOPMENT AND FACTORS AFFECTING IT IN MEETING THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY

2.3.1. Importance of HQHR development

HQHR directly carry out and determine the success of the process of building Hai Phong into a modern, smart and sustainable city.

HQHR determine the effectiveness of research and application of advanced scientific and technological achievements and promote innovation in pursuit of the goal of building Hai Phong into a modern, smart and sustainable city.

HQHR help attract and combine domestic and international resources to achieve the goal of building Hai Phong into a modern, smart and sustainable city.

2.3.2. Factors affecting the effectiveness of HQHR development

First, the strategic orientation and direction provided by the Party, the State and Hai Phong City.

Second, coordination and consensus among agencies, socio-political organizations and enterprises.

Third, the quality of education and training for HQHR.

Fourth, mechanisms and policies for employing, valuing and rewarding talent.

Fifth, workers' voluntary, proactive and positive commitment to learning, training and improving their qualifications, capabilities and skills.

Chapter 2 Summary

CHAPTER 3
HQHR TO MEET THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY: CURRENT SITUATION AND ISSUES

3.1. CURRENT SITUATION OF HQHR IN RELATION TO THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY

3.1.1. Achievements and their causes

3.1.1.1. Achievements in HQHR for the development of a modern, smart and sustainable Hai Phong city

Quantity

Hai Phong is experiencing a demographic dividend, with an abundant workforce that accounts for a large and stable share of the population and contributes positively to the city's socio-economic development. Analysis of the collected data demonstrates the importance of HQHR in the city's key sectors and competitive industries, which help sustain high economic growth and promote industrialization and modernization. In recent years, Hai Phong has paid attention to HQHR development, particularly in core sectors such as manufacturing, seaports, logistics, shipbuilding, tourism, information technology and high-tech fisheries. Nevertheless, the number of highly qualified workers-including university graduates, postgraduates, engineers and technical experts-remains insufficient to meet the needs of high-tech industries, modern services and the marine economy, particularly amid digital transformation and Industry 4.0.

Quality

An overall analysis of physical, intellectual and psychological criteria indicates that human resource quality in Hai Phong's key industrial sectors has achieved the following results:

First, the workforce in the city's priority and leading sectors has tended to grow rapidly. This increase is evident in employment in processing and manufacturing industries, aquaculture and fisheries,

manufacturing, port and logistics services, high technology and industrial support services.

Second, workers' qualifications have gradually improved. The proportion of trained workers, especially those with technical qualifications and advanced occupational skills in key industries, has increased. Workers have gained professional knowledge and occupational skills and have gradually adapted to digital transformation, the application of science and technology, and international integration.

Third, a workforce in science and technology, port and logistics operations, and modern and smart urban management has begun to take shape. Some workers have gradually mastered management and operational processes for seaport systems, logistics, smart urban systems and high-tech production lines.

Structure by professional qualification

Data compiled from agencies and organizations operating in the city's key sectors in 2024-2025 indicate a high proportion of HQHR with university qualifications or above, generally meeting job requirements and training needs. The target of having 70-80% of workers trained by 2025 was exceeded: workers with master's or bachelor's degrees and formal qualifications or certificates accounted for 71.7%. These achievements in HQHR have helped Hai Phong make significant development breakthroughs in recent years.

3.1.1.2. Causes of the achievements

First, the development of HQHR has consistently received attention, strategic guidance and active direction from the Party, the State and the city's leadership and authorities at different levels.

Second, city departments and agencies have coordinated in implementing policies and guidelines for HQHR development.

Third, the quality of education and training in the city has improved, making an important contribution to supplying HQHR for the development of a modern, smart and sustainable city.

Fourth, Hai Phong has revised mechanisms and policies for employing, rewarding and valuing HQHR to attract talented people to work in the city.

Fifth, the city has actively mobilized resources and expanded domestic and international cooperation to improve human resource quality.

3.1.2. Limitations and their Causes

3.1.2.1. Limitations of HQHR in meeting the goal of building Hai Phong into a modern, smart and sustainable city

Quantity: Analysis of data for 2020 - 2025 shows limitations in the number and proportion of HQHR in Hai Phong, particularly the uneven development of HQHR across key economic sectors. In addition to the relatively small scale and slow growth, there are serious imbalances among sectors. This highlights the urgent need to adjust policies for training, attracting and allocating HQHR so that they are more closely aligned with the city's marine-economy and sustainable-development strategies.

Quality: HQHR still have limitations in professional and technical qualifications, foreign-language proficiency, communication and teamwork skills, as well as work awareness and attitudes. These shortcomings do not meet the requirements of international integration, particularly as Hai Phong attracts substantial domestic and foreign investment. Many workers hold qualifications but lack practical experience and teamwork skills, and have limited foreign-language proficiency. The city faces shortages of engineers and skilled technical workers, especially in precision engineering, electrical and electronic engineering, and automation. It also has relatively few professionals in logistics management, seaport operations and maritime transport, while the number of highly skilled IT and digital-transformation engineers remains insufficient.

Structure: Although Hai Phong has established a certain pool of HQHR in key sectors such as maritime transport, port and logistics

services, shipbuilding, aquaculture and fisheries, and science and technology, the distribution of professional qualifications remains limited, imbalanced and insufficiently coordinated across sectors.

Analysis of limitations in Hai Phong's HQHR during 2020-2025 leads to three main conclusions:

First, Hai Phong faces shortages of HQHR in leading industries such as maritime transport, port and logistics services, shipbuilding, aquaculture and fisheries, and science and technology, especially experts, engineers and managers with in-depth professional knowledge, advanced occupational skills, and the ability to adapt to digital transformation, innovation and international integration.

Second, the quality of training is not sufficiently aligned with the needs of a modern, flexible, sustainable and internationally integrated labour market.

Third, some members of the workforce continue to seek opportunities in larger cities such as Hanoi or Ho Chi Minh City, contributing to a "brain drain."

3.1.2.2. Causes of the limitations

Limitations in developing HQHR to meet the goal of building Hai Phong into a modern, smart and sustainable city arise from development awareness and thinking; institutions and human resource development policies; the education and training system and its links with the labour market; local socio-economic characteristics and workforce structure; the living and working environment and innovation ecosystem; and the effects of international integration and global competition for labour.

3.2. ISSUES ARISING FROM THE CURRENT STATE OF HQHR IN RELATION TO THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY

Analysis of HQHR development in Hai Phong shows that, alongside achievements, limitations, shortcomings and unresolved issues remain.

These issues reflect contradictions between the requirements for HQHR development and the city's actual conditions, particularly:

The contradiction between the need to rapidly restructure HQHR to support a knowledge- and high-technology-based economy and a workforce structure still dominated by workers with intermediate technical skills.

The contradiction between the need to attract and retain HQHR and the limited appeal of the working environment and remuneration policies.

The contradiction between shortcomings in the quality of human resource training and the HQHR requirements of enterprises and the labour market.

The contradiction between the need for rapid development and the need to ensure the sustainable quality of HQHR.

The contradiction between the State's strategic guiding role and market dynamism in the employment and use of HQHR.

Chapter 3 Summary

CHAPTER 4
SOLUTIONS FOR DEVELOPING HQHR TO MEET THE REQUIREMENTS FOR BUILDING HAI PHONG INTO A MODERN, SMART AND SUSTAINABLE CITY

4.1. RAISING AWARENESS AND IMPROVING COORDINATION AMONG AUTHORITIES AT ALL LEVELS AND THE PUBLIC IN DEVELOPING HQHR FOR A MODERN, SMART AND SUSTAINABLE HAI PHONG CITY

First, awareness and responsibility among authorities at all levels should be strengthened regarding the position, role and importance of HQHR development. Coordination among levels of government and sectors should be enhanced in formulating and implementing human resource development policies.

At the same time, public awareness should be raised regarding the need to develop HQHR in connection with the goal of building Hai Phong into a modern, smart and sustainable city. Families, communities and society should be encouraged to promote learning, training and the development of individual capabilities.

Workers' commitment to self-directed learning and self-improvement, and their proactive updating of knowledge, professional qualifications and occupational skills, should be strengthened. This will help align awareness with action, mobilize social resources and develop HQHR to meet the city's development requirements.

4.2. IMPROVING QUALITY AND CREATING BREAKTHROUGHS IN EDUCATION AND TRAINING TO DEVELOP TALENT AND MEET PRACTICAL NEEDS

First, establish a "dynamic retraining" mechanism to update knowledge, technologies and skills, enabling high-tech workers to adapt to rapid changes in the labour market.

Second, integrate HQHR development into the smart-city development strategy, linking training with the city's digital-transformation and sustainable-development requirements.

Third, modernize and make education and training programmes more flexible, increase practical training and technology application, and tailor programmes to workforce needs in each sector. Strengthen links between educational and training institutions, state management agencies, enterprises and organizations that employ workers.

Fourth, prioritize the development of lecturers with strong professional expertise, practical capabilities, digital skills and modern teaching methods to meet the requirements of HQHR training. This will improve educational and training outcomes, identify and nurture talent, and establish a strong human resource foundation for the city's development.

4.3. REFORMING MECHANISMS AND POLICIES TO ATTRACT, VALUE AND RETAIN HQHR IN RESPONSE TO HAI PHONG'S PRACTICAL NEEDS

Amid intensifying competition to attract talent, reforming mechanisms and policies to attract, value and retain HQHR is important for Hai Phong's sustainable development. The following measures should be prioritized:

Develop appropriate remuneration policies that motivate and enable HQHR to use their capabilities in key sectors and fields.

Develop a "creative coastal living space" with an attractive environment for living, working and innovation to help attract and retain talent.

Promote the role of organizational leaders in identifying, evaluating, assigning and effectively using HQHR.

4.4. STRENGTHENING REGIONAL LINKAGES AND CO-CREATING AN ECOSYSTEM FOR HQHR DEVELOPMENT

As Hai Phong expands its development space and strengthens regional linkages, building an ecosystem for HQHR development requires close coordination among education and training institutions, authorities, enterprises and localities. Priority should be given to the following:

First, develop a "University-City-Enterprise Co-creation" model.

Second, establish a regional "Seaport-Logistics-High-Tech Industry Human Resource Ecosystem."

Third, pilot a "special institutional zone" to attract HQHR.

Fourth, develop a "three-party linkage" model.

Chapter 4 Summary

CONCLUSION

Building selectively on domestic and international theoretical perspectives, the dissertation systematizes and clarifies fundamental theoretical issues concerning HQHR and its development from a philosophical perspective. It thereby contributes to supplementing and improving the theoretical framework for research and policy formulation in the current context.

In practical terms, the dissertation comprehensively analyses and evaluates HQHR development in Hai Phong during 2020-2025, focusing on key sectors such as maritime transport, port and logistics services, shipbuilding, science and technology, and aquaculture and fisheries.

On this basis, the dissertation proposes a coordinated and feasible system of viewpoints and solutions for HQHR development suited to the practical conditions of Hai Phong following the merger. The solutions focus on raising awareness and improving coordination among authorities at all levels and the public; improving education and training; reforming policies to attract, value and retain HQHR; and strengthening regional linkages and co-creating an ecosystem for HQHR development.

In the coming period, as the city enters a new era of national development and faces increasingly demanding requirements from industrialization and modernization associated with digital transformation and deeper international integration, continued research, supplementation and improvement of mechanisms and policies for HQHR development will remain an urgent task. This is essential to unlocking the city’s potential, improving its competitiveness and realizing the goal of building Hai Phong into a modern, smart and sustainable city.

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

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