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# DEVELOPING THE PRINT JOURNALISM WORKFORCE TODAY IN ACCORDANCE WITH HO CHI MINH'S THOUGHT

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# INTRODUCTION

## 1. Rationale for the study

President Ho Chi Minh was the founder, organiser and guiding force of Vietnam's revolutionary press. His thought on building a contingent of journalists unites the goal of serving the Fatherland and the people with the requirements of political integrity, ethics, competence and professional methods. His guidance continues to provide a set of values for addressing the challenges facing journalism under new conditions.

Print journalism continues to inform the public, contribute to theoretical discussion and education, analyse policy and serve specific groups of readers. For printed publications, limited space, publication schedules and editorial review procedures require the careful selection of issues, rigorous argumentation, appropriate language and a high sense of responsibility before publication.

Digital transformation, competition for revenue and the restructuring of press organisations are changing job positions, the division of labour and competency requirements. A dedicated study of journalists who regularly work on printed newspapers and magazines is therefore significant in applying Ho Chi Minh's thought to a clearly defined professional group. It also connects human development with organisational arrangements and working conditions.

## 2. Research objectives and tasks

The dissertation clarifies Ho Chi Minh's thought on building a contingent of journalists, assesses the current state of building the contingent of print journalists in Vietnam, and proposes orientations and solutions for developing this contingent in accordance with his thought. Its four tasks are to review relevant studies and identify research gaps; clarify concepts and systematise Ho Chi Minh's thought; analyse achievements, limitations, causes and issues arising from current practice; and forecast influencing factors and propose orientations and solutions.

## 3. Research subject and scope

The subject of the study is the building of the contingent of print journalists in contemporary Vietnam in accordance with Ho Chi Minh's thought. In terms of content, "print journalism" is limited to newspapers and magazines published on paper. Journalists are identified by their legal

qualifications and their regular responsibilities for print publications, including those who work in converged newsrooms.

In terms of geographical scope, the research materials focus on Hanoi and Ho Chi Minh City through the cases of Nhân Dân, Quân đội nhân dân, Tạp chí Cộng sản, Tuổi Trẻ and Pháp Luật Thành phố Hồ Chí Minh. Quảng Ninh and Huế are also considered to examine organisational changes following mergers. These are case studies based on published materials, rather than a nationally representative survey sample.

In terms of time, the empirical research focuses on 2016–2024 and is updated from 2025 to September 2026 using official documents, statistics and publicly reported cases. Nationwide data are used to describe the context and compare trends; they do not replace data specific to the print journalism workforce.

**4. Theoretical foundations and research methods**

The dissertation is grounded in Marxism–Leninism and Ho Chi Minh's thought, as well as the Party's viewpoints and policies and the State's policies and laws concerning the press, ideological work and the journalistic workforce. The methodologies of dialectical and historical materialism are combined with systems-based and interdisciplinary approaches.

The principal methods include the historical and logical method, document analysis, analysis and synthesis, comparison, review of practical experience, and analysis of secondary statistical data. Ho Chi Minh's thought is examined in the context in which it emerged and is applied creatively to present conditions, avoiding mechanical application. The assessment connects individual qualities with recruitment, training, deployment, supervision and professional working conditions.

**5. Original contributions and significance of the dissertation**

First, the dissertation systematises Ho Chi Minh's thought on building a contingent of journalists as an integrated framework encompassing its position and role, the qualities and competencies to be developed, the responsible actors and the methods of implementation. Second, it clarifies the central concepts and establishes a basis for assessing both the print journalism workforce and the work of developing it. Third, it analyses the situation in 2016–2024 and updates relevant changes through September 2026, identifying achievements, limitations, causes and requirements

arising from organisational restructuring and digital transformation. Fourth, it proposes five orientations and seven solutions, with distinctions among responsibilities, methods of implementation and criteria for assessment.

## 6. Theoretical and practical significance of the dissertation

### *6.1. Theoretical significance*

The dissertation contributes to a deeper understanding of Ho Chi Minh's thought on building a contingent of journalists. It provides theoretical and practical foundations and scientific arguments for the Party and the State in formulating guidelines and policies on the development of journalism, social policy, policy communication and communication work. It also contributes to the continued renewal of efforts to build the contingent of print journalists and develop the contemporary revolutionary press.

The dissertation helps clarify the theoretical framework of concepts related to its subject and research problem, including journalism, revolutionary journalism, journalists, the building of a contingent of journalists, and Ho Chi Minh's thought on building such a contingent. It also affirms the role and significance of studying, applying and creatively developing Ho Chi Minh's thought on building the journalistic workforce in the present context. The dissertation may supplement the theoretical foundations of a number of disciplines, including political science, journalism studies, sociology, psychology and communication technology.

### *6.2. Practical significance*

The research findings may serve as reference material for research, teaching and learning on topics related to Ho Chi Minh's thought on journalism, Vietnam's revolutionary press, journalistic ethics and the building of a contingent of media professionals. They also provide additional reference arguments for press management agencies, press organisations and journalism and communication training institutions in building, training and developing a contingent of print journalists capable of meeting the requirements of the current period.

## 7. Structure of the dissertation

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

# CHAPTER 1
# OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC

## 1.1. Studies related to the dissertation

The first group of studies examines journalism and the building of a contingent of journalists. Domestic and international works clarify the nature, functions and social responsibility of journalism, professional ethics, personnel management and journalism training. Studies by V. V. Voroshilov, G. V. Ladutina, Hà Minh Đức, Nguyễn Văn Dững, Nguyễn Thị Trường Giang, Đỗ Quý Doãn and other authors help situate journalists within their relationships with politics, culture, the public and the economics of journalism.

The second group examines Ho Chi Minh's thought on journalism and the development of journalists. Works by Tạ Ngọc Tấn, Nguyễn Thành, Cao Ngọc Thắng, Hà Minh Đức, Đỗ Chí Nghĩa and Phan Quang, together with international studies, analyse his journalistic career, style, purpose of service and exemplary practice. A prominent finding is the unity of revolutionary political commitment, ethics, truthfulness and an accessible style of expression close to the people.

The third group examines the application of Ho Chi Minh's thought to the development of journalism today. These studies address the protection of the Party's ideological foundation, professional ethics and qualities, personnel training, digital transformation and multiplatform communication. Recent research has also considered specialised production arrangements, information verification and the building of public trust.

Together, these three groups of studies provide a rich documentary, theoretical and practical foundation. The dissertation draws selectively on their findings, distinguishing research on journalism in general from research on a workforce with responsibility for a specific type of publication. It avoids equating the history of journalism with the entirety of the work of developing the journalistic workforce.

## 1.2. Assessment of research findings and issues requiring further investigation

Studies of journalism and revolutionary journalism have helped clarify fundamental theoretical questions concerning the nature, functions, role,

characteristics and social responsibility of the press. Research on Ho Chi Minh and journalism has clarified his role as the founder, organiser and guiding force of Vietnam's revolutionary press, while affirming his stature as an exemplary revolutionary journalist.

Studies directly addressing Ho Chi Minh's thought on journalism have helped systematise many fundamental aspects, including the position, role, functions and tasks of the revolutionary press; its Party character, popular character, combativeness and truthfulness; the purpose, audience and methods of journalistic writing; and Ho Chi Minh's journalistic style and language. Many studies have discussed the qualities and competencies required of journalists according to Ho Chi Minh's thought. These matters are directly relevant to research on building the contemporary contingent of journalists in accordance with his thought.

Studies of the application of Ho Chi Minh's thought to the development of journalism today have begun to clarify the guiding value of his ideas for building a professional, humane and modern Vietnamese revolutionary press. Research on printed newspapers, print journalism, online journalism and digital communication has helped identify the profound changes occurring in the contemporary media environment. Nevertheless, no study to date has addressed in a comprehensive and integrated manner the building of the contemporary contingent of print journalists from the perspective of Ho Chi Minh Studies.

The dissertation continues to address five issues. First, it standardises the concepts used in the research. Second, it systematises Ho Chi Minh's thought as an integrated body of ideas. Third, it assesses the building of the contingent of print journalists in Vietnam from 2016 to 2024, with updates from 2025 to September 2026 based on official documents, statistics and publicly reported cases. Fourth, it identifies the influencing factors. Fifth, it proposes major orientations and solutions for building the contemporary contingent of print journalists in accordance with Ho Chi Minh's thought.

# CHAPTER 2
# KEY CONCEPTS AND THE CONTENT OF HO CHI MINH'S THOUGHT ON BUILDING A CONTINGENT OF JOURNALISTS

## 2.1. Key concepts

Journalism comprises organised information activities and products concerning events and issues in social life. These are created, edited, published or transmitted to the public in accordance with the law. Vietnam's revolutionary press is organised under the leadership of the Party and serves national independence linked with socialism and the interests of the people. In this dissertation, print journalism comprises printed newspapers and magazines that use written text and images and are published periodically using printing technology. A print journalist is a journalist holding a press card who regularly and directly creates or edits content, or organises content production, for printed publications in accordance with the publication's stated principles and purposes and with the law. Building a contingent of print journalists is the above process as applied to journalists who regularly work on printed newspapers and magazines. The development of their qualities and competencies must be connected with responsibility for publications, newsroom processes, publication schedules and coordination between print publications and digital channels.

Ho Chi Minh's thought on building a contingent of journalists is his comprehensive and profound system of viewpoints concerning the role, position, content, responsible actors and solutions involved in building a journalistic workforce. Its purpose is to ensure that Vietnam's revolutionary press has a contingent of journalists sufficient in quantity and quality, with political integrity, ethical qualities and the capacity to serve, capable of meeting the objectives and following the path of national independence linked with socialism.

Building the contemporary contingent of print journalists in accordance with Ho Chi Minh's thought is a purposeful and organised process undertaken by responsible actors and by journalists themselves. It involves creatively applying his system of viewpoints on developing revolutionary journalists to the recruitment, education, professional development, placement, deployment and assessment of—and the provision of

conditions for developing—those who regularly work on printed newspapers and magazines, so that they can fulfil the tasks of revolutionary journalism under present conditions.

## 2.2. The position, role and content of building a contingent of journalists

### 2.2.1. The position and role of building a contingent of journalists

- Building a contingent of journalists who serve as fighters on the ideological and cultural front.
- Building a contingent of journalists capable of meeting the requirements of communication, guiding public opinion and encouraging the masses.
- Building a contingent of journalists closely connected with the people, contributing to public mobilisation, the gathering of forces and the strengthening of the great national unity bloc.

### 2.2.2. The content of building a contingent of journalists

***Developing journalists' political and ideological qualities***

A firm political stance is a primary requirement. Journalists must understand the goal of national independence linked with socialism, grasp the tasks of the revolution and place the common interest above personal interests. Political commitment guides their selection of issues, interpretation of events and responsibility for the social effects of their work.

Ho Chi Minh did not equate political integrity with empty political talk, slogan writing or the dogmatic repetition of established ideas. He criticised writing that was detached from practice and failed to explain issues directly affecting the people. Political requirements must be translated into the capacity to understand everyday life, distinguish right from wrong, explain policies and persuade the public through evidence.

In print journalism, this is expressed through political commentary, analysis, investigative reporting and other articles that present a clear viewpoint and rigorous arguments. The guiding function of journalism must be consistent with respect for truth, a humane spirit and the goal of serving the people.

***Developing journalists with sound revolutionary and professional ethics***

Revolutionary ethics form the foundation of professional ethics. Journalists must cultivate diligence, thrift, integrity, uprightness and

impartiality; oppose individualism, the pursuit of fame, self-interest and bureaucracy. The purpose of journalism is to serve the revolution and the people, rather than to seek personal fame or use the power of information for private gain. Truthfulness is a consistent requirement. Journalists must investigate and study a matter before writing; they must not fabricate information, exaggerate achievements or conceal shortcomings. Both praise and criticism must be proportionate and evidence-based, helping individuals and organisations improve. Ethics are also reflected in respect for the people, a willingness to listen, the protection of individuals and personal accountability for published information.

***Developing journalists with professional knowledge and competence, and appropriate journalistic methods and styles***

Professional competence is the ability to apply knowledge, skills, experience and judgement to fulfil one's duties. In print journalism, core competencies include identifying topics, developing sources, investigating, verifying information, analysing, constructing arguments, writing and editing. Knowledge of politics, culture and specialised fields, together with foreign-language and technical skills, provides a foundation for high-quality work.

Journalistic methods must connect purpose with the intended audience: for whom to write, why to write, what to write and how to present it. Journalists need to conduct fieldwork, listen, ask questions, observe and read widely. They should write simply, concisely and clearly; revise their drafts repeatedly; and seek feedback from others before publication.

Ethics and talent are unified in professional practice. Good qualities must be demonstrated through useful work, while strong skills must be guided by social responsibility. New technologies support journalistic work but cannot replace human verification and judgement.

***Professional requirements and the characteristics of the revolutionary press***

A journalist's competence is reflected in the ability to produce work that meets the characteristics of the revolutionary press: its political and Party character, combativeness, popular character, national character and diversity, objectivity and truthfulness. These requirements are interconnected. For printed publications, they are made concrete through the selection of topics, analysis, editing within limited space and review of

the final version before publication. Quality is created through professional work and organisation; it does not arise simply because information is printed on paper.

### 2.2.3. Actors responsible for building the contingent of journalists

The Party provides leadership and political direction and is responsible for organisational and personnel work. The State exercises management through the law and provides the framework for the exercise of rights and obligations and for the conditions under which the press operates. The actors involved in organising, training and supporting the development of the journalistic workforce include the Journalists' Association and journalism training institutions. The Journalists' Association is a political and professional organisation that brings its members together, provides professional development and support, monitors professional ethics and cooperates in protecting journalists who work in accordance with the law. Training institutions design curricula, develop knowledge and skills, and connect learning with professional practice. Journalists themselves are responsible for self-education, self-discipline and professional development.

### 2.2.4. Methods of building the contingent of journalists

The dissertation identifies five methods. First, it seeks to promote the roles of the responsible actors. Second, it calls for the practice of self-criticism and criticism to identify and correct shortcomings. Third, it promotes the role of the people. Fourth, it calls for practical education and training that connects theory with practice. Fifth, it encourages journalists to engage in continuous self-study and self-improvement.

The theoretical framework is organised around four questions: why the contingent must be built; which qualities and competencies should be developed; who is responsible; and how the work should be carried out. An actor may employ several methods, and a method may contribute to the development of several qualities or competencies. These distinctions provide a basis for assessing the current situation and designing solutions.

## CHAPTER 3
## THE CURRENT STATE OF BUILDING THE CONTINGENT OF PRINT JOURNALISTS IN VIETNAM FROM THE PERSPECTIVE OF HO CHI MINH'S THOUGHT

### 3.1. Overview of print journalism and the contingent of print journalists in Vietnam today

The number of press organisations must be distinguished from the number of publications, media types and journalists. Using the categories adopted in the dissertation, the number of newspaper and magazine organisations changed as follows:

| Type of organisation | 2019 | 2024 |
|---|---|---|
| Newspapers | 195 | 137 |
| Magazines | 655 | 675 |
| Total | 850 | 812 |

The total decreased by 38 organisations, equivalent to 4.47 per cent. The number of newspaper organisations fell by 29.74 per cent, while the number of magazine organisations rose by 3.05 per cent. The share of newspapers declined from 22.94 per cent to 16.87 per cent. This was primarily a structural change; it cannot be taken as evidence of a corresponding reduction in either the number of printed publications or the number of print journalists.

At the end of 2024, approximately 41,000 people worked in the press sector, including around 21,000 journalists holding press cards. These figures cover multiple forms of media, including radio and television, and therefore do not represent the print journalism workforce alone.

In 2024, revenue for the combined group of print and online newspapers and magazines was estimated at VND 8,080 billion, approximately 6.1 per cent lower than in 2023. This aggregated figure reflects pressure on resources; it cannot be treated as revenue from printed newspapers alone or as journalists' income.

The available materials do not provide a consistent statistical series identifying print journalists separately by age, gender, education and job position through September 2026. The dissertation therefore identifies the workforce through its responsibilities for printed products and through

organisational cases. It does not estimate representative proportions where data are unavailable.

***Changes from 2025 to September 2026***

According to the published figures used in the dissertation, there were 778 press organisations in November 2025. In June 2026, there were 733, comprising 98 newspaper organisations, 597 magazine organisations and 38 broadcasting stations and organisations. These figures have distinct statistical scopes that must be preserved when making comparisons. A reduction in the number of organisations does not automatically imply a reduction in their responsibilities for publications.

The transfer of state management functions for the press to the Ministry of Culture, Sports and Tourism from March 2025 changed the responsible administrative authority. The restructuring of provincial-level administrative units expanded reporting areas and changed sources of information, readership groups and newsroom duties. The consolidation of newspaper, radio and television organisations created requirements for assigning work according to job position, product and degree of financial autonomy.

The case of Quảng Ninh shows that streamlining departments can take place alongside the continued operation of print and online newspapers, radio and television. The case of Huế illustrates simultaneous difficulties concerning personnel, facilities and finance. These two cases reflect uneven conditions during organisational change; they are not statistically representative of every locality.

The dissertation incorporates the 2025 Press Law, effective from 1 July 2026, and the orientation towards studying and practising Ho Chi Minh's thought, ethics, methods and style in the new period. This requires the updating of legal knowledge, editorial processes, and professional rights and obligations.

Published information on digital transformation in 2025 recorded 204 organisations that had completed training and 162 that had carried out assessments. These activities were undertaken at organisational level and do not in themselves establish the competence of individual journalists. It is necessary to monitor work products and progress by job position following training.

### 3.2. The current state of building the contingent of print journalists

#### 3.2.1. Achievements and their causes

Awareness of the role of journalists and political qualities. Print journalists have participated in reporting and explaining guidelines and policies, protecting the Party's ideological foundation, guiding public opinion and reflecting social life. Series of articles on Party building, the prevention and combating of corruption and misconduct, and the recognition of exemplary individuals and practices demonstrate a combination of political responsibilities with social oversight and critique.

Ethics. The dissemination of professional standards, study of Ho Chi Minh's thought and style, editorial review, self-inspection and the handling of violations have helped translate ethical requirements into workplace conduct. Humanity and responsibility towards sources, subjects and readers have received increasing attention in the assessment of journalistic work.

Professional competence. Progress has been made in investigative reporting, analysis, commentary, political writing, feature reporting, specialised knowledge and digital skills. The cases of Nhân Dân, Quân đội nhân dân, Tạp chí Cộng sản, Tuổi Trẻ and Pháp Luật Thành phố Hồ Chí Minh illustrate different ways of combining political orientation, the fight against misconduct, readers' forums and policy explanation. Print content has addressed tasks relating to economic development, institutional reform, education, science, culture, social welfare, the environment, national defence, security and foreign affairs. After 2020, additional prominent subjects included COVID-19 prevention and control, economic recovery, digital transformation and new development requirements. Methods of expression have become clearer and more concise, combining text, photographs and data with presentation suited to the printed page. However, a good article or an award is evidence of a particular case; it is insufficient to establish that the quality of the entire workforce is uniform. Results must be considered in relation to the processes and conditions under which publications are produced.

***The work of actors responsible for building the journalistic workforce***

The Party's leadership is reflected in political orientation, personnel work, the building of Party organisations and oversight of task implementation. The State gives effect to these responsibilities through

legislation, planning and management, and by facilitating access to information and protecting lawful journalistic activity. These measures form an organisational foundation for workforce development. Governing bodies and press organisations assign reporters, editors and staff responsible for publications; invest in working conditions; adjust processes; and provide professional development. In a converged newsroom, data and content may be shared, but responsibility for each newspaper or magazine issue must still be clearly assigned.

The Journalists' Association implements ethical standards, facilitates professional exchanges, organises emulation activities and supports its members. Training institutions provide personnel and short-term professional development. Cooperation among these actors, including international cooperation, creates additional opportunities to update knowledge, skills and newsroom management experience.

Methods of building the workforce. Training has increasingly been connected with digital requirements. Ethics education has been combined with editorial review, self-criticism, reader feedback and the correction of mistakes. Technology supports research, analysis, page production, coordination and the adaptation of content. Journalists' commitment, experience and willingness to learn are essential for turning organisational support into practical competence.

The dissertation attributes these achievements to the combined influence of leadership, management, the Journalists' Association, training institutions, cooperation among them and individual effort. Nevertheless, issuing documents and organising courses are inputs and activities. The effectiveness of workforce development must also be assessed through work quality, the ability to cooperate and progress following training.

### 3.2.2. Limitations and their causes

***Political and ideological limitations***

Some journalists have shown a tendency towards commercialisation and have used press freedom to serve interest groups. There have been tendencies to depart from a publication's stated principles and purposes, with manifestations of "self-evolution" and "self-transformation". Some journalists lack political and social sensitivity. In addition, the direction and management exercised by certain governing bodies have shown a lack of responsibility and other shortcomings.

***Deterioration in ethical qualities***

Some journalists and reporters have not sufficiently cultivated their ethics or political integrity. Their conduct has fallen short of professional standards, adversely affecting lawful activities and causing concern among members of the public, organisations, businesses and local state management agencies. Some have violated professional ethics or the law and have been sanctioned, with some cases resulting in criminal prosecution.

***Limitations in journalistic competence and the ability to access and use digital information sources***

Investigative, analytical, in-depth writing, foreign-language and digital technology skills remain uneven. Some articles are lengthy, rigid, repetitive and offer few new insights. The requirement to combine core professional competence with multiplatform cooperation has not been adequately met in every position.

***Limitations in the responsibilities of actors and coordination in workforce development***

The gap between issuing requirements and organising their implementation remains a problem. The restructuring of press organisations has expanded responsibilities, while publicly available information has not consistently standardised data on job positions and competency requirements specific to print publications. Difficulties concerning personnel, facilities and finance persist. For individual print journalists, there is insufficient consistent information to connect self-study plans with manuscript quality, verification and editing skills, and public feedback.

***Limitations in methods of building the contingent***

There is insufficient assessment before and after training through articles, source documentation and editorial quality. Public feedback, self-criticism, internal inspection and learning through work are effective only when procedures exist to receive and verify feedback, correct errors and monitor progress.

The causes include theoretical research and reviews of practice that have not kept pace with change; shortcomings in leadership and management; insufficiently proactive coordination in providing information; the failure of some Journalists' Association organisations to

realise their roles; and limitations in the responsibility of leaders and mechanisms connecting training with assigned duties. Declining revenue and unstable working conditions and remuneration create pressure, particularly when revenue or the number of articles is used in place of quality as an assessment measure. At the same time, some journalists do not sufficiently cultivate their ethics or engage in self-study. The dissertation does not attribute all shortcomings to individuals, nor does it regard financial difficulty as inevitably causing violations. Governance mechanisms and specific responsibilities require analysis.

**3.3. Issues arising**

First, there is a tension between the need to improve quality, depth and the guiding function of journalism and the uneven competencies of the workforce. Print journalism must create value through identifying issues, verification, interpretation and argument; this requires appropriate investment in knowledge and time.

Second, there is a tension between maintaining political integrity, ethics and social responsibility and the pressures of information competition and commercialisation. Pressure relating to speed, public tastes and audience metrics can distort topic selection and professional standards if it is not controlled, even though print is not the fastest publishing channel.

Third, there is a tension between the quality of journalistic work and working conditions and labour norms. Investigation, analysis and editing require resources, time, data and legal support. Norms based solely on the number of news items or articles can weaken investment in in-depth work.

Fourth, there is a gap between professional requirements and education and training, particularly in data skills, digital verification, writing methods and the preparation of a successor workforce. Training must be followed by guidance and practice in the newsroom.

Fifth, organisational restructuring creates a need to reassign staff and develop competencies. Mergers change duties, reporting areas, governing bodies and processes. Responsibility for printed products must therefore be clearly assigned, rather than assuming that every journalist is proficient in every stage of production.

Sixth, there is a tension between professional standards and pressures on resources and workforce development mechanisms. Legal and financial

conditions, remuneration, protection for journalistic work and ethical self-regulation must be improved together.

These six issues are closely related. They show that workforce development must combine the quality of personnel, occupational structure and organisational responsibility. Individual journalists' self-study requires a supportive environment; organisational support is effective only when it is translated into practice and individual progress.

# CHAPTER 4

# ORIENTATIONS AND SOLUTIONS FOR BUILDING THE CONTINGENT OF PRINT JOURNALISTS IN ACCORDANCE WITH HO CHI MINH'S THOUGHT

## 4.1. Forecast of influencing factors and orientations for building the contingent of print journalists in accordance with Ho Chi Minh's thought

### 4.1.1. Forecast of influencing factors

Digital technology and artificial intelligence will continue to change the collection of materials, production, editing and distribution. Opportunities include improved analysis, page production and content sharing. Risks include factual inaccuracies, dependence on tools, exposure of sources, data violations and copyright infringement. The central requirement is controlled use of technology while preserving the ultimate responsibility of writers, editors and those who approve the final version.

Changes in public demand increase competition but also create a market for verified content that offers interpretation and can be retained for reference. Journalists must study their readers, select relevant issues, write clearly and receive feedback. Trust is earned through the quality of service and does not automatically belong to a publication because it is printed. Online page views alone are insufficient to assess its full contribution.

Financial resources affect recruitment, remuneration, time available for investigation and training. The diversification of revenue must be accompanied by transparent management and protection of editorial decision-making. The cross-border information environment and sophisticated forms of deception increase the need for verification, digital security and cooperation in protecting journalists.

Legislation, development orientations and organisational mergers create opportunities to share resources, but they may also obscure responsibility

for printed products. A converged newsroom needs core professional expertise combined with multiplatform cooperation; it should not require everyone to perform every task.

The quality of training and the capacity for self-development determine the ability to adapt. Readers are both the people served and participants who provide feedback, exercise oversight and encourage innovation. Enduring professional standards must therefore be combined with new technological, organisational and audience conditions.

#### 4.1.2. Orientations for building the contingent of print journalists in accordance with Ho Chi Minh's thought to 2030, with a vision to 2045

First, build a contingent with firm political integrity, loyal to the goal of national independence linked with socialism, and steadfast in Marxism–Leninism, Ho Chi Minh's thought and the Party's renewal policy.

Second, build a contingent of journalists with sound professional ethics in accordance with Ho Chi Minh's thought, treating ethics as the foundation of all journalistic activity.

Third, renew the education and professional development of journalists by closely combining political theory and professional ethics education with the improvement of professional qualifications and digital competence.

Fourth, build a contingent of print journalists with high professional qualifications, a professional working style and the capacity for innovation.

Fifth, develop a professional, humane and modern press environment that enables journalists to use their abilities, contribute and uphold professional ethics.

### 4.2. Solutions for building the contemporary contingent of print journalists in accordance with Ho Chi Minh's thought

#### 4.2.1. Raise the awareness and responsibility of the Party as the actor that leads, directs and organises the building of the contingent of print journalists

Party committees and advisory bodies should provide regular direction, encourage creativity and identify the tasks of each publication and priorities for workforce development. Recognition of the role of print journalism should be connected with personnel plans, designated responsibilities, workforce structure and competency needs.

Party committees in governing bodies and press organisations should inspect the assignment of reporters, editors and staff responsible for publications, and direct the correction of shortcomings in professional work, ethics and working conditions. Effective leadership should be demonstrated by resolving workforce problems and improving service to readers, not merely by the number of documents issued or meetings held.

### 4.2.2. Improve institutions and legal conditions for building the contingent of print journalists

This solution addresses the legal framework, professional rights and public resources. The State and competent authorities should take the lead, while governing bodies, press organisations and the Journalists' Association communicate needs and cooperate in oversight. General policy must be distinguished from assignments, assessments and remuneration within newsrooms.

First, press legislation should be implemented and guidance reviewed when governing bodies, production models or organisational arrangements change. Procedures, access to information and journalists' rights and obligations should be applied consistently. Protection for lawful journalistic work should be strengthened by identifying contact points to receive and respond to reports, address obstruction and provide legal support for investigations.

The assignment and commissioning of public-service tasks and the use of public resources should be improved, taking into account the intended audience, volume and quality of work, methods of acceptance and reasonable costs. Funding should include the collection of materials, verification, editing, page production and distribution. It should not be assumed that every printed newspaper will automatically receive additional public funding or benefit from a funding mechanism that has not been established.

During organisational restructuring, the continuity of work, retraining and labour policies should be ensured, while valuable specialised competence is preserved. In technology use, attention should be paid to copyright, data security, source protection and accountability when using AI. Investment must be based on needs, available funding and safety assessments.

The dissertation also recommends studying an ecosystem to support public-interest journalism, development funds, shared data and tools, the sharing of content value and a set of indicators for journalistic value. These are policy proposals requiring assessment of authority, resources and impacts; they are not established mechanisms currently in force.

### 4.2.3. Renew education and professional development of the qualities and competencies required for print journalism in converged newsrooms

Training institutions, press organisations and the Journalists' Association should assess needs by job position, establish learning outcomes, organise practical training and monitor the application of what is learned. Training should combine political integrity, ethics and social responsibility with professional expertise, specialised knowledge, foreign languages and digital skills. For reporters, priority should be given to topic selection, field investigation, the use of documents, data analysis, political writing, commentary, feature reporting and thematic articles. For editors, training should strengthen verification, assessment of arguments, management of conflicts of interest, protection of the rights of subjects, standardisation of Vietnamese and the organisation of manuscripts on printed pages. Staff responsible for publications should develop their ability to plan issues, allocate resources, approve content and coordinate adaptation across channels. Digital competence should be integrated into each stage and accompanied by verification, copyright compliance and source protection, rather than treated merely as learning to use tools.

Methods should include case-based learning, mentoring by experienced journalists, practice with manuscripts and direct feedback. One article can be used to practise the entire process, from finding sources and checking facts to writing, editing, approving the printed version and adapting it for digital publication. Each stage should make clear which shortcomings are being corrected.

Initial training should connect institutions with newsrooms, expand supervised internships and prepare the next generation of journalists. International cooperation should address specific needs such as investigative reporting, data, ethics and foreign languages, with mechanisms for transferring and sharing knowledge with colleagues after training. Assessment before and after training should use work products, source records, the quality of analysis and editing, and timely cooperation.

Certificates, attendance figures and satisfaction levels are supplementary information; they cannot replace evidence of professional improvement.

### 4.2.4. Renew recruitment, placement, deployment and remuneration of print journalists in press organisations

Governing bodies should define tasks, resources and management responsibilities. Press organisations should directly conduct personnel work within their authority. The priority is to place the right people in the right roles, make use of their strengths and assess the quality of their contributions.

First, review publications, sections, reporting areas and workloads following restructuring. Identify positions for reporters, editors, staff responsible for publications and technology support staff. Even where content is shared, separate responsibility remains necessary for selection, editing and approval of the printed version.

Second, recruitment should take account of legal requirements, political and ethical standards, and suitable practical assessments. People with expertise in economics, law or science may receive supplementary journalism training; qualifications alone cannot substitute for the ability to perform the work. Links between training institutions and newsrooms should include internships, mentoring and transparent recruitment.

Third, assignments should match individual strengths and specify the product, deadline and available support. Transfers and rotations should be accompanied by training objectives, time to adapt and assessment. Conditions should be maintained for investigative writers, commentators and specialised editors, avoiding reassignment solely because an organisational structure has changed.

Fourth, assessment should consider accuracy, source records, the quality of argument and language, ethics, compliance with procedures, cooperation and progress. Finding advertising or collecting money from the subjects of reporting should not be used as a measure of professional competence.

Fifth, salaries, royalties, reporting expenses and rewards should be transparent and consistent with the law and financial capacity. Investigative work, verification, editing and the production of content for multiple formats should be properly recognised. Legal support, equipment, time for learning and attention to health should be provided. Emulation and

recognition should acknowledge quality, responsible correction of errors and the mentoring of colleagues.

#### 4.2.5. Strengthen inspection, supervision, professional discipline and social responsibility among print journalists

Inspection should simultaneously prevent and detect violations and support professional development. It should cover compliance with the law, a publication's principles and purposes, and ethical standards; the quality of information and argument; responsibility for cooperation; learning and self-improvement; and conduct towards the public.

For printed publications, sources, figures, quotations and copyright should be checked before the final version is closed for printing, with a responsible person identified at each stage. After publication, feedback should be received and verified, corrections issued in accordance with regulations, lessons drawn and recurring errors monitored. Internal, periodic and unannounced inspections should be combined with public feedback. Technology is only a supporting tool.

Leadership and management bodies, press organisations and the Journalists' Association should cooperate within their respective functions. Journalists should be able to explain their actions and receive protection when working lawfully. Violations must be handled transparently, objectively and within the proper authority. Effectiveness should be measured through fewer errors, the quality of corrective action and professional responsibility, rather than only the number of cases handled.

#### 4.2.6. Promote the Journalists' Association's role in professional support and networking for print journalists

The Association should organise professional communities for print reporters and editors, connect experienced journalists with those seeking development, and build a collection of cases involving verification, editing, corrections, conflicts of interest and the use of social media.

Within its functions, the Association should receive and verify reports, support members, make recommendations to competent authorities and cooperate in protecting journalists. Its activities supplement newsroom training and supervision; they do not replace recruitment, appointment or state management powers.

Following organisational mergers, the Association should maintain activities such as reading and discussing published work, reviewing

manuscripts, exchanging information about readers' needs and supporting adaptation to new processes. Its effectiveness should be assessed by how well it meets needs, the quality of its support and improvements in members' professional practice.

#### 4.2.7. Promote the initiative, self-education, self-discipline and self-study of print journalists

Each journalist should develop a plan appropriate to their position and review their own work to identify gaps in political or legal knowledge, specialised expertise, investigation, writing, editing or digital skills. The plan should identify priorities, timeframes, work products and people who can provide feedback. It should be discussed with a supervisor so that it is suited to the journalist's work.

Ethical self-education should be reflected in concrete decisions concerning sources, interests, subjects and the motives for writing. Journalists should conduct fieldwork, maintain records and practise clear explanation. Comparing drafts with edited versions can help them understand and correct weaknesses. Learning technology must be connected with data protection, copyright, verification and human responsibility when using AI.

Journalists should actively receive criticism, verify feedback, cooperate in correcting mistakes and keep records of their progress. Newsrooms and professional organisations should provide time, materials and guidance. Self-study does not replace organisational responsibility; its effectiveness should be measured by work quality, fewer errors and the ability to undertake new tasks.

## CONCLUSION

The dissertation affirms that Ho Chi Minh's thought provides a guiding foundation for building the contingent of print journalists in terms of politics, ethics and competence. Its value must be made concrete in recruitment, training, deployment, supervision and the professional environment. The current situation shows notable achievements, but also shortcomings in competence, ethics, cooperation and conditions for development. Digital transformation and organisational mergers increase the need to combine individual and organisational responsibility. The five orientations and seven solutions form an interconnected system linking leadership, institutions, training, personnel, supervision, the Journalists'

Association and self-development. Further work is needed to improve data specific to print journalists and monitor the actual effects of policies and organisational restructuring on professional quality.

The dissertation's findings may be summarised as follows:

1. The dissertation reviews research related to its topic, identifies the findings of existing studies and determines the issues requiring further investigation.

2. It systematically and comprehensively analyses and explains Ho Chi Minh's thought on building a contingent of journalists. It affirms the enduring value of this thought for Vietnam's revolutionary press and for building the journalistic workforce in general, especially its profound practical value for building the contingent of print journalists.

3. It analyses and assesses the building of the contingent of print journalists from 2016 to 2024 and the issues arising from the perspective of Ho Chi Minh's thought, considering both achievements and limitations and identifying their causes. It thereby highlights the urgent need for thorough study and more creative application and development of his thought on building the journalistic workforce. This should be regarded as one effective solution for developing Vietnam's revolutionary press and contributing to the realisation of national goals in the new era.

4. It identifies factors directly affecting the building of the contingent of print journalists: digital technology and AI; public demand and feedback; financial resources; law and development orientations; organisational restructuring; the quality of training and capacity for self-development; and readership. These factors create opportunities while also increasing requirements for verification, professional responsibility, assignment by job position and adequate working conditions. Applying Ho Chi Minh's thought requires connecting its enduring values with new practical conditions.

5. On the basis of Ho Chi Minh's thought, the current situation and the issues identified, the dissertation proposes seven solutions: (1) raising awareness and leadership responsibility for building the contingent of print journalists; (2) improving institutions and legal conditions; (3) renewing education and professional development for print journalism in converged newsrooms; (4) renewing recruitment, placement, deployment and remuneration in press organisations; (5) strengthening inspection,

supervision, professional discipline and social responsibility; (6) promoting the Journalists' Association's professional support and networking role; and (7) promoting print journalists' initiative, self-education, self-discipline and self-study. The solutions are distinguished by the problems they address and the methods used, with coordination according to each actor's responsibilities. They are directed towards the capacity to produce printed publications under present conditions. The findings provide reference arguments for workforce development and also indicate the need to improve data specific to print journalism personnel and assess the actual effects of restructuring and new policies.

## AUTHOR'S PUBLICATIONS RELATED TO THE DISSERTATION

1. "Building the Contemporary Contingent of Press Personnel in Accordance with Ho Chi Minh's Thought." Tạp chí Lý luận chính trị và Truyền thông [Political Theory and Communication Review], special issue no. 1, April 2023, pp. 30–33. ISSN 1859-1485.

2. "Journalistic Ethics in Ho Chi Minh's Thought and Their Application in the Current Context." Tạp chí Lý luận chính trị và Truyền thông [Political Theory and Communication Review], special issue no. 2, October 2024, pp. 43–45. ISSN 1859-1485.

3. "Journalists' Competence in Ho Chi Minh's Thought and Its Application in the Current Context." Tạp chí Lý luận chính trị và Truyền thông [Political Theory and Communication Review], special issue, second issue of 2025, pp. 21–24. ISSN 1859-1485.

4. "The Role of Journalists in Implementing Resolution No. 57-NQ/TW on Breakthrough Development in Science, Technology and Innovation." Provincial workshop, Bà Rịa–Vũng Tàu, 2025.

5. "Self-Study to Rise and Advance: An Expression of the Will to Be Self-Reliant and Strong, an Indispensable Spiritual Strength in the Nation's New Era." Provincial workshop, Bà Rịa–Vũng Tàu Provincial Political School, 2025.

6. "Some Solutions for Building the Contemporary Contingent of Print Journalists in Accordance with Ho Chi Minh's Thought." Tạp chí Lý luận chính trị và Truyền thông [Political Theory and Communication Review], special issue no. 1, March 2026, pp. 106–109. ISSN 1859-1485.

7. "The Ho Chi Minh City Press and the Operation of Two-Tier Local Government: A Practical Way to Implement the Politburo's Resolution No. 80-NQ/TW on Vietnamese Cultural Development." Workshop, Ho Chi Minh City Cadre Academy, 2026.