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## TALENT UTILIZATION IN VIETNAM: CURRENT SITUATION AND SOLUTIONS

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### ABSTRACT

*The achievements of Vietnam over the past 40 years of implementing the renovation policy, development, and international integration have significantly enhanced the country's stature and position both regionally and globally. One key contributing factor to this success is Vietnam's early adoption of guidelines and policies that prioritize the recognition and utilization of talented individuals. Today, as Vietnam enters a new era, the Era of National Aspiration strategic talent management remains a top priority. This era demands bold breakthroughs in policy frameworks and implementation mechanisms to effectively harness one of the nation's most critical resources: human talent. This article provides a comprehensive overview of the current landscape of talent utilization in Vietnam and proposes core solutions to enhance the attraction, development, and retention of talent in the context of the country's ongoing transformation and sustainable development goals.*

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**KEYWORDS:** Breakthrough, New Era of Development, Talent, Vietnam, Talent Utilization.

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## 1. INTRODUCTION

From various disciplinary perspectives, the concept of "talent" has been defined in different ways. However, there is a consensus that talented individuals are those who possess strong moral character, high levels of competence, and outstanding innovative and creative abilities. They are capable of contributing to the formulation of major national policies and strategies those considered essential to national destiny and public welfare. Talented individuals are characterized by their pioneering spirit, willingness to think differently, act boldly, take risks for innovation, and commit to the common good. They are also capable of assuming leadership and managerial responsibilities at various levels, both within and outside the political system. Moreover, talented individuals make exceptional contributions to their communities and have a significant impact on societal progress and development. They possess the capacity to inspire and mobilize other capable individuals in collective efforts to successfully achieve defined goals and missions. Furthermore, they play an essential role in identifying, training, mentoring, and utilizing other talented individuals, thereby fostering sustainable and prosperous development for organizations, institutions, and the nation as a whole. Importantly, their strong ethical standards and sense of responsibility to national advancement distinguish them as crucial agents of progress. Therefore, in the context of Vietnam's entrance into a new era of development, the effective identification and utilization of talent carries profound strategic significance.

## 2. LITERATURE REVIEW

In the era of globalization and the knowledge-based economy, the attraction, development, and strategic deployment of talent have emerged as crucial pillars for enhancing national competitiveness and driving innovation (World Bank, 2020; OECD, 2019). Contemporary research expands the notion of "talent utilization" beyond traditional human resource management (HRM) by emphasizing strategic alignment between individual capabilities and organizational or national goals (Collings, Mellahi, & Cascio, 2019). A growing body of empirical studies demonstrates that institutional frameworks and targeted policy interventions are vital to nurturing and retaining high-potential individuals. For instance, Collings and Mellahi's (2009) seminal "Strategic Talent Management" (STM) model continues to underpin many studies, highlighting the identification of pivotal positions, the attraction and retention of

talented individuals, and the development of talent pools aligned with strategic objectives. More recent works by Thunnissen (2016) and Vaiman, Collings, and Scullion (2017) emphasize the need to balance organizational performance with employee well-being and social sustainability, reflecting a shift toward inclusive and context-specific talent management strategies. Cross-national experiences provide valuable insights. In East Asia, countries such as South Korea, Singapore, and China have implemented national-level talent strategies integrated with industrial upgrading and technological transformation agendas (Poh, Yuen & Annette, S, 2007; Tan, 2013; Wang, 2021). China's "Thousand Talents Plan" is widely studied as a benchmark for reversing brain drain and strengthening domestic research capacity (Cao, 2008; Chen, 2019). Singapore's "Manpower 21" demonstrates how policy can align education and labor market demands to build a competitive workforce for the digital age (Tan, 2013; Lee & Gopinathan, 2020). Recent studies have also examined how digitalization and remote work reshape talent mobility and skills requirements (Tarique & Schuler, 2018). These international cases illustrate that effective talent governance requires robust institutional mechanisms, merit-based systems, competitive incentives, and adaptive strategies that respond to rapid technological and economic changes (Festing & Schäfer, 2014; Meyers & Van Woerkom, 2014). In Vietnam, the strategic importance of talent has been repeatedly affirmed in high-level policy documents. Resolution No. 26-NQ/TW (2008) laid the foundation for building a contingent of leaders and managers at all levels, while the more recent Decision No. 899/QĐ-TTg (2023) on the "National Strategy for Attracting and Utilizing Talent to 2030, with a Vision to 2050" seeks to institutionalize talent governance in alignment with the country's aspirations for innovation-driven growth. Domestic research has contributed important perspectives on Vietnam's talent policies. Pham (2009), Tran (2016), and Nguyen (2019) stress the role of institutional reform, professional development, and incentive structures in enhancing the effectiveness of talent management. However, as Hoang and Bui (2022) and Le et al. (2023) note, much of the literature remains descriptive and policy-oriented, with limited integration of contemporary HRM theories or empirical analysis at the organizational level. Notably, empirical evidence on the lived experiences of high-skilled professionals in Vietnam, such as their motivations, satisfaction, and mobility patterns, remains scarce (Nguyen & Phan,

2022). Similarly, research on the interplay between national talent policies and sector-specific requirements in science, technology, and private enterprise is underdeveloped (Dang & Vu, 2023). Furthermore, institutional analysis of how talent policies are implemented at both central and local levels, especially amid ongoing administrative decentralization, is still limited. In addition, comparative studies that benchmark Vietnam's policies against regional or global best practices are rare, hindering the ability to identify transferable models or context-sensitive adaptations (Nguyen, 2023; Nguyen & Tran, 2023).

**On the same topic, author Ho** said Developing high-quality human resources is an essential requirement in the process of social development and a key factor in enhancing modern production forces, thereby driving overall societal progress. In Vietnam, despite notable achievements, the development of high-quality human resources still faces significant challenges. The current workforce has yet to fully meet the demands of an increasingly modern labor market and the requirements of deep international integration across many critical industries. A major limitation lies in the lack of a solid foundation for the sustainable development of high-quality human resources. While there is an ambition to align with global development trends, the absence of a fundamental base leads to instability amid rapid technological advancements. Furthermore, economic conditions, cultural factors, and social customs have contributed to the gap between workforce quality and business expectations (Ho, 2024). Vu and Nguyen (2025) offer a nuanced perspective on the state economy's role in Vietnam's growth trajectory amid deepening global integration. Building on classic foundations like Stiglitz's public economics and comparative evidence from China and transitional economies, their study shows that the state sector continues to anchor economic stability, ensure budget revenues, and dominate strategic industries such as energy and finance. However, inefficiencies, including low productivity, scattered investments, slow restructuring, and high debt burdens, limit its full potential. By combining empirical analysis with policy critique, the authors highlight the urgent need for clearer governance boundaries, modernized management aligned with global standards, and stronger links between the state economy, national security, and inclusive growth. This work enriches the literature on state-led development in socialist-oriented market economies, offering lessons on how Vietnam's state sector must evolve to balance its stabilizing role with

competitiveness and innovation in an open economy.

**These limitations point to critical research gaps:** Empirical evidence is needed to capture talent mobility, working conditions, and satisfaction across sectors; Institutional dynamics require systematic analysis to understand how governance structures facilitate or constrain talent attraction and retention; Comparative frameworks are lacking, which limits the identification of effective practices from comparable socio-economic contexts; Theoretical integration remains weak; for instance, insights from strategic HRM, resource-based theory, and institutional theory are underutilized in policy evaluation. Addressing these gaps, this paper aims to deliver a comprehensive and up-to-date assessment of Vietnam's talent utilization in both public and non-public sectors. It employs insights from recent peer-reviewed literature to propose an integrated framework that links policy, institutional capacity, and strategic HRM principles. By doing so, the study contributes to the emerging scholarship on state-led talent management in transitional economies and offers policy-relevant recommendations that support Vietnam's long-term vision for innovation and global integration.

### 3. RESEARCH METHODOLOGY

This study draws on the contemporary perspectives of Strategic Human Resource Management and Talent Management, which emphasize the strategic alignment of human resources with organizational and national development goals (Collings & Mellahi, 2009; Thunissen, 2016). Based on this theoretical perspective, the study applies the Strategic Talent Management model, **which outlines three pillars:**

(i) Identifying strategic positions critical to organizational performance, (ii) attracting and retaining high-potential individuals, and (iii) developing and deploying talent to create value for the organization (Collings et al., 2019). Internationally, empirical studies demonstrate that countries with strong, merit-based civil service systems, transparent assessment mechanisms, and competitive working conditions have been successful in mobilizing talent for national development (OECD, 2019). Regional experiences, such as China's Thousand Talents Plan and Singapore's, offer valuable lessons for designing integrated talent strategies that align with educational pathways, labor market needs, and innovation agendas (Tan, 2013; Wang, 2021). In the Vietnamese context, the study builds on the analysis from the perspective of the Vietnamese Communist Party and State, while addressing the lack of systematic

institutional assessments and empirical evidence on talent management across sectors. By adopting a multi-level analytical lens, the study situates Vietnam's talent deployment within broader debates on state-led development and the knowledge-based economy.

This paper adopts a focused and interdisciplinary approach to examine the issue. **The authors employ several qualitative and quantitative methods, including:** The literature review method; statistical analysis; methods of synthesis and interdisciplinary analysis (drawing on political science, public policy, history, and sociology); document analysis; participant observation; practical experience generalization; and comparative analysis. Particularly, the expert consultation method is utilized to deepen theoretical insights and develop policy-oriented recommendations. This approach allows the research team to integrate academic analysis with grounded perspectives, ensuring that proposed solutions are both theoretically informed and practically viable. To enrich the theoretical framework with grounded policy insights, this study also combines a literature review with a structured expert consultation process. The expert consultation is designed to validate theoretical assumptions, assess the practical feasibility of proposed solutions, and identify policy gaps that may not be apparent in secondary data. Experts were purposively selected to represent key stakeholder groups, including policymakers, senior HR managers in public and private sectors, academics specializing in HRM and public administration, and industry leaders in technology and innovation-intensive sectors. A series of semi-structured interviews and focus group discussions were conducted, guided by a standardized question set that maps directly onto the **study's theoretical dimensions** strategic HRM alignment, institutional enablers and constraints, and cross-sectoral talent mobility. Findings from the expert consultation were systematically coded and thematically analyzed to refine the research propositions and ensure that the proposed policy recommendations are empirically grounded, context-sensitive, and aligned with Vietnam's long-term socio-economic goals.

## 4. RESULTS AND DISCUSSION

### 4.1. Valuing Talent: A Core Strategic Directive in Vietnam's Path of Renovation, Development, and Global Integration

Drawing from a long-standing historical tradition of appreciating talent, the Communist Party of Vietnam has consistently emphasized talent development and utilization as a foundational

element of its national development strategy. From the outset of the renovation policy initiated at the 6th National Congress of the Communist Party in 1986, **the Party declared** "Talented individuals are not products of spontaneity; they must be identified and rigorously nurtured. Many talents may be lost if not discovered and properly employed at the right time and place". This perspective was institutionalized in key national policy documents, such as the Platform for National Construction in the Period of Transition to Socialism and the Socio-Economic Development Strategy to the Year 2000, **in which the Party stated** "The State must implement comprehensive policies to provide universal education aligned with economic conditions, foster giftedness, and cultivate talent" (Communist Party of Vietnam, 2019). The political report of the 8th National Congress (1996) reaffirmed this vision, asserting that "Alongside science and technology, education and training are national priorities aimed at raising intellectual standards, developing human resources, and nurturing talent. Equal emphasis must be placed on expanding scale, improving quality, and enhancing effectiveness." This policy orientation was already set forth at the 7th National Congress (1991). Further institutional advancements followed. In 1997, the 8th Central Committee issued Resolution No. 03-NQ/TW on the strategy for building a national cadre in the period of accelerating industrialization and modernization. After ten years of implementation, the 10th Central Committee's 9th Plenum concluded that it was imperative to "formulate a National Talent Strategy". This direction was reinforced at the 9th National Congress (2001), where the Party continued to stress the identification, training, proper use, and fair treatment of talented individuals. At the 12th National Congress (2016), the Party emphasized the need for systematic identification, education, and deployment of individuals with both integrity and competence. A transformative shift in policy was urged to effectively nurture and utilize talent and to develop a National Talent Strategy as a core component of the national cadre development plan. **The 13th National Congress reiterated this emphasis by calling for** "Strengthening people's capabilities, improving the quality of human resources, establishing breakthrough mechanisms to attract and utilize talent, and promoting innovation" (Communist Party of Vietnam, 2021, p.150). The Congress further emphasized building a contingent of civil servants with moral integrity, competence, and credibility to serve the people and national development. Importantly, it called for mechanisms not only to recruit and train talented individuals but

also to rigorously assess and replace underperforming or unethical officials who violate laws or professional ethics, thereby ensuring accountability and public trust. In addition to these strategic guidelines, the Party's Politburo and Central Committee have issued various key resolutions and directives to strengthen talent recruitment and development, including: Resolution No. 36-NQ/TW (March 26, 2004) on work related to overseas Vietnamese, with emphasis on attracting and utilizing talented individuals, including those residing abroad; Directive No. 45-CT/TW on enhancing implementation of Resolution No. 36-NQ/TW in the new context; Resolution No. 27-NQ/TW (August 6, 2008) on building the intellectual elite in the era of industrialization and modernization; Conclusion No. 86-KL/TW (January 24, 2014) on policies to attract and develop talent from among outstanding university graduates and young scientists; Resolution No. 26-NQ/TW (May 19, 2018) from the 7th Plenum of the 12th Central Committee, emphasizing the need to build a contingent of qualified and reputable leaders at all levels, particularly at the strategic level; Directive No. 35-CT/TW (May 30, 2019) of the Politburo, calling for increased identification and promotion of new, capable, and reputable individuals especially young cadres, women, and those from ethnic minority backgrounds through their demonstrated performance in practice. Notably, the Prime Minister of Vietnam issued Decision No. 899/QĐ-TTg dated July 31, 2023, approving the "National Strategy on Attracting and Utilizing Talents by 2030, with a Vision to 2050." This document demonstrates the State's clear determination and attention to talent attraction and utilization, based on the Party's longstanding policy orientations. The Decision not only outlines general goals and requirements but also specifies detailed objectives for each phase (by 2025, by 2030, and with orientations to 2050). The Prime Minister's Decision proposes 11 groups of tasks and solutions, ranging from the Party's guidelines to the legal and institutional framework, talent identification, training, and development, as well as incentive mechanisms and the creation of an enabling environment for talent development. It targets four main groups for identification and recommendation: (i) Students and learners with outstanding academic achievements, excellent or high honors graduates with distinguished abilities or talents from educational and training institutions; (ii) Individuals holding advanced academic titles and degrees (Master's, Doctoral, Professor, Associate Professor) with recognized research that has been effectively

applied in practice; (iii) Cadres, civil servants, public employees, and workers currently working in agencies and organizations of the Party, the State, the Vietnam Fatherland Front, and socio-political organizations who demonstrate exceptional competence and consistently fulfill their duties with excellence; (iv) Individuals with outstanding qualifications, capabilities, and practical experience working in various sectors, regions, and even abroad. Throughout the nation's process of construction and development, Vietnam has consistently paid great attention to the formulation and implementation of policies related to talent. The conceptualization of "talent" across historical periods has been inherited, developed, and adapted creatively to both domestic and international contexts. Whether viewed as individuals with exceptional abilities contributing to national development, new socialist-oriented human resources, capable officials within the Party and State apparatus, or successful non-state entrepreneurs contributing to society, **the Party has always emphasized two fundamental attributes** talent and morality. These attributes are integral to the effective employment of talents for the nation's development. The Party acknowledges talents across diverse fields, not only those selected to work in Party and State agencies, but also those in the private sector and overseas. Accordingly, the Party has consistently devised policies to facilitate every stage of the talent process, from identification and selection to training, professional development, and moral cultivation. At the same time, it encourages innovation in talent discovery and utilization. To institutionalize the Party's above-mentioned orientations and viewpoints, the National Assembly, Government, and other competent authorities have promulgated numerous legal documents expressing the State's policy on talents. **These include** the Law on Cadres and Civil Servants (2008, amended in 2019); the Law on Public Employees (2010, amended in 2019), which specifies special mechanisms for recruiting talented individuals into public service and public non-business units. These laws are further detailed in various decrees and legal documents, such as Decree No. 138/2020/NĐ-CP dated November 27, 2020, on the recruitment, utilization, and management of civil servants, which includes policies aimed at attracting and developing talent within the public sector. Notably, Decree No. 06/2023/NĐ-CP dated February 21, 2023, on civil servant entrance quality assessment, clearly outlines the required qualifications for civil servants entering agencies of the Party, the State, and the Vietnam Fatherland Front. For public employees in public non-business

units, Decree No. 115/2020/NĐ-CP dated September 25, 2020, on recruitment, utilization, and management of public employees, includes provisions on admitting individuals with special talents or aptitudes suitable for specific job positions. Based on these legal frameworks, competent authorities have been formulating additional documents and policies related to talent identification, development, and utilization. For example, the Minister of Home Affairs issued Decision No. 01/QĐ-BNV dated January 1, 2023, approving the 2023 Work Program of the Ministry of Home Affairs, which emphasizes the need to develop regulations on policies for identifying, attracting, and utilizing talent. Additionally, the Ministry of Science and Technology issued Circular No. 05/2023/TT-BKHCH dated May 22, 2023, detailing certain provisions on the attraction, use, and valorization of individuals involved in scientific and technological activities.

#### ***4.2. The Current State of Talent Utilization in Vietnam***

Talent utilization refers to the effective employment of individuals with outstanding moral qualities, competence, potential, and exceptional abilities in specific fields into important and deserving positions, thereby enabling them to contribute their best to society and the nation. In recent years, Vietnam's approach to talent utilization has gradually expanded into specific fields and professions through context-appropriate content and formats. The utilization of talent has been closely linked with the systematic organization and assignment of individuals to appropriate roles. Talented individuals are being appointed and assigned to positions and duties that align with their specialized expertise. According to statistics, among those recruited into the public sector in Vietnam, the vast majority (91.88%) are placed at the rank of "specialist", while only small percentages are assigned to higher ranks such as principal specialist (7.89%), senior specialist (0.11%), and assistant specialist (0.76%) (Ministry of Home Affairs, 2023). This suggests that those recruited under priority talent policies are primarily assigned to the specialist level, where they handle technical and professional tasks requiring advanced knowledge and skills. These positions offer individuals substantial opportunities and an enabling environment for growth. During their work, talented individuals benefit from training policies that include the development of professional knowledge and political integrity. This creates pathways for talents to be

nurtured and assigned to higher positions and responsibilities in line with their capabilities. While this reflects a degree of rationality in public personnel organization, it also reveals limitations in the effectiveness of attracting and utilizing truly talented individuals with strong moral and political qualities, as well as professional competence. Training and capacity-building for the professional development of human resources have always been a concern of the Party and State. The National Strategy for Attracting and Utilizing Talent until 2030, with a vision to 2050, outlines key tasks and solutions to improve quality and foster breakthroughs in training and developing talent. **These include** (i) reforming training programs in various disciplines to maximize individual capacities and develop specialized aptitudes and outstanding abilities; (ii) enhancing the talent development capabilities of educational institutions, upgrading several Vietnamese universities to become leading regional institutions. The development of a team of lecturers involved in talent training programs, including experts, educators, scientists, managers, and top business leaders both domestically and abroad, is encouraged, especially by inviting distinguished overseas Vietnamese professionals to return to teach and work in Vietnam. The policy also promotes the participation of non-public institutions in the training of high-quality human resources; (iii) Establishing cooperative programs with highly reputable foreign education and training institutions to educate talents according to regional and international standards; (iv) Providing favorable conditions for study, research, and challenging environments to help young talents especially outstanding university graduates develop their abilities and strengths; (v) Strengthening the capacities of public service units in key areas such as science and technology, education, healthcare, culture, and social sciences through training and the provision of high-quality human resources and talent, serving the goals of industrialization and modernization. Thus, the policy of providing regular education and training opportunities for talent not only gives them access to educational advancement but also supports the development of their abilities and provides a conducive environment for growth. However, in practice, academic degrees and certificates have at times become obstacles that hinder rather than help talent, pushing many to leave the public sector. Degree and certificate requirements have placed undue pressure on professionals, especially educators, and have caused resource wastage. When degrees and certificates are both

prerequisites for recruitment and employment, an outdated "credentialism" mindset can emerge. This contributes to the shift of qualified labor to the private sector, where degree requirements are often less rigid, and also leads to unfortunate situations in which capable individuals are disqualified simply for lacking formal qualifications. Consequently, problems such as degree fraud and studying merely for the sake of obtaining credentials arise, leading to the loss of talented personnel and a waste of societal resources. Moreover, when too much emphasis is placed on formal qualifications, individuals with impressive degrees, sometimes even exceeding others, may still lack the necessary moral character or practical skills. This results in the appointment of "pseudo-talents" or "virtual talents," which not only harms the Party and State but also undermines the legitimate rights and interests of others. Currently, in Vietnam, only a few localities are piloting special salary policies, such as in Ho Chi Minh City. The National Assembly's Resolution No. 98/2023/QH15, dated June 24, 2023, on piloting specific mechanisms and policies for the development of Ho Chi Minh City, authorizes the city's People's Council to determine income levels for experts, scientists, and individuals with exceptional talents in the city. It also allows the Council to stipulate principles, standards, conditions, procedures, income levels, and other policies for recruiting civil servants and public employees from among outstanding graduates and highly qualified individuals to meet the city's recruitment needs. On November 11, 2023, the Ho Chi Minh City People's Council issued Resolution No. 19/2023/NQ-HĐND, "On promulgating criteria, eligible subjects, and conditions for receiving salary and wage incentives, welfare regimes, and other preferential policies for leadership positions in public science and technology organizations and remuneration for implementing science and technology tasks." The resolution stipulates salary and wage incentives for leadership roles in public science and technology institutions established by the City People's Committee, with four distinct tiers. These incentives are exclusive of regular salary, wages, allowances, and other benefits under current law, and can reach up to VND 120 million per month. Furthermore, the resolution covers a range of other beneficiaries entitled to welfare regimes and preferential policies. In practice, several financially autonomous institutions have applied specific incentive policies to attract talent, such as the VNU350 program at the University of Economics and Law (Vietnam National University - Ho Chi Minh City). This program offers one-time recruitment

bonuses of VND 350 million per professor, VND 250 million per associate professor, and VND 150 million per PhD holder. Recruited individuals may also be appointed to leadership positions at the department, faculty, or university management level. The program designates three levels of experts, with Level 3 equivalent to a vice-rector, Level 2 equivalent to a dean, and Level 1 equivalent to a deputy dean. However, these policies remain limited in scope. Expanding their application requires significant investment and the ability of localities to mobilize both budgetary and non-budgetary resources, which remains a considerable challenge. Regarding the spiritual and mental well-being of talented individuals, there is currently no specific or tailored policy in place. In the public sector, such aspects are generally governed by trade union regulations aimed at supporting general employee welfare. Standards for office spaces and facilities continue to follow general regulations, with few exceptions. One such exception is found in Circular No. 03/2020/TT-BGDĐT dated February 10, 2020, issued by the Ministry of Education and Training, which sets standards and norms for the use of educational infrastructure. It provides special provisions on office space allocation for professors and associate professors.

#### ***4.3. Some Observations on Talent Utilization in Vietnam***

From the overall picture of talent utilization over 40 years of renovation, development, and international integration in Vietnam, **several key achievements can be identified:**

Talent utilization policies have contributed significantly to timely supplementing the human resources pool and improving the quality of cadres, civil servants, and public employees at localities, agencies, and units. These policies have also partially addressed the demand for high-quality human resources in the development of key sectors and priority fields. In the context of globalization and the Fourth Industrial Revolution, the development of a high-quality workforce has been, is, and will continue to be a top priority for the Party and the State. Vietnam's current socio-economic context demands outstanding individuals who are systematically trained, highly specialized, and deeply knowledgeable in their fields, with the capacity to solve tasks efficiently and flexibly apply new technologies and digital utilities. In addition to handling professional responsibilities, civil servants and public employees are also expected to provide policy recommendations to leadership in the

formulation, issuance, and implementation of public policies. In response to such urgent and practical requirements, talent policies have been implemented and have succeeded in attracting some capable individuals to serve the country in various roles. These efforts have helped ensure the stable and continuous operation of the political system while enhancing the effectiveness of public service delivery, thereby laying a solid foundation for national socio-economic development. Talent utilization policies also play an essential role in forming a pool of qualified leaders, managers, and key personnel for agencies, units, and localities. Based on the necessary attributes for identifying and recognizing talent, it is clear that, in addition to possessing exceptional intellectual capabilities and outstanding work performance, a talented individual must also exhibit strong moral character, firm ideological conviction, and a demonstrated capacity for contribution and social influence including the ability to identify, discover, and mentor future talent. These qualities, by and large, are also essential characteristics of leadership and managerial personnel. Alongside the recruitment of talented individuals into government agencies from the central to the local level, efforts have been made to provide them with a favorable working environment and equitable, transparent opportunities for professional development. This, in turn, contributes to establishing a high-quality talent pool for leadership positions in specific sectors and fields. The policy of employing talents has contributed to improving the working environment, building a positive image for agencies, units, localities, and the nation. The policy of recruiting high-quality labor to serve administrative agencies from the central to local levels has led to an inevitable result, which is bringing individuals with capacity, qualifications, and moral qualities into service, individuals who are eager to contribute and have significant influence and outreach. In terms of qualifications and expertise, talents frequently demonstrate their ability and self-awareness in enhancing their capacity and qualifications, which also creates motivation for others to strive harder due to internal competition within agencies and units. Highly qualified personnel in Vietnam generally demonstrate a strong sense of organizational discipline, responsibility, and self-awareness, enabling them to complete assigned tasks proactively and creatively. This aligns with the observed improvements in public service delivery in recent years. According to national statistics on public service satisfaction, the evaluation score reached 17.3 out of 18 in 2022 and slightly increased

to 17.5 in 2023. Notably, the satisfaction rate for handling public feedback and recommendations consistently remained high, accounting for over 95% (95.65% in 2023). Likewise, satisfaction with the receipt and resolution of administrative procedures exceeded 91% (91.63% in 2023). However, challenges persist, as evidenced by the rate of feedback and complaints about the conduct of officials, civil servants, and public employees. In 2022, this rate stood at 39.65%, indicating that issues related to professional behavior were a significant concern. By 2023, this figure declined to 33.2%, and as of June 2024, it had further decreased to 30.6%, suggesting gradual improvements in administrative discipline and staff professionalism. These statistics indicate that while Vietnam has made commendable strides in utilizing its talent pool to improve public sector performance, maintaining high levels of organizational discipline remains crucial. As highlighted by governance scholars, effective talent utilization is not only about recruitment and training but also about fostering a culture of accountability, continuous feedback, and ethical standards (Nguyen & Truong, 2023). Moreover, as the satisfaction rate approaches optimal levels, the remaining issues increasingly concern behavioral and soft skills aspects, which require ongoing capacity building, performance monitoring, and public service motivation strategies (Nguyen & Tran, 2023). Strengthening leadership accountability, improving codes of conduct, and adopting digital governance tools could further reinforce discipline and reduce citizen complaints. In addition, the policy of employing talents has contributed to promoting educational and training institutions to not only change and improve educational methods but also to create different educational environments to meet training needs. The above achievements stem from many combined and interactive causes, **among which the following stand out** Depending on the development strategy of each locality, sector, and field, the recruited talents have different criteria and capabilities that are appropriate to the objectives and practical requirements. When utilized, the employment of talents involves building a clear personal development plan linked to the development goals of the country, organization, agency, or unit; the public-private cooperation in searching, selecting, fostering, and employing talents is demonstrated in many aspects. First is the establishment of a cooperation mechanism between the public and private sectors with a legal framework and clear regulations in the selection and development of talents, thereby ensuring that the

rights and obligations of the participating parties are protected fairly and transparently; talents participate in practical training programs at different leadership levels such as grassroots, intermediate, and high-level, and are categorized according to their specialized fields. These training programs contribute to enhancing the knowledge, expertise, and skills of talents (basic knowledge and skills such as political theory, state management); leadership and management skills, including human resource management; innovation (skills and knowledge in entrepreneurship, innovation, project management) or the application of information technology and digital transformation in management and leadership. The Vietnamese Government has created a favorable environment for talents to work, which is a key factor in attracting, retaining, and developing talents. In addition, talent development and training programs, learning and research support, attractive incentive regimes, encouragement, and support for personal development, creating opportunities for international exchange and learning, continuous evaluation, and improvement... have contributed to retaining talents and limiting the "brain drain".

**Alongside the positive results achieved, the employment of talents in Vietnam in recent times still faces some limitations and inadequacies as follows** Current regulations on talents are overlapping, scattered, inconsistent, and not truly clear. Even in the National Strategy on Attracting and Employing Talents, the full scope of attracting and employing talents according to the Party's guidelines has not been fully expressed; in practice, talent policies implemented in agencies and units still lack clear long-term plans for talent management. Moreover, talent evaluation and development systems remain outdated, mostly based only on criteria for assessing job performance and achievements under reward policies, without a separate evaluation system for talents; the "brain drain" is happening rapidly in state administrative agencies. In addition, the trend of settling and working abroad among young, intellectual workers with economic backgrounds from their families also reflects the brain drain phenomenon. This shows that it is not only due to recruitment, searching, and identification policies but also due to factors such as income, working environment, and development opportunities that are the direct causes leading to the increasing failure to retain talents in agencies and units. The salary regime and incentive policies for civil servants and public employees are still low, not meeting the demands of life. Although the Government has made many efforts to reform salary

policies, the current salary situation shows that solving this issue is not an easy problem. Vietnam's policy to attract overseas Vietnamese talents, although having made many efforts, still has many shortcomings and lacks appeal. Financial support programs and working conditions are not truly competitive compared to developed countries, where many overseas Vietnamese are living and working. The domestic research and working environment is still limited in terms of facilities and funding, making it difficult for many scientists and experts to fully demonstrate their capabilities. Moreover, the incentive regime is not commensurate with the qualifications and experience of overseas Vietnamese talents, making it difficult for them to decide to return. From the research process, it can be affirmed that some of the limitations and inadequacies in employing talents in Vietnam over time stem from **the following basic causes** Vietnam lacks a long-term strategy in training, attracting, and utilizing talents. Existing policies are often temporary, inconsistent, and lack continuity across the stages from training, development, to the utilization of talents. This leads to the failure to maximize the potential of talents, resulting in a waste of national resources. Many localities, agencies, and units have not paid due attention to those with special talents. Vietnam's policy system is relatively complete, but specific and distinct policies for talented individuals are still lacking. The lack of programs for identifying, nurturing, and developing this particular group leads to their failure to realize their full potential. At the same time, the working environment has not been designed to encourage and fully support exceptional individuals, which also contributes to reducing work efficiency and creativity. Some agencies and units have not created a suitable environment for talents to demonstrate their abilities and qualifications. Ineffective management has led to a "talent drain." The salary incentive policies are not truly attractive to high-quality human resources, especially talents, while the lack of fairness and transparency in salary policies and incentives makes talents feel undervalued for their contributions. The lack of transparency in the review and allocation of benefits can lead to dissatisfaction and reduced motivation to work.

#### ***4.4. Solutions to Enhance Talent Utilization in Vietnam in the Coming Period***

With the achievements attained across all sectors, Vietnam is undergoing significant transformations both regionally and globally. Talent utilization has been and continues to serve as a key factor, an

especially critical element in enabling Vietnam to build on past successes and foster breakthroughs in strategic thinking and practical action. These efforts aim to promote efficient, sustainable, and prosperous development in the years ahead. To achieve this, Vietnam must implement a range of “breakthrough” solutions to better identify, nurture, and utilize talented individuals in the current era of national renewal.

First, Vietnam must actively innovate the organization, management, and use of talent, which are considered decisive factors. Agencies and institutions should adopt more modern, flexible, and effective management approaches to fully leverage the potential of talented individuals. Such innovation must be coupled with reforms in recruitment practices, particularly for leadership and managerial positions. Continued efforts are needed to research, develop, and improve incentive and reward systems for talent. This includes better housing conditions, advanced training programs, a supportive working environment, and competitive salaries. Reasonable and transparent benefits will help attract and retain talented individuals while encouraging their greater contributions to national development.

Second, it is essential to establish a vision, methods, and strategies to fully utilize the potential of leaders and managers at all levels, especially at the strategic level. Leaders with long-term vision and a deep understanding of the value of talent will be better equipped to create a favorable working environment that fosters creativity and innovation. They will know how to place the right people in the right positions and enable talent to maximize their capabilities. Strategic leadership must be thoughtful, deliberate, and visionary in assigning and developing personnel. Talent utilization must be accompanied by supervision and timely guidance to prevent systemic violations that could lead to disciplinary actions, measures that negatively affect the available talent pool.

Third, relevant state agencies should continue piloting and evaluating innovative approaches to talent identification and selection. This includes programs to nurture and develop young talent as well as applying the “in-and-out” model to ensure regular reviews and selection. These practices, such as early-stage talent development and regular performance assessments, have emerged from Vietnam’s recent experiences in national reform and its rigorous anti-corruption campaigns.

Fourth, talented individuals themselves must demonstrate consistent effort, not only to overcome challenges but also to achieve meaningful

accomplishments that contribute to sustainable national development. A balanced combination of objective (institutional) and subjective (individual) factors is necessary for the effective identification and utilization of talent. Talented individuals must cultivate ambition, passion, and pride in their work, contributing to the development of well-rounded Vietnamese citizens with values aligned with the demands of a new era. Passion and pride are not only driving forces but also sources of inspiration for those around them, promoting broader societal advancement.

Fifth, the Government should strengthen transparency and public engagement in anti-corruption efforts. Corruption not only weakens the state apparatus but also erodes public trust and hinders talent development. Transparency and accountability help create a clean environment where talent can thrive without fear of discrimination or injustice. Moreover, Vietnam should enhance decentralization and delegation of authority in personnel management, empowering localities and institutions to independently recruit and develop talent following their specific needs and contexts. Concurrently, the government must increase oversight and inspection of the implementation of policies and measures related to talent identification and utilization.

Sixth, local governments, especially after administrative reorganizations, must proactively build and ensure the necessary conditions to effectively implement talent-related policies. This includes creating favorable working environments, fair and motivating incentive structures, and clear career development pathways. Notably, effective communication channels should be established to facilitate regular exchanges between talented individuals and leadership, thereby fostering greater cohesion and alignment. In addition, organizing events and programs to honor outstanding individuals is an important strategy. These initiatives not only motivate talent but also encourage others to strive for excellence. Local governments should also encourage talented individuals to participate in community and social activities, contributing to a comprehensive and sustainable society. Furthermore, talented individuals must continuously cultivate and uphold professional ethics to enhance their value. Ethical standards not only serve as the foundation for maintaining integrity but also help build trust among colleagues and the wider community. This self-development should be ongoing, especially amid the complexities and rapid changes of modern society.

Talented individuals must also maintain readiness

in terms of mental, intellectual, professional, and physical capacities to meet the demands of the Fourth Industrial Revolution. This requires constant learning, updating knowledge, refining skills, and maintaining good health to maximize contributions to the country's progress.

The ability to integrate and create opportunities to assert individual competence is also critical. Talent must foster a collaborative and healthy working environment, resolve personal and collective interests harmoniously, and effectively cooperate with colleagues. A spirit of camaraderie and unity will empower individuals to not only realize their full potential but also strengthen collective success. Self-confidence and perseverance are also essential virtues. Talented individuals must believe in themselves, persistently pursue their goals, and learn from failures to grow and improve.

Finally, talented individuals must develop foresight and the ability to anticipate future trends. This enables them not only to meet current demands but also to prepare for future challenges and opportunities. With these solutions, Vietnam's talent pool will continue to grow and contribute actively to the nation's construction and development in this new era.

## 5. CONCLUSION

With sound and effective policies on talent utilization that have been and are being implemented

in practice, Vietnam is increasingly harnessing the talents, intellect, and sense of responsibility of its gifted individuals in renewing strategic thinking and policymaking, as well as within specific sectors and domains across organizations and institutions. These policies constitute compelling evidence of the correctness and strategic vision of Vietnam's guidelines and orientations in recent years. As the country enters a new era of development, a period of national resurgence, Vietnam is required to take bold, resolute, and practical breakthroughs in identifying, training, nurturing, and especially in effectively utilizing talented individuals. By doing so, Vietnam can catalyze a comprehensive modernization of its education and training system, while also positioning itself to master and lead in the rapidly advancing fields of modern science and technology. Vietnamese talents currently residing and working abroad are being increasingly attracted back to contribute to national development; consequently, the longstanding issue of brain drain is being gradually mitigated. Against this backdrop, the authors of this paper offer an overall assessment of Vietnam's talent utilization landscape in recent years and propose several key solutions. These solutions are aimed at ensuring a synchronized and effective implementation of talent policies by both the government and the talented individuals themselves, in alignment with the country's aspirations in this new era of growth and resurgence.

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