



**Project completed at: Academy of Journalism and Communication**

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Reviewer 1: .....

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## INTRODUCTION

### 1. Reason for choosing the topic

Managing the staff is an important task. When done objectively and accurately, it will be the basis for improving the quality of planning, training, fostering, rotation, election, appointment, arrangement, use and implementation of policies for staff.

In the field of education, training institutions currently focus on key issues such as developing staff and managing staff. Accordingly, the purpose of staff management is to clarify the capacity, qualifications, work results, qualities, and ethics as the basis for arranging, using, appointing, promoting, training, fostering, and implementing policies for staff. However, the current management of civil servants in some educational institutions is still subjective and emotional due to the lack of specific evaluation criteria and measurement tools. In addition, due to the mentality of respect and fear of conflict of the evaluators, the evaluation is formal, not really effective and reduces the motivation of lecturers who are capable, dedicated and responsible for the profession.

For the Ho Chi Minh National Academy of Politics, in recent years, the Party Committee, the Director of the Academy, the Party Committees, and the heads of affiliated units have always paid attention to leading, directing, and implementing well the work of managing civil servants. In recent times, the work of managing civil servants of the Academy has been carried out in a unified, synchronous, democratic, public, transparent manner and has become increasingly systematic and systematic; contributing to the building and development of the Academy's teaching staff to increasingly meet the requirements and tasks in the new situation. However, the work of managing civil servants still has some limitations such as: the implementation of documents, regulations and instructions on civil servant management is sometimes and in some places not complete; the implementation of contents, processes and methods of civil servant management in some units is not strict and not in accordance with regulations; the work of managing civil servants in some units is not really effective, the autonomy of lecturers in commenting and evaluating is not high, there is even the phenomenon of hiding shortcomings, or being considerate, avoiding, and being afraid of conflicts in evaluating and classifying lecturers; the results of managing civil servants at all levels have not really created a solid change in the work of cadres and the development of the staff of the Academy. The work of planning cadres and civil servants still lacks connectivity between affiliated units and between the Academy and external agencies. The mechanism of rotating and seconding civil servants (lecturers/researchers) to go to the field at ministries, branches and localities to update practical knowledge has not been organized regularly and systematically. The Academy's salary and allowance policies are not strong and flexible enough to truly attract and retain leading experts, scientists or young, talented lecturers, especially in the context of competition for high-quality human resources with the private sector and other educational institutions...

From the above, the researcher chose and carried out the topic: "*Management of the staff of the Ho Chi Minh National Academy of Politics today*" as a doctoral thesis in Party Building and State Administration with the desire to contribute to strengthening the management of the staff of the Academy in response to the requirements of the tasks in the new situation.

## **2. Purpose and tasks of the thesis**

### ***2.1. Purpose of the thesis***

On the basis of clarifying theoretical and practical issues on the management of civil servants of the Ho Chi Minh National Academy of Politics, surveying and evaluating the current status of the management of civil servants of the Academy, the thesis proposes directions and solutions to strengthen the management of civil servants of the Academy in the coming time.

### ***2.2. Research tasks of the thesis***

- Overview of research works related to the thesis topic, generalization of research results of related research works, as a basis for the thesis to inherit and develop; at the same time, identify the thesis contents that need further research to clarify.

- Explain and clarify theoretical and practical issues on the management of civil servants of the Ho Chi Minh National Academy of Politics, develop tool concepts, central concepts of the thesis, and build the theoretical framework of the thesis topic.

- Survey and evaluate the current status of staff management of Ho Chi Minh National Academy of Politics from 2017 to present; point out advantages, limitations, causes of advantages, limitations and draw experiences and issues.

- Analyze favorable and difficult factors affecting the enhancement of management of staff of Ho Chi Minh National Academy of Politics by 2035, propose directions and solutions to enhance management of staff of Ho Chi Minh National Academy of Politics by 2035.

## **3. Object and scope of the thesis research**

### ***3.1. Research object***

Managing the current staff of the Ho Chi Minh National Academy of Politics.

### ***3.2. Research scope***

- *Regarding space:* The thesis surveys the management of civil servants of the Ho Chi Minh National Academy of Politics, focusing on those holding civil servant positions working in all units in the Academy system.

- *Regarding time:* The thesis surveys and studies the current status of staff management of the Ho Chi Minh National Academy of Politics from 2017 to present (in 2017, the Director of the Academy issued Instruction No. 468/HDHVCTQG dated October 30, 2017 on the implementation of assessment and classification of cadres, civil servants, public employees and workers); the directions and solutions proposed in the thesis are valid until 2035.

- *Regarding content:* Focus on the core stages of civil servant management according to job positions at the Academy: recruitment, arrangement, use, evaluation, training, fostering, treatment, rewards, discipline, digital transformation and human resource data management to improve the quality of civil servants, meet the training, fostering and scientific research tasks of the Ho Chi Minh National Academy of Politics.

## **4. Theoretical basis, practice and research methods of the thesis**

### ***4.1. Theoretical basis***

The theoretical basis of the thesis is Marxism-Leninism, Ho Chi Minh thought, the viewpoints of the Communist Party of Vietnam on cadres, cadre work, cadre management, civil servants and public employees.

### ***4.2. Practical basis***

The practical basis of the thesis is the current situation of civil servants and the current situation of civil servant management at the Ho Chi Minh National Academy of Politics from 2017 to present; research works summarizing practices, interim and final

reports and documents collected by the author on the management of civil servants of the Academy.

#### **4.3. Research methods**

- The thesis is researched on the basis of the methodology of dialectical materialism and historical materialism.

- The thesis uses a synthesis of research methods of political science and interdisciplinary science, such as: Systematization method; analysis and synthesis method; logic - history method; research method, summarizing practices; induction and deduction method; statistical and comparative method; sociological investigation method.

### **5. Research questions and hypotheses**

#### **5.1. Research question**

- How has the Ho Chi Minh National Academy of Politics managed its staff in the past?

- What factors have the main impact on the management results of the staff of the Ho Chi Minh National Academy of Politics?

- How to strengthen the management of the staff of the Ho Chi Minh National Academy of Politics in the coming time?

#### **5.2. Research hypothesis**

- In recent times, the management of the staff of the Ho Chi Minh National Academy of Politics has achieved many important results, but there are still certain limitations.

- The results of managing the staff of the Ho Chi Minh National Academy of Politics are due to many objective and subjective reasons, in which subjective reasons play an important role.

- In the coming time, it is necessary to synchronously implement many solutions to strengthen the management of the staff of the Ho Chi Minh National Academy of Politics, in which special attention should be paid to solutions to help handle subjective causes that cause limitations in the management of the staff of the Academy.

### **6. Theoretical and practical significance of the topic**

- The thesis contributes to clarifying theoretical and practical issues on the management of civil servants of the Ho Chi Minh National Academy of Politics today.

- The research results of the thesis can be used as reference material for the Party Committee, Director of the Ho Chi Minh National Academy of Politics, heads of units under the Academy and the staff agency for reference in managing the staff.

- The research results of the thesis can be used as reference materials for teaching, learning and researching the science of Party Building and State Administration at training institutions in the Ho Chi Minh National Academy of Politics system.

### **7. New points of the thesis**

*First*, The thesis presents the central concept of the topic; determines the theoretical framework of the thesis, especially the construction of 06 contents of managing the staff of the Ho Chi Minh National Academy of Politics.

*Second*, The thesis draws 04 experiences from the practice of managing the staff of Ho Chi Minh National Academy of Politics, including new experiences: Strengthening the digital transformation process and applying technology in the management of the staff in a synchronous and modern manner.

*Third*, The thesis proposes new solutions: 1) Innovate the recruitment, arrangement, use, and evaluation of the staff of the Ho Chi Minh National Academy of Politics according

to standards and job positions. 2) Strengthen the application of information technology and digital transformation in the management of the staff of the Ho Chi Minh National Academy of Politics.

### **7. Structure of the thesis**

In addition to the introduction, conclusion, list of published works of the author related to the thesis topic, list of references and appendix, the thesis consists of 4 chapters and 9 sections.

## **Chapter 1**

### **OVERVIEW OF RESEARCH RELATED TO THE THESIS TOPIC**

#### **1.1. RESEARCH PROJECTS ABROAD**

##### **1.1.1. Research works related to civil servants and staff in public service units and in the Party school system**

Grover Starling (2007), *Managing the Public Sector (8th Edition)*, Cengage Learning publisher.

Tu Tung Dao, Vuong Dinh, Tran Nhan Vy (2008), *30 years of reform of China's cadre system - Four great achievements, four experiences*, Journal of Chinese Studies, 6 (85).

Charlotte P.Lee (2015), *Training the Party: Party adaptation and elite training in reform-era China*, Cambridge, UK: University of Cambridge Press.

Institute for Party Building Studies, Central Organization Department of the Communist Party of China (2019), *Comprehensive and Strict Party Governance: Achievements and Experiences in Organizing and Building the Communist Party of China Since the 18th Congress*, Truth National Political Publishing House, Hanoi.

Sinnakhone Doungbandith (2021), *Quality of civil servants at the Provincial Party Committee Organization Boards of the Lao People's Democratic Republic*, PhD thesis in Public Administration, National Academy of Public Administration, Hanoi.

Leanna Seah (2024), "How to improve training and development in anorganisation", <https://www.airswift.com>.

##### **1.1.2. Research works related to civil servant management, management of civil servant teams in public service units, in the Party school system**

Evan M.Berman, James S.Bowman, Jonathan P.West and Montgomery R.Van Wart (2012), *Human Resource Management in Public Service*, Sage Publications.

Kouyang Sisomblong (2016), *The quality of the research and teaching staff at political and administrative schools in the Lao People's Democratic Republic at present*, PhD thesis Building the Communist Party of Vietnam, Ho Chi Minh National Academy of Politics, Hanoi.

Scott Highhouse, Dennis Doverspike, Robert M.Guion (2016), *Essentials of Personnel Assessment and Selection*, Routledge.

Chu Hieu Han, Vuong Thac (2021), *Innovation in the selection and evaluation of outstanding young cadres - Based on Goffman's self-presentation theory*, Chinese Leadership Science Journal, July 2021 (part 2), p.81-84.

Maggie Bayless (2022), *The Manager's Role in Staff Training*, <https://www.zingtrain.com>.

Phouvone Sithonthongdam (2024), *Current training and fostering of cadres of provincial political and administrative schools in Laos*, Electronic Journal of Political Theory, published on May 18th, 2024.

Vatsana Douangmalasy (2025), *Some experiences in leading training work of the Party Committee of the National University of Laos (2010- 2020)*, Electronic Party History Magazine, published on April 29th, 2025.

Phouvone Sithonthongdam (2025), *Theoretical thinking capacity of the teaching staff of the Provincial Political and Administrative Schools of the Lao People's Democratic Republic today*, PhD thesis in Dialectical Materialism and Historical Materialism, Ho Chi Minh National Academy of Politics, Hanoi.

## **1.2. DOMESTIC RESEARCH PROJECTS**

### **1.2.1. Research works related to civil servants and staff in public service units and in the Party school system**

Nguyen Thi Hong Hai (2010), *Choosing the appropriate advantages of career and employment models for the Vietnamese civil service*, State Organization Journal, 3, p.10-15.

Nguyen Thi Thu Huong (2012), *Building a team of lecturers in universities - Current situation and solutions*, Journal of Law, 28, p.110-116.

Dinh Van Tien, Thai Van Ha (2013), *Innovation in training and fostering of cadres, civil servants and public employees in the new situation*, State Management Journal, 6, p.36-40.

Nguyen Minh Phuong, Tran Thi Hanh (2014), *Perfecting legal regulations on training and fostering of cadres, civil servants and public employees*, State Organization Journal, 10.

Nguyen Van Luong (2015), *Developing the teaching staff of Ho Chi Minh National Academy of Politics in the context of international integration*, PhD Thesis in Educational Management, Hanoi National University of Education, Hanoi.

Nguyen Bach Thang (2015), *Developing the teaching staff of An Giang University according to the human resource management approach*, PhD thesis in Educational Management, Hanoi National University of Education, Hanoi.

Le Vinh Tan (2017), *Synchronous solution to streamline staffing*, Party Building Magazine, 1+2, p.18-19, 112.

Tran Thi Kieu Nga (2019), *Developing scientific human resources at Ho Chi Minh National Academy of Politics*, PhD Thesis in Economics (major in Development Economics), Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thanh Xuan (2019), *Developing a team of natural science lecturers in universities with a research orientation*, PhD thesis in Educational Management, University of Education, Vietnam National University, Hanoi.

Bui Huy Tung, Nguyen Duc Nghia (2023), *Innovating the training model for cadres, civil servants and public employees to meet the requirements of administrative reform*, Electronic State Management Magazine, published on November 14th, 2023.

Nguyen Thi Lan Huong (2023), *Some theoretical issues on developing the teaching staff to meet the innovation of university education*, Vietnam Journal of Educational Sciences, vol. 19 no. 11, p.10-15.

Thai Doan Viet (2023), *Improving the quality of the teaching staff to meet the criteria of a standard political school*, Electronic Journal of Political Theory, published on April 11st, 2023.

Nguyen The Sang (2024), *Roles and tasks of the teaching staff of provincial political schools*, Electronic Journal of Political Theory, published on March 4th, 2024.

Cao Quoc Khai (2024), *Improving the quality of administrative staff at Ho Chi Minh City National University*, Electronic State Management Magazine, published on September 17th, 2024.

Vu Thi Hoa, Mai Hai Dang (2024), *Improving the quality of staff and lecturers to meet the requirements of building a standard political school (Through the practice of Le Hong Phong Cadre Training School, Hanoi City)*, Journal of Political Theory, 8 (558).

Ngo Ngan Ha, Ha Do Quyen (2024), *Young cadres of the Ho Chi Minh National Academy of Politics continue the glorious tradition of the Central Party School*, Electronic Journal of Political Theory, published on August 22th, 2024.

Nguyen Thi Trang, Pham Thi Hong Loan (2024), *Improving the quality of health sector officials in the context of digital transformation*, Electronic State Management Magazine, July 29th, 2024.

Le Thi Thu Trang (2024), *Building a team of Vietnamese archival officials to meet the requirements of the new period*, Electronic Political Theory Journal, September 16th, 2024.

Do Thi Thuy Hang (2025), *Quality of state economic management officials at district level in Hanoi city*, PhD Thesis in Economic Management, Ho Chi Minh National Academy of Politics, Hanoi.

Pham Van Hung (2025), *The quality of the teaching staff of universities in the North Central region at present*, PhD thesis in Party Building and State Administration, Ho Chi Minh National Academy of Politics, Hanoi.

Hoang Anh (2025), *Building and developing a team of young lecturers at the Ho Chi Minh National Academy of Politics*, Journal of Political Theory, 5.

### **1.2.2. Research works related to civil servant management, management of civil servant teams in public service units, in the Party school system**

Tran Anh Tuan (2010), *Continuing to innovate the mechanism of managing civil servants in public service units*, State Organization Journal, 5.

Doan Van Dung (2015), *State management of higher education quality*, PhD thesis in Public Administration Management, National Academy of Public Administration, Hanoi.

Nguyen Thi Thu Huong (2015), *Regulation of law on civil servants in universities*, Journal of Political Theory, 12.

Le Quan (Editor) (2016), *Leadership and management capacity framework for the public administration sector*, Hanoi National University Publishing House, Hanoi.

Ho Thi Nga (2017), *Managing the teaching staff of local universities in the current context*, PhD thesis in Educational Sciences, Vietnam Institute of Educational Sciences.

Vu Thuy Hien (2018), *Law on decentralization of civil servant management in the system of state administrative agencies of Vietnam*, PhD thesis in Law, Academy of Social Sciences, Vietnam Academy of Social Sciences, Hanoi.

Dang Thi Mai Huong (2019), *Implementation of the law on management of civil servants in ministries and ministerial-level agencies in Vietnam today*, PhD thesis in Theory and History of State and Law, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Hong Hai, Pham Duc Toan (2019), *Solutions and conditions for applying civil servant management based on capacity to meet administrative reform requirements*, State Organization Journal, 10, p.18-23.



Nguyen Thi Hoai Giang (2020), *Behavior of officials and employees affects the management efficiency of universities in Vietnam*, Industry and Trade Magazine.

Nguyen Xuan Thu (2020), *Innovation in recruitment, use and management of civil servants: perspective from public universities*, Electronic State Management Journal, published on April 21st, 2020.

Le Van Bang (2021), *The current situation of managing teaching staff at pedagogical universities*, Journal of Educational Management Science, no. 3 (31), September, p.56-63.

Pham Hong Giang (2021), *Managing the teaching staff of vocational colleges of the Ministry of National Defense according to the human resource development approach*, PhD thesis in Educational Management, Academy of Social Sciences, Vietnam Academy of Social Sciences, Hanoi.

Nguyen Duc Nguyen (2023), *Management of administrative staff of universities under the Ministry of Industry and Trade*, PhD thesis in Educational Management, Academy of Social Sciences, Vietnam Academy of Social Sciences, Hanoi.

Le Van Chien (2023), *Perfecting the mechanism of autonomy and human resource management in public service units to meet the requirements of digital transformation*, State Management Journal, no. 350, p.12-16.

Bui Thi Ngoc Mai (2024), *Managing civil servants by job position in current public service units*, Electronic State Management Magazine, published on October 29th, 2024.

Bui Thi Thanh Thuy (2024), *Criteria for evaluating the management system of civil servants and public employees*, Electronic State Management Magazine, July 16th, 2024.

Ha Thi Bich Thuy (2024), *Evaluation of lecturers of Ho Chi Minh National Academy of Politics in the current period*, PhD thesis on Party Building and State Administration, Ho Chi Minh National Academy of Politics, Hanoi.

Tran Ngoc Hieu (2024), *Requirements on qualities and capacities of civil servants in the new period and management solutions*, Journal of Social Sciences and Humanities, vol. 10, no. 1, p.25-31.

Nguyen Quang Thuan (2024), *Perfecting the remuneration policy to improve the working performance of science and technology officials*, PhD thesis in Public Administration, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Kim Hue (2025), *Competency-based civil servant management - current situation and solutions*, Electronic Political Theory Journal, published on February 7th, 2025.

Pham Thanh Nhan (2025), *Strengthening the management of civil servants of specialized agencies under the Provincial People's Committee (Through the practice of Dong Nai province)*, Electronic Journal of Political Theory, published on June 25th, 2025.

### **1.3. OVERVIEW OF RESEARCH RESULTS OF RELATED WORKS AND ISSUES THE THESIS FOCUSES ON SOLVING**

#### **1.3.1. Overview of research results of related works**

Research works related to civil servants, civil servant teams and civil servant management, management of civil servant teams in public service units, in the Party school system with many different perspectives and approaches, achieved many important theoretical and practical results, including:

*First*, the works have focused on explaining the theoretical basis of the staff and the management of staff in public service units and in the Party school system. The studies have clarified the concepts, roles, tasks, characteristics and elements constituting the staff;

standards and criteria for managing staff; the objectives of management activities and the relationship between staff management and organizational quality. The diverse theoretical approaches have provided a scientific basis for planning and innovating the management of staff in public service units and in the Party school system.

*Second*, many works have analyzed in depth the current situation of managing civil servants in public service units and in the Party school system. The studies have pointed out the advantages and shortcomings in managing civil servants such as: the system of regulations is not yet synchronized; management capacity does not meet requirements; awareness of the role and responsibility of management is still limited; the lack of connection between assessment, training and use of civil servants. These objective assessments contribute to correctly identifying the problem, serving as a basis for proposing solutions for improvement.

*Third*, some projects have proposed groups of solutions that are applicable in the practice of managing civil servants. These are: raising awareness and responsibility of management levels; innovating processes and assessment methods; perfecting management criteria and professional title standards; strengthening planning, training and fostering; building mechanisms to motivate work and develop civil servants. Some projects emphasize the role of the competency framework in managing and developing civil servants, considering this a modern and effective approach.

*Fourth*, some in-depth studies by authors in the Ho Chi Minh National Academy of Politics system have specifically mentioned the organizational structure, management mechanism and policies for cadres and civil servants in the Academy. These works provide important documents on the current situation of the staff, the requirements for managing the staff, and propose directions to strengthen the management of the staff in accordance with the characteristics of the Academy in the new period.

### **1.3.2. The thesis focuses on solving problems**

Although there have been many works mentioning civil servants, civil servant teams and civil servant management in public service units as well as in the Party school system, up to now, there has not been any work that systematically, in-depth, comprehensively researches both theoretically and practically, specifically for the management of civil servant teams of the Ho Chi Minh National Academy of Politics today.

On the basis of inheriting and selectively absorbing the results of scientific works published at home and abroad, the thesis applies an interdisciplinary approach (organizational science, public administration, public personnel, Party building) combining qualitative and quantitative research methods to focus on research, filling the above gaps, aiming to create a theoretical framework and model of managing civil servants suitable to the characteristics of the Ho Chi Minh National Academy of Politics; at the same time, it proposes a system of criteria, tools and feasible solutions that can be measured and implemented in management practice. Accordingly, the thesis will continue to research and clarify the following main issues:

*First*, the thesis clarifies the theoretical and practical basis, the knowledge units directly related to and serving the construction of the theoretical framework of the thesis, including: an overview of the Ho Chi Minh National Academy of Politics; concepts, standards, roles, tasks, and characteristics of the staff of the Ho Chi Minh National Academy of Politics; main issues on the management of the staff of the Ho Chi Minh National Academy of Politics, including: concepts, requirements, contents, principles,

methods, roles, and characteristics of the management of the staff of the Ho Chi Minh National Academy of Politics.

*Second*, systematically and comprehensively survey, analyze and evaluate the current situation, identify the advantages and limitations in managing the staff of the Ho Chi Minh National Academy of Politics based on closely following the contents of managing the staff of the Ho Chi Minh National Academy of Politics; find out the causes of the advantages and limitations, at the same time draw experiences and identify the issues raised.

*Third*, forecast favorable and difficult factors affecting the management of the staff of the Ho Chi Minh National Academy of Politics; propose directions and synchronous and feasible solutions, including new solutions to strengthen the management of the staff of the Ho Chi Minh National Academy of Politics in the coming time, contributing to meeting the requirements of innovation and sustainable development of the Ho Chi Minh National Academy of Politics.

## **Chapter 2**

### **THEORETICAL AND PRACTICAL ISSUES ON MANAGEMENT OF STAFF AT HO CHI MINH NATIONAL ACADEMY OF POLITICS TODAY**

#### **2.1. OVERVIEW OF HO CHI MINH NATIONAL ACADEMY OF POLITICS AND THE ACADEMY'S STAFF**

##### **2.1.1. Overview of Ho Chi Minh National Academy of Politics**

##### ***2.1.1.1. Construction and development process***

The Ho Chi Minh National Academy of Politics was established in 1949 in the Viet Bac War Zone - the cradle of the Vietnamese revolution. After more than 75 years of construction and development, with many name changes associated with each historical period, the Academy has continuously grown and become the leading national center for training and fostering mid- and high-level leaders and managers of the Party and the political system; at the same time, it is a center for research on political theory, leadership and management science and a number of important fields of social sciences and humanities..

##### ***2.1.1.2. Functions and tasks of Ho Chi Minh National Academy of Politics***

##### ***\* Functions of Ho Chi Minh National Academy of Politics***

Decision no. 214-QD/TW dated December 28, 2024, clearly defines the position and functions of the Academy: It is an agency directly under the Party Central Committee, under the direct, comprehensive and regular leadership and direction of the Politburo and the Secretariat.

Ho Chi Minh National Academy of Politics has 13 important tasks.

##### ***2.1.1.3. Organizational structure of Ho Chi Minh National Academy of Politics***

Ho Chi Minh National Academy of Politics has a Director and no more than 5 Deputy Directors; the Director is assigned by the Politburo, the Deputy Directors are considered and decided by the Secretariat.

The organizational structure of the Ho Chi Minh National Academy of Politics includes: 09 departments, functional units; 16 research, teaching, information and publishing institutes; and 06 affiliated academies. The Central Theoretical Council is located at the Ho Chi Minh National Academy of Politics.

## **2.1.2. Staff of Ho Chi Minh National Academy of Politics - Concept, standards, roles, tasks, characteristics**

### **2.1.2.1. Concept**

#### *\* Officer concept*

Civil servants are Vietnamese citizens recruited according to job positions, working at public service units under labor contracts, receiving salaries from the salary fund of public service units according to the provisions of law.

#### *\* Concept of civil servant of Ho Chi Minh National Academy of Politics*

Officials of the Ho Chi Minh National Academy of Politics are Vietnamese citizens recruited according to job positions (lecturers, researchers, management officials), working at units under the Ho Chi Minh National Academy of Politics - the national center for training and fostering leaders, middle and senior managers, political theory scientists and political theory research of the Party and State.

#### *\* Concept of staff of Ho Chi Minh National Academy of Politics*

The staff of the Ho Chi Minh National Academy of Politics is a group of people who teach, do scientific research and those who do advisory work, united together into a force with the common mission of implementing the goals and tasks set out by the Ho Chi Minh National Academy of Politics.

### **2.1.2.2. Standards of the Academy's staff**

*First*, standards of political and moral qualities. *Second*, professional qualifications standards. *Third*, standards of work capacity.

### **2.1.2.3. The role of the Academy's staff**

*First*, the Academy's staff is the decisive factor in the quality of training and development of the Academy, contributing to the implementation of the goals and requirements of training and development of assigned cadres. *Second*, the Academy's staff is the main force participating in scientific research, contributing to the development of the Party's political theory. *Third*, the Academy's staff is the subject of building and developing the system of values and cultural standards of the Party School; they are exemplary models of political qualities, ethics, lifestyle, and working style for students to follow. *Fourth*, the Academy's staff is the force that directly contributes to enhancing the Academy's position and prestige. *Fifth*, the Academy's staff is the frontline and core force in protecting the Party's ideological foundation.

### **2.1.2.4. Duties of the staff of the Ho Chi Minh National Academy of Politics**

*First*, the administrative officer is responsible for designing institutions and organizing the implementation of the Academy's strategies in the fields of training, fostering, scientific research, international cooperation, accreditation, quality assurance and digital transformation. *Second*, a scientific research officer (professional title is researcher) is responsible for presiding over or participating in implementing national and ministerial-level scientific topics, programs to summarize practices, develop theories, and conduct policy consulting research. *Third*, the teaching and research staff have the duty to teach and research, convey Marxist-Leninist theory, Ho Chi Minh thought, the Party's viewpoints and guidelines and the State's policies and laws to students. *Fourth*, staff officers are responsible for collecting, analyzing, synthesizing and providing information to serve policy decisions; advising on institutions, plans and work programs. In addition, a number of staff at regional institutes and academies, the Academy of Journalism and Communication, and the Academy of Public Administration and Management also

participate in organizing and implementing undergraduate and postgraduate training courses, and training for positions...

#### ***2.1.2.5. Characteristics of the Academy's staff***

*First*, the Academy's staff is being restructured in the direction of streamlining, standardization and quality improvement, ensuring a reasonable structure according to job positions, professional fields and age to meet the tasks of the new period. *Second*, the Academy's staff are people with strong political will and good moral qualities. *Third*, the Academy's staff has high professional qualifications and political theory. *Fourth*, the Academy's staff must meet the requirement of "linking theory with practice" in training work. *Fifth*, the Academy's staff has the capacity to conduct scientific research and create new knowledge in political theory. *Sixth*, the Academy's staff is the subject of building and developing the Party School's culture.

### **2.2. MANAGEMENT OF STAFF OF HO CHI MINH NATIONAL ACADEMY OF POLITICS - CONCEPT, CONTENT, ROLE, CHARACTERISTICS**

#### **2.2.1. Management of staff of Ho Chi Minh National Academy of Politics - Concepts, requirements and principles**

##### ***2.2.1.1. Concept of staff management of Ho Chi Minh National Academy of Politics***

Managing the staff of the Ho Chi Minh National Academy of Politics is a process of directed, organized and planned impact by management entities to recruit, arrange, use, develop, evaluate, reward and improve the quality of the staff according to the political and ideological orientation of the Party, contributing to the implementation of political tasks, training and fostering of leaders, managers and research on political theory to serve the revolutionary cause of the Party and State.

##### ***2.2.1.2. Requirements for managing the staff of Ho Chi Minh National Academy of Politics***

*First of all*, ensuring the comprehensive leadership of the Party and the unified management of the State is institutionalized by the working regulations between the Party Committee of the Academy, the Board of Directors of the Academy and the Director of the Academy; by thoroughly implementing and concretizing Decision No. 214-QD/TW (December 28, 2024) into the personnel strategy, organizational structure, staffing and job positions. *Second*, ensuring the initiative and promoting the responsibility of the heads of public service units (Heads of Institutes, Faculties, and Functional Departments under the Academy) is specified by a clear decentralization and authorization mechanism accompanied by power control. *Third*, the principle of "recruitment, use, management, and evaluation based on job titles, job positions, and employment contracts" is transformed into a management system based on a competency framework. *Fourth*, the principle of gender equality and implementation of preferential policies for talented people, ethnic minorities, people with revolutionary contributions, and other preferential policies are specified through indicators, processes, and monitoring tools.

##### ***2.2.1.3. Principles of civil servant management of Ho Chi Minh National Academy of Politics***

*First*, ensure the leadership of the Communist Party of Vietnam and the unified management of the State. *Second*, ensure the initiative and promote the responsibility of heads of public service units. *Third*, recruitment, use, management and evaluation of civil servants are carried out on the basis of standards for professional titles, job positions and

employment contracts. *Fourth*, implementing gender equality and preferential policies of the State for special civil servants.

## **2.2.2. Content of staff management of Ho Chi Minh National Academy of Politics**

### ***2.2.2.1. Decentralization of staff management***

*First*, The Director of the Academy, based on the opinions of the Board of Directors of the Academy and the resolutions of the Standing Committee, the Standing Committee and the Party Committee of the Academy, considers and issues decisions approving planning, appointing, reappointing, resigning, dismissing, assigning responsibilities, and delegating authority to leaders and managers... *Second*, The Board of Directors of the Academy decentralizes and authorizes the Directors of the affiliated Academy to perform specific tasks in personnel management. *Third*, The Director of the Academy decentralizes and authorizes heads of functional units and research, teaching, press, information and publishing units at the Academy Center on certain specific contents.

### ***2.2.2.2. Building a staff planning team for the Academy***

*First*, It is necessary to plan the number of civil servants based on scientific forecasts of the training and development needs of Party and State officials in each period. *Second*, structural planning: The age structure and seniority of the staff must be balanced and reasonable to ensure balance in age as well as professional experience, in order to maximize support between generations of lecturers. *Third*, quality planning: The planning for the development of the quality of the staff must ensure strategic orientation, consistent with the development strategy of the Academy.

### ***2.2.2.3. Recruiting, training and fostering the Academy's staff***

Recruitment must be based on job requirements, job positions, job title standards and salary funds, while ensuring competitiveness, transparency and selection of the right people with appropriate qualities and abilities. Training and development content is built according to civil servant rank standards, civil servant job titles, job positions and staff planning, focusing on the following areas: political theory, master's and doctoral degrees; national defense and security knowledge; management, teaching and research skills; updating the content of Party resolutions and guidelines and practical knowledge.

### ***2.2.2.4. Using the Academy's staff***

Using the Academy's staff, it is necessary to focus on specific tasks such as: Assigning tasks according to the training major, combining the wishes, circumstances and abilities of the staff; assigning other tasks to staff to ensure that they meet the standards, are suitable, are even and fair, and ensure the rights of staff; and ensure succession between generations of staff.

### ***2.2.2.5. Evaluate staff; implement salary regime and welfare policies for staff***

At the Academy, the assessment of civil servants is carried out periodically according to Regulation No. 977-QD/HVCTQG dated June 3, 2022 of the Director of the Academy, with a system of criteria and specific scoring scales for each position. According to the regulations, the assessment and classification of collectives and individuals is carried out according to a scoring scale for each content, for each specific position; a specific scoring scale for civil servants holding leadership and management positions. Based on the assessment results, the Academy implements the regime, salary and welfare policies for civil servants in a reasonable and focused manner.

#### ***2.2.2.6. Inspection and supervision of staff***

Inspection and supervision activities must closely follow the requirements of implementing political tasks, closely follow the goals and requirements of building a team of civil servants. Inspection and supervision of the team of civil servants must be carried out regularly. Performing this task well will contribute to improving the effectiveness of compliance with the Party's guidelines, policies and the State's laws.

#### **2.2.3. The role of managing the staff of the Ho Chi Minh National Academy of Politics**

*First*, managing staff contributes to creating unity of perception and action throughout the Academy system. *Second*, the results of staff management are the foundation for organizing and effectively using the team and implementing other stages in human resource management. *Third*, staff management is a tool to discover, nurture and develop a team of leading experts and scientists; to discover, honor and spread advanced models in the emulation movement. *Fourth*, managing the staff team creates a foundation for modernizing administrative management and implementing digital transformation in the Academy.

#### **2.2.4. Characteristics of staff management at Ho Chi Minh National Academy of Politics**

*First*, managing the staff is closely linked to the task of training, fostering cadres and researching political and administrative science. *Second*, staff management depends on the specific distribution and teaching hour standards between institutes and specialized faculties. *Third*, linking the management of civil servants with the internal assessment mechanism according to the principle of "Party leadership, government management". *Fourth*, managing a team of civil servants with deep political awareness, associated with the task of protecting the Party's ideological foundation. *Fifth*, managing the staff focuses on developing a team of experts and leading scientists with policy influence.

### **Chapter 2 Summary**

The content of Chapter 2 is the initial basis for a comprehensive, systematic and scientific view of the theoretical and practical bases for managing the staff of the Ho Chi Minh National Academy of Politics; at the same time, it lays the theoretical and practical foundation for continuing to research and propose feasible solutions to improve the quality of the staff, contributing to the successful implementation of the political mission of the Academy in the new period.

## **Chapter 3**

### **MANAGEMENT OF THE STAFF OF THE HO CHI MINH NATIONAL ACADEMY OF POLITICS TODAY - CURRENT SITUATION, CAUSES, EXPERIENCES AND ISSUES**

#### **3.1. CURRENT STATUS OF MANAGEMENT OF STAFF AT HO CHI MINH NATIONAL ACADEMY OF POLITICS**

##### **3.1.1. Advantage**

*First*, The Academy has implemented a relatively clear and strict decentralization of management of its staff, ensuring the leadership and direction of the Board of Directors over its affiliated units and functional departments and institutes.

The Academy issued Decision no. 1434/QĐ-HVCT-HCQG dated May 2, 2013 on decentralization of management of cadres, civil servants and public employees,

demonstrating innovation in the organization of human resources, in line with current management requirements. As of December 2024, the entire Academy system has 1,856 civil servants, ensuring a relatively adequate level of training and research functions of the Academy. Such decentralization creates conditions for units to be proactive in developing human resources plans and organizing work.

For the Ho Chi Minh National Academy of Politics, implementing a clear decentralization and delegation mechanism in managing the staff is a prerequisite to improve administrative efficiency and effectiveness and promote the initiative of each unit level, especially in the context of restructuring the apparatus. As of September 2025, the total number of cadres, civil servants and public employees of the entire Academy system is 2,980 people, a significant increase due to the reception of 729 personnel from the Academy of Public Administration and Management. The effectiveness of the decentralized management mechanism is clearly demonstrated through the fact that the Department of Organization and Personnel has advised the Party Committee and the Board of Directors on the plan to mobilize, arrange, and organize to handle the reception process and stabilize the organization for more than 365 receptions of cadres in 2025.

*Second*, The Academy has built a scientific and methodical staff planning, in accordance with the standards of job positions and professional titles.

The Academy has built a scientific and systematic staff planning, in accordance with the standards of job positions and professional titles, demonstrating the Party Committee's determination in leading the personnel work of the Academy. After merging with the Academy of Public Administration and Management, as of September 2025, the total number of cadres, civil servants and public employees of the Academy is 2,980 people, in which, the staff of lecturers and researchers account for about 49.5% (about 1,477 people), clearly showing the diversity in human resource management. The Party Committee of the Academy is primarily responsible for maintaining the quality planning of the staff, ensuring pioneering in theory.

*Third*, the recruitment, training and development of staff is carried out seriously and thoroughly by the Academy, focusing on qualities, professional qualifications and practical capacity.

One of the highlights in the Academy's recruitment is to prioritize recruiting individuals with a high academic background, strong political will, foreign language and IT skills that meet integration requirements, and are consistent with the development orientation of each professional unit. In the past 5 years, the Academy has organized 05 rounds of civil servant recruitment with an average scale of 30-50 targets/year, attracting hundreds of high-quality profiles each round. The training and development of civil servants is fully and publicly implemented by the Academy in accordance with the regulations of the Party and the State, creating motivation to improve the quality of civil servants. Over the past time, the Academy has constantly innovated the content, methods and management thinking of training and development of civil servants.

*Fourth*, most of the Academy's staff are used and assigned to appropriate jobs, suitable to their professional qualifications and working capacity.

Most of the Academy's staff are used and assigned to jobs that are appropriate to their professional qualifications and working capacity, especially in 2025, focusing on mobilizing to serve the restructuring of the apparatus. In 2025, 49 cadres were appointed, transferred and appointed due to the restructuring of the apparatus and 38 cadres were



transferred and appointed in general, showing the flexibility and timeliness of the Board of Directors in re-arranging personnel to stabilize the system after the merger.

*Fifth*, the evaluation of the staff, the implementation of salary regimes and preferential policies for staff are carried out by the Academy quite fully, fairly, transparently and promptly.

In the past time, the evaluation of the staff of the Academy has been carried out democratically, publicly, synchronously, especially at the same time as summarizing and evaluating the emulation movement, ensuring the standards of staff work. The system of principles for evaluating the staff of the Academy, from drafting documents to organizing implementation, is unified and transparent throughout the Academy system.

*Sixth*, the inspection and supervision of the staff deployed by the Academy are relatively effective, public, transparent, and in accordance with regulations.

Adhering to the regulations of the Party and the State, the Academy issues a system of internal documents guiding the inspection and supervision of civil servants in connection with assigned duties and tasks; at the same time, it implements synchronously with the evaluation, classification, emulation, rewards and planning of cadres. The Academy regularly inspects and supervises the compliance with the Academy's rules and regulations; and performs the tasks of teaching and scientific research.

### **3.1.2. Limit**

*First*, the implementation and execution of decentralization of management for the Academy's staff still has some shortcomings in implementation, especially in the organization, implementation and supervision of decentralization.

The allocation and coordination of staff resources among units in the system is not really even. Currently, the Academy has not built a hierarchical management system in the direction of linking with output evaluation, so the management process still faces many shortcomings.

*Second*, the planning of the staff has not really met the comprehensive development goals of the Academy.

The planning of the staff is still biased towards quantity, not uniform in structure, especially the structure of majors and ages. The structure of majors does not meet the requirements of the Academy's development strategy. The core subjects such as Philosophy, Scientific Socialism, Political Economy, Party History - which are the theoretical foundation of Marxist-Leninist ideology - have a very low ratio of lecturers and researchers.

*Third*, recruitment, training and development of the Academy's staff sometimes still have shortcomings, affecting the effectiveness of staff development and the quality of political task implementation.

The determination of recruitment needs and job position standards in some units is not really close to practical requirements and long-term development strategies. Recruitment is still heavily focused on formal qualifications, while criteria on practical capacity, teaching skills and research ability are not given due attention. The application of information technology and digital transformation in recruitment is still slow.

*Fourth*, the use of civil servants still faces some difficulties and limitations that affect work efficiency and motivation of civil servants.

The arrangement and assignment of work is sometimes not really suitable for the expertise, capacity and strengths of many civil servants. The assignment of tasks is still scattered in some places, not closely following the professional capacity framework. The

mechanism for using the team has not created a positive competitive environment to maximize the capacity of civil servants. The coordination between units in using civil servants is sometimes not tight and flexible.

*Fifth*, evaluating the staff, implementing salary and welfare policies still faces many difficulties and shortcomings, and has not really created motivation for the staff.

Some evaluation criteria are still formal, not specific to job positions and not really linked to civil servant professional standards. Currently, civil servant evaluation is mainly based on year-end review forms and classified into levels: excellent, good, task completion, task failure. Evaluation is not linked to the classification of work completion levels and has not clearly impacted on policies for using, rewarding, planning or training civil servants.

*Sixth*, inspection and supervision of the Academy's staff still have some limitations, significantly affecting the quality of professional activities and labor discipline in the entire system.

Currently, inspection work in the Academy is mainly limited to administrative inspection or internal inspection according to periodic plans. There are no specific regulations on inspection and supervision of professional activities such as teaching, research, development of learning materials, or policy consulting and criticism activities.

### **3.2. REASONS, EXPERIENCES AND ISSUES**

#### **3.2.1. Reasons**

##### ***3.2.1.1. Reasons for the advantages***

*First*, the regular leadership and attention of the Politburo, the Secretariat and the guidance and coordination of the Central Organizing Committee for the Ho Chi Minh National Academy of Politics, including the Academy's staff. *Second*, the leadership of the Party Committee, the Standing Committee, especially the Director of the Academy in managing the staff. *Third*, the determination in the management and supervision of the Academy's Board of Directors and leaders of affiliated units in managing the staff. *Fourth*, the efforts and discipline of the staff. *Fifth*, advances in workforce management technology.

##### ***3.2.1.2. Reasons of limitations***

*First*, the system of regulations and instructions on staff management is still lacking in consistency and has not promptly institutionalized new policies. *Second*, the capacity and strategic thinking of some staff members in charge of staff management are still limited. *Third*, the work of managing and operating the staff in some units is not proactive, lacks determination and is dominated by egalitarianism. *Fourth*, a number of civil servants are not self-aware, lack the consciousness to strive to improve, and still have the mindset of being content with their lot. *Fifth*, internal coordination and monitoring mechanisms have not been fully formed, leading to a power vacuum. *Sixth*, digital transformation in human resource management is not yet synchronized, data is still fragmented.

#### **3.2.2. Experiences**

*First*, strengthening the leadership of the Party Committee, the Standing Committee of the Party Committee and the Board of Directors of the Academy in managing the staff. *Second*, promote the leadership role of Party committees, leaders of units, especially heads in managing civil servants. *Third*, strengthening the digital transformation process and applying technology in managing a modern, synchronous staff team. *Fourth*, promote the role of self-study, training and improving the working capacity of staff in the entire Academy system.

### **3.2.3. Issues raised**

*First*, the current situation of the number of lecturers and researchers compared with the requirements for the structure of the staff is having conflicts. *Second*, ensuring the structure of the Academy's staff is in line with the requirements of succession and development with the reality of an aging staff and generational gap. *Third*, building and developing the Academy is a strategic task while the quality of the teaching staff is uneven. *Fourth*, requirement to build a team of officials of the Academy in the process of integration and digital transformation while the foreign language and IT skills of officials are still limited.

## **Chapter 3 Summary**

The management of the staff of the Ho Chi Minh National Academy of Politics has achieved many positive results in the past time. However, besides the results achieved, the management of the staff of the Ho Chi Minh National Academy of Politics still has some limitations. The thesis analyzes the causes of advantages, the causes of limitations and draws 04 experiences. At the same time, the thesis also points out 4 issues arising from the practice of managing the staff of the Ho Chi Minh National Academy of Politics.

## **Chapter 4**

### **DIRECTIONS AND SOLUTIONS TO STRENGTHEN THE MANAGEMENT OF THE STAFF OF THE HO CHI MINH NATIONAL ACADEMY OF POLITICS IN THE COMING TIME**

#### **4.1. FORECASTING FAVORABLE FACTORS, DIFFICULTIES AND DIRECTIONS TO STRENGTHEN THE MANAGEMENT OF STAFF OF HO CHI MINH NATIONAL ACADEMY OF POLITICS IN THE COMING TIME**

##### **4.1.1. Forecasting favorable and unfavorable factors affecting the management of staff of Ho Chi Minh National Academy of Politics in the coming time**

###### **4.1.1.1. Favorable factors**

*First*, the Party and State's consistent guidelines and policies on investment in education, training and development of high-quality human resources will continue to be specified in resolutions, directives and national development strategies. *Second*, the institutional system and policies on management of cadres, civil servants and public employees are continuing to be amended and supplemented in a synchronous, modern and transparent direction, contributing to creating a favorable legal corridor for the implementation of management of staff at the Academy. *Third*, more than 75 years of tradition of construction and development have created academic prestige, political position and social trust for the Ho Chi Minh National Academy of Politics. *Fourth*, the peaceful and stable international context and the trend of cooperation and development of education globally will be a favorable opportunity for the Academy to enhance academic exchanges, share experiences, and learn advanced management models from developed countries. *Fifth*, the digital transformation process in education and public management in Vietnam in general, along with the strong impact of the Fourth Industrial Revolution, has been posing the need to innovate the human resource management model towards digitalization.

###### **4.1.1.2. Difficult factors**

*First*, the complex scale and organizational structure of the Academy with dozens of affiliated units at the Central Academy and the regions requires a staff management model that is both unified and flexible according to each professional specialty. *Second*,

information technology infrastructure and digitalization capacity have not developed evenly among affiliated units, especially at some regional academies or units with difficult socio-economic conditions. *Third*, the competition for high-quality human resources is increasingly fierce in the context of deep international integration, while the policy mechanism to attract and retain talent at the Academy is still limited. *Fourth*, the ideological, political and social environment has complex factors, especially the risk of being affected by false, hostile arguments, negative and unverified information on cyberspace. *Fifth*, the progress of implementing major projects on strengthening facilities and developing infrastructure to serve training, research and management at the Academy is still slow compared to practical requirements. *Sixth*, the immediate and medium-term difficulty is the requirement to streamline the staff by an estimated 20% within the Academy system itself. *Seven*, the number of students tends to decrease in both advanced political theory, postgraduate and public administration programs. *Eight*, the merger of the National Academy of Public Administration entails the problem of mixed human resource management, where the mechanisms, ranks/ranks, standards and public service culture between civil servants and public employees are different.

#### **4.1.2. Directions to strengthen the management of the staff of the Ho Chi Minh National Academy of Politics in the coming time**

##### ***4.1.2.1. General direction***

The Draft Political Report of the 15th Congress of the Party Committee of the Ho Chi Minh National Academy of Politics, term 2025-2030, sets out 6 directions, of which 02 directions have direct orientation on managing the Academy's staff in the new context, including: *First*, the second direction of the Report emphasizes: "Leading comprehensive innovation, synchronizing all stages and unifying the entire Academy system in training and fostering cadres of the political system in the new context, creating strong changes...". *Second*, the sixth direction emphasizes: "Strengthening the building of a clean and strong Party Committee of the Academy in all aspects, including politics, ideology, ethics, organization and cadres; improving the leadership capacity and fighting strength of Party committees and organizations at all levels. Promoting the role of mass organizations. Strengthening the Party's inspection, supervision and discipline work. Perfecting the organizational apparatus in conjunction with promoting streamlining the payroll, building a strong cadre team, equal to the task; perfecting and improving the quality of the cadre team doing Party work".

##### ***4.1.2.2. Specific direction***

*First*, The Party Committee, the Director of the Academy, the Party Committees and heads of affiliated units need to continue to thoroughly grasp and flexibly and creatively apply the viewpoints, policies and regulations of the Party Central Committee, the Politburo, the Secretariat and the Party Committee of the Academy on the management of civil servants. *Second*, seriously and consistently implement the Party's principles in managing the staff, especially the principles of democratic centralism and self-criticism and criticism. *Third*, continue to innovate the content, methods and procedures for civil servant management based on close connection with the practical training, fostering and scientific research of the Academy. *Fourth*, establish a mechanism to bind the responsibilities of entities involved in managing the staff. *Fifth*, promote the combined strength of forces in the political-social system and mass organizations in improving the quality of management of civil servants.

## **4.2. MAIN SOLUTIONS TO STRENGTHEN THE MANAGEMENT OF STAFF AT THE HO CHI MINH NATIONAL ACADEMY OF POLITICS IN THE COMING TIME**

### **4.2.1. Raising awareness and responsibility of the Party Committee, Board of Directors, Party committees at all levels, boards of directors of affiliated academies, staff, civil servants and public employees of the Ho Chi Minh National Academy of Politics on managing staff**

To improve the effectiveness of managing the staff of the Ho Chi Minh National Academy of Politics, it is necessary to focus on implementing the following contents: *First*, it is necessary to innovate thinking and raise awareness of the entire political system in the Academy, especially the heads of units, Party committees at all levels, as well as each cadre, Party member and civil servant. *Second*, it is necessary to thoroughly grasp the new viewpoints and policies of the Party and the Academy on the work of organizing cadres and managing the team of civil servants. *Third*, promote the leadership role and exemplary responsibility of leaders. *Fourth*, raise awareness and responsibility of subjects participating in civil servant assessment.

To achieve practical results in the above contents, it is necessary to implement the following measures well: *First*, flexibly and creatively apply forms and measures of propaganda and education to raise awareness and responsibility of subjects and forces in the work of evaluating and managing civil servants of the Ho Chi Minh National Academy of Politics. *Second*, promote training and development of civil servants and combine with scientific research. *Third*, organize a systematic and periodic review and summary of staff management.

### **4.2.2. Perfecting the system of regulations, policies and standards for civil servants in managing the staff of public service units in general, especially of the Ho Chi Minh National Academy of Politics**

#### **4.2.2.1. Perfecting the system of regulations and policies related to the management of civil servants of public service units in general, especially of the Ho Chi Minh National Academy of Politics**

To realize the goal of "perfecting the system of regulations and policies related to the management of civil servants", *headforemost*, it is necessary to review, supplement and systematize internal documents. *Second*, it is necessary to complete the system of job title and position standards scientifically, linked to the long-term development strategy of the Academy. *Third*, establish strict and quantitative regulations in the evaluation of civil servants, linked to training and research results.

To carry out these contents, it is necessary to proceed with the following forms and measures: *First of all*, it is necessary to simultaneously carry out the work of reviewing, systematizing and standardizing internal regulations on civil servant management in a consistent manner with current laws, especially the Law on Civil Servants (amended), the Law on Education, the Law on Higher Education and decrees and circulars guiding their implementation. *Following*, The Academy needs to focus on establishing a process for recruiting, using and developing civil servants to ensure publicity, transparency and relevance to the practical requirements of job positions. *Along with that*, training and development of civil servants needs to be systematically designed, with long-term orientation and close to the development needs of each unit and each group of professional titles. *Next*, establish a two-way assessment, monitoring and feedback mechanism. It is necessary to build a competency assessment framework according to job positions, which clarifies criteria on expertise, skills, ethical qualities, innovation capacity and work

efficiency. *Next to* in terms of administrative measures, the Academy needs to pay attention to motivational factors, especially the compensation mechanism and tools to encourage spirit. *Outside* management measures, a key factor is building and developing organizational culture - considering staff as the center of sustainable development of the unit. *Finally*, to ensure objectivity and improve the effectiveness of policy implementation, it is necessary to strengthen inspection, examination and handling of violations in civil servant management.

***4.2.2.2 Specify and perfect the system of regulations on civil servant standards in a clear and quantitative manner, suitable to the specific characteristics of job positions and the requirements for innovation in civil servant management in the new era***

*First*, develop and implement title standards and quantified evaluation criteria for civil servants to serve as a basis for strict, scientific, and accurate civil servant management. *Second*, more specific criteria for political qualities, ideology, ethics, and lifestyle in civil servant management. *Third*, standards of professional qualifications, professional competence and practical knowledge.

**4.2.3. Innovate the recruitment, arrangement, use and evaluation of the staff of Ho Chi Minh National Academy of Politics according to standards and job positions**

To ensure effective implementation of innovative solutions in recruitment, placement, use and evaluation of civil servants according to standards and job positions, the Ho Chi Minh National Academy of Politics needs to synchronously deploy the following key groups of contents: *First of all*, it is necessary to perfect the mechanism for recruiting civil servants in a professional, objective, scientific manner and closely linked to the requirements, standards, and job positions. *Second*, develop specific standards for each job position and accompanying job descriptions. *Third*, innovate the work of arranging and using civil servants in the direction of maximizing individual strengths and abilities. *Fourth*, build a mechanism to periodically evaluate civil servants based on title standards and task performance. *Fifth*, closely link recruitment and assessment with human resource planning, training and development. *Sixth*, build a special incentive policy mechanism for civil servants, especially experts, scientists, lecturers with high qualifications, research and foreign language skills. *Finally*, modernizing human resource management through the application of information technology.

To carry out these contents, it is necessary to proceed with the following forms and measures: *First of all*, it is necessary to establish a systematic and transparent recruitment process, closely linked to a competitive recruitment mechanism and job position standards. *Simultaneously*, to improve the quality of candidate sources, the Academy should strengthen coordination with universities and research institutes, organize seminars and specialized job fairs, create channels to attract excellent graduates, young staff with good professional capacity and commitment to long-term development. *Following*, regarding the arrangement and use of civil servants, it is necessary to apply a mechanism of periodic evaluation and controlled job rotation.

**4.2.4. Strengthening training and fostering of staff of Ho Chi Minh National Academy of Politics in association with job titles and positions**

To ensure the implementation of this solution, it is necessary to focus on the following contents: First of all, it is necessary to clearly redefine the output standards of capacity for each specific position. Next, it is necessary to design and operate the training system according to a multi-layered model, diversifying training forms. Another important content is to promote links and cooperation in training. The Academy also needs to design a

career development roadmap for each official, especially the team of lecturers and young staff. In addition, it is necessary to build and update an electronic database of scientific materials on political theory, teaching skills and public administration management. In particular, it is necessary to issue a mechanism to evaluate and monitor the effectiveness of training and fostering. Finally, it is necessary to improve the capacity of internal training organizations at units.

To implement the above contents, it is necessary to proceed through the following forms and measures: *First*, build a set of competency framework standards for each job title and position. *Second*, deploy a hybrid training system combining face-to-face and online training with a digital platform as the center. *Third*, innovate training methods in a positive direction, focusing on learners. *Fourth*, strengthening international training cooperation. *Fifth*, strengthening financial mechanisms for training. *Sixth*, improve the capacity of teaching staff participating in training and fostering. *Seventh*, establish a mechanism to monitor and evaluate training and development results. *Finally*, need to innovate learning culture in the Academy.

#### **4.2.5. Promote the role and responsibility of agencies and organizations and strengthen inspection, examination and supervision in the management of civil servants**

To ensure the implementation of this solution, it is necessary to focus on the following contents: *First*, perfecting the coordination mechanism between advisory agencies, user units and socio-political organizations throughout the Academy. *Second*, strengthen training, foster professional capacity and public ethics for the team working in organization - personnel, inspection, examination, union members and heads of units. *Third*, review, adjust and improve the quality of internal regulations related to civil servant management, especially regulations on civil servant assessment and classification, mechanisms for detecting positive factors, mechanisms for handling violations, and mechanisms for protecting people who report negative incidents. *Fourth*, establish a system of regular and ad hoc internal monitoring with a focus on key issues that are likely to lead to negativity such as: planning, appointment, sending cadres, civil servants, and public employees for training, development, assessment, proposal for promotion, rewards, and discipline... *Fifth*, regularly organize forums to exchange experiences between units in the Academy on civil servant management to share good models and effective practices, and at the same time detect and warn early about shortcomings arising from implementation practices in each unit. *Sixth*, promote the application of information technology in the management and supervision of civil servants. *Seventh*, build a democratic mechanism in evaluating civil servants, especially through organizing civil servant conferences at each unit to get feedback from colleagues, subordinates and mass organizations on evaluation results, planning and promotion. *Eighth*, create a culture of supervision and criticism throughout the Academy, considering it a manifestation of responsibility and constructive spirit. *Ninth*, integrate inspection and supervision requirements into the emulation and reward process, consider the title of emulation fighter, and reward collectives. *Tenth*, develop a team of inspection and supervision collaborators at the grassroots level, focusing on promoting the role of mass organizations, party organizations, and prestigious officials. *Eleventh*, periodically publicize the results of internal inspection and supervision to create positive public pressure and deter negative behavior. *Twelfth*, closely link the inspection, supervision and management of civil servants with the implementation of Party resolutions, State laws and strategies for developing the Academy's staff.

To implement these contents, it is necessary to carry out the following forms and measures: *First*, build a mechanism for coordinating responsibilities between staff units and units using civil servants. *Second*, improve the advisory capacity of functional agencies. *Third*, build a mechanism for independent criticism and supervision in evaluating civil servants. *Fourth*, perfecting inspection, testing and monitoring tools and processes. *Fifth*, building a unified civil servant information data system with the ability to exploit cross-sectoral. *Sixth*, strengthening the culture of internal supervision. *Seventh*, linking inspection and supervision work with interim and final reviews of human resource policies. *Eighth*, promote the responsibility of leaders in supervising and inspecting civil servants.

#### **4.2.6. Strengthening the application of information technology and digital transformation in the management of staff of the Ho Chi Minh National Academy of Politics**

To effectively deploy the application of information technology and digital transformation in the management of civil servants at the Ho Chi Minh National Academy of Politics, it is necessary to focus on the following groups of contents: *First*, build and complete a centralized electronic database system on civil servants. *Second*, building integrated human resource management software according to modern management model. *Third*, standardize the process of collecting, updating and exploiting employee information in the digital environment. *Fourth*, training and fostering digital skills for staff working in personnel organization and civil servant management. *Fifth*, set up a system to monitor and evaluate the performance of staff based on digital data. *Sixth*, connect the Academy's human resource management system with industry management systems and national databases on cadres, civil servants, and public employees to ensure connectivity, consistency, and support synthesis and reporting work according to regulations. *Seventh*, promote comprehensive digital transformation in organization and personnel work at the Academy. *Eighth*, build a methodical digital transformation roadmap with specific goals and tasks for each stage.

To effectively implement the contents identified in the solution to enhance the application of information technology and digital transformation in the management of civil servants, it is necessary to synchronously implement specific and feasible implementation measures as follows: *First*, establish a Steering Committee or Working Group for digital transformation in managing the Academy's staff. *Second*, invest in modern, synchronous technical infrastructure and technology. *Third*, choose a reputable, highly capable technology partner to develop integrated human resource management software and build an employee database. *Fourth*, organize regular training for officials and civil servants, especially those in charge of personnel organization and management. *Fifth*, develop a set of regulations and rules for operating the electronic civil servant management system, clearly defining the responsibilities for updating, checking and verifying data; data exploitation procedures and measures to handle violations when there are errors or information leaks. *Sixth*, pilot implementation in some units to gain experience. *Seventh*, build incentive and reward mechanisms for collectives and individuals with initiatives or achievements in implementing digital transformation and applying technology in personnel organization. *Eighth*, closely coordinate with relevant ministries and branches to connect data and implement interconnection with the national database on cadres, civil servants and public employees. *Ninth*, establish a mechanism to monitor and periodically inspect the application of information technology and digital transformation in civil servant management.



### Chapter 4 Summary

In the new development stage with many intertwined opportunities and challenges, the requirement for the Ho Chi Minh National Academy of Politics is to constantly innovate, improve the quality of training, foster cadres, research theories and provide strategic advice to the Party. To realize that goal, managing the staff must be considered a strategic breakthrough, a foundation to ensure the comprehensive and sustainable development of the Academy.

Based on the analysis and forecast of favorable and unfavorable factors and development directions, the thesis has proposed a comprehensive system of solutions, focusing on core contents such as: innovating thinking and raising awareness throughout the system about the role of civil servant management; standardizing the system of standards, processes, and assessment methods; strengthening decentralization and delegation of authority along with inspection and supervision of responsibilities; promoting the application of information technology in management; and at the same time promoting the role of political and social organizations in building a democratic, honest, and professional working environment.

### CONCLUDE

Managing the staff of civil servants in Party agencies, especially at the Ho Chi Minh National Academy of Politics - the national center for training and fostering leaders and managers of the Party and State - plays a particularly important role, contributing directly to improving the quality of training, theoretical research and summarizing practices, meeting the requirements of national development in the new period.

Managing the staff of the Ho Chi Minh National Academy of Politics is a process of directed, organized and planned impact by management entities to recruit, arrange, use, develop, evaluate, reward and improve the quality of the staff according to the political and ideological orientation of the Party, contributing to the implementation of political tasks, training and fostering of leaders, managers and research on political theory to serve the revolutionary cause of the Party and the State. The content of managing the staff of the Ho Chi Minh National Academy of Politics includes: (1) Decentralize the management of the staff; (2) Develop a plan for the Academy's staff; (3) Recruit, train, and foster the Academy's staff; (4) Use the Academy's staff; (5) Evaluate the staff; implement salary regimes and preferential policies for staff; (6) Inspect and supervise the staff.

In recent times, the management of the Academy's human resources has achieved many positive results. Survey results at the Academy's affiliated units show that the majority of staff highly appreciate the management contents, especially the working environment, publicity and transparency in policies and career development opportunities. However, in addition to the achieved results, the Academy's management of human resources still has some limitations and shortcomings that need to be objectively recognized and promptly overcome.

From the practice of managing the Academy's staff, the thesis draws some experiences, including: *First*, strengthening the leadership of the Party Committee, the Standing Committee of the Party Committee and the Board of Directors of the Academy in managing the staff. *Second*, promote the leadership role of Party committees, leaders of units, especially heads in managing civil servants. *Third*, strengthening the digital transformation process and applying technology in managing a modern, synchronous staff team. *Fourth*, promote the role of self-study, training and improving the working capacity

of the staff in the entire Academy system. At the same time, the thesis also points out the issues that need to be further resolved, including: *First*, the current situation of the number of lecturers and researchers compared with the requirements for the structure of the staff is having conflicts. *Second*, ensuring the structure of the Academy's staff is in line with the requirements of succession and development with the reality of an aging staff and generational gap. *Third*, building and developing the Academy is a strategic task while the quality of the teaching staff is uneven. *Fourth*, requirement to build a team of officials of the Academy in the process of integration and digital transformation while the foreign language and IT skills of officials are still limited.

Faced with the requirement of comprehensively reforming the political education career, building the Ho Chi Minh National Academy of Politics to truly become a "*national center for training and fostering leaders and managers of the Party and State; a national center for studying Marxist-Leninist theory and Ho Chi Minh thought*", improving the effectiveness of managing the staff of civil servants is a matter of strategic significance. Accordingly, it is necessary to continue to synchronously implement the following solutions: (1) Raising awareness and responsibility of the Party Committee, Board of Directors, Party Committees at all levels, Boards of Directors of affiliated academies, staff, civil servants and public employees of the Ho Chi Minh National Academy of Politics in managing staff. (2) Completing the system of regulations, policies and standards for civil servants in managing staff of public service units in general, especially of the Ho Chi Minh National Academy of Politics. (3) Innovating the recruitment, arrangement, use and evaluation of staff of the Ho Chi Minh National Academy of Politics according to standards and job positions. (4) Strengthening the training and fostering of the staff of the Ho Chi Minh National Academy of Politics in association with job titles and positions. (5) Promoting the role and responsibility of agencies and organizations and strengthening inspection, examination and supervision in the management of staff. (6) Strengthening the application of information technology and digital transformation in the management of staff of the Ho Chi Minh National Academy of Politics. Only by synchronously solving the above issues in a scientific and fundamental manner, can the Academy build a high-quality staff - a decisive factor for the sustainable development of the Academy in the coming period./.

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