
Developing Vietnamese Talented Civil Servants in the Context of Industry 4.0

Tran Thi Bao Khanh¹

¹Trade Union University, Hanoi City, Vietnam

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Abstract:

The development trend of the fourth industrial revolution (revolution 4.0) poses new requirements for human resources, requiring innovation in human resource management of each organization. In that context, countries and organizations consider the issue of human resources and talent as an important strategy and policy for competition and development. Vietnam is no exception, which has always attached importance to the issue of talent development, and is currently very interested in developing talented civil servants for the public service, serving the people. However, this is a complex issue because there are still many scientific debates, there is no consensus on the content and quantification of talented civil servant standards; on the other hand, this issue is also affected by many factors, including political, legal factors and social change trends. In this article, the author approaches the issue of developing talented civil servants in the context of the 4.0 revolution, mainly through analysis and synthesis of secondary documents. The research content demonstrates a scientific perspective on talented civil servants; analyzes the characteristics and requirements of the 4.0 revolution for civil servants and develops talented civil servants in Vietnam.

Keywords: Talent; Talented civil servants; Revolution 4.0; Vietnam.

1. Introduction:

Vietnamese civil servants are regulated by law with specific standards on nationality, qualifications, qualities, and abilities and are recruited and appointed in a unified manner within the civil service system. The Law on Civil Servants stipulates: Civil servants are Vietnamese citizens, recruited and appointed to ranks, positions, and titles corresponding to job positions in state agencies, political organizations, socio-political organizations, and a number of other specific organizations (Vietnam's political

system), on the payroll and receiving salaries from the state budget (VNA, 2008).

The Vietnamese civil service is established with a large system (over 2.2 million positions) in state agencies and organizations at 4 levels: Central, provincial, district and commune levels; determined to include general standards applicable to all civil servants (nationality, politics, qualifications) and specific standards for each industry and field of work (knowledge, professional skills). In the current context, the 4.0 revolution is posing requirements for new

knowledge and skills, while the proportion of elderly civil servants (over 50 years old) in Vietnam is large, with limitations in the ability to acquire new knowledge and skills, especially digital knowledge and skills. Therefore, developing talented young civil servants to build a high-quality civil service team for the civil service is necessary.

Based on the practical requirements of the 4.0 revolution - a new trend of society, Vietnam's strategic planning has oriented the issue of developing talented civil servants for the civil service and was legalized in 2019: "The head of the agency with the authority to recruit civil servants decides on the policy of employing and treating talented people in public service activities in agencies, organizations and units under their management. The People's Council at the provincial level prescribes the policy of employing and treating talented people in public service activities in agencies, organizations and units managed by the provincial level" (VNA, 2008). However, the content of the provisions of the law on developing talented civil servants mentioned above is of a general nature; to effectively implement this policy content, specific studies are needed and this is the reason why the author is interested in this article.

2. Research perspectives on talent:

The term "talent" is often used with a solemn meaning, because every individual desires, trains, strives to become a talented person, develops talent to assert himself and serve the organization, the country; and also because talented people have a great influence on the prosperity of an organization, a country, a nation. In fact, talented people are always a matter of concern for organizations and countries, because gaining an advantage in talented human resources means gaining an advantage in competition and development. The concept of talent has different developments over time to suit the current context. This issue is still controversial in the scientific community and there is no consensus. However, through studying many research documents, the author found that the prominent

viewpoint on talent mentioned is the outstanding ability of an individual in a specific field, clearly demonstrated in the results of work performance and the dedication and contribution of that individual to the development of the organization and society.

In a specific aspect, talent is the high level of ability that an individual has when performing a specific job (Tham, H.B. (2006). According to this approach, talented people have the characteristics of outstanding ability and often perform their work with creativity, achieving high results and efficiency. Besides this characteristic, some researchers also emphasize service, which is the individual using his talent to serve the organization and society (Luong, N.H. et al., 2008). The above views and approaches emphasize the factor of outstanding ability (talent) and the factor of service and dedication of the talented subject (moral qualities). Accordingly, in addition to outstanding abilities, individuals must also serve and serve the organization and society with that outstanding ability. And so it is difficult to recognize a talented individual if that individual does not serve the organization, the community, the country, the people - the place that nurtured and gave birth to that talent; only by serving the organization and society will that talent shine and be honored in society. It can be seen that the above research viewpoints and approaches have similarities and originate from President Ho Chi Minh's view of valuing virtue and talent, that "having talent without virtue is a useless person; having virtue without talent makes it difficult to do anything", so the factors of virtue and talent are two components of the term "talent". This viewpoint was expressed throughout Ho Chi Minh's revolutionary activities and in his will, he still devoted a solemn part to reminding people about "virtue", requiring each party member, cadre, and civil servant to truly imbue revolutionary ethics: "The Party must pay attention to educating revolutionary ethics for youth union members, training them to become successors in building socialism who are both red and expert" (Vuong, D., 2010).

On the other hand, many researchers in the field of administration and human resource management also discuss talent in terms of outstanding capacity in certain fields of activity. Accordingly, people with outstanding talent in certain fields and recognized by society are talents of the organization and the country (Nam, N.V. et al., 2011). Or as the view of talented people, that individuals are considered talented when they have knowledge, skills and values that are suitable for current and future work (Trung, N.S. et al., 2017). According to this approach, in addition to having outstanding capacity, individuals need to have the spirit of being ready to serve and contribute to the organization to be considered talented. And it would be a mistake to only emphasize the individual's past achievements to affirm talent, but it is necessary to evaluate whether the individual's talent development trend is suitable for the organization's development goals or not. That is because even if a person has innate intelligence, if he does not work hard to practice and train himself, he will not be able to develop his innate talent, and may even be considered untalented. Therefore, to become a talented person, in addition to outstanding ability, an individual needs to serve and contribute to the organization and society. Dedication here means that each individual must be aware of the purpose and meaning of his work, and be conscious of being attached to and developing the organization.

Evaluating the above viewpoints and research contents on talent, it can be seen that researchers have different approaches and perspectives, but all establish a viewpoint on talent with the factor of outstanding individual capacity and individual dedication to the organization and society for the common development. This is suitable in the context of modern society with the increasingly clear specialization of activities and fields, requiring high requirements; considering talented people as people with outstanding capacity in each field, demonstrates more practical application when each industry and field of activity in social life has its own characteristics, requiring many talented people in each industry and field. Therefore, there will not be talented people in all

fields of activity, but only talented people in each specific field of activity.

The author supports the viewpoint and content of the above research, that talented people are people with outstanding abilities and serve and contribute to the organization and society with that outstanding ability. However, the author also recognizes the limitation that needs to be studied and discussed, which is the adaptation of individuals to social changes affecting the field of professional activities. In the context of the 4.0 revolution with the explosive development of digital technology today, if individuals do not have proficient digital knowledge and skills, it will be difficult to promote the outstanding abilities they already have, the concept that they are talented will become flawed. Therefore, talents in the 4.0 revolution trend, in addition to the outstanding abilities in the field of expertise that individuals have, they must also have proficient digital knowledge and skills to work, interact in the digital environment to improve work efficiency, adapt to the development trend of society.

3. Revolution 4.0 and the requirements for talent development:

The 4.0 revolution was initiated and officially announced in 2016 as a revolution in smart manufacturing, based on the achievements of artificial intelligence, the Internet of Things, biotechnology and nanotechnology (Klaus, S., 2016) and is predicted to completely change the way people live, work and interact with each other (Phuong, L.Q., 2017). This change is specifically explained as: Mass production instead of single-piece production, meeting customer needs in both form and quality, at the lowest cost; the internet connection system helps manufacturers and customers connect and interact with each other on a large scale and scope, with flexibility to satisfy the needs of both sides; artificial intelligence is used to replace direct human labor, both reducing production costs and increasing labor productivity.

Up to now, the 4.0 revolution has developed strongly with the explosion of digital technology,

changing the face of society with increased labor productivity, social convenience; changing the management methods of organizations and state agencies and posing new requirements for the organization's human resources, including human resources that were once identified as the organization's talents. That is because digital technology and artificial intelligence can perform tasks with a level of difficulty and complete them quickly, which previously affirmed the role of talented people when performing. With rapid development and coverage around the world, not only in the manufacturing sector, but also in public service activities, the 4.0 revolution is changing the management methods of agencies and organizations in the public sector, first of all from the awareness and skills of civil servants; changing the way of managing and developing talented civil servants in public service activities. This is both an opportunity to improve management efficiency, but also a requirement for civil servants to master digital skills to perform professional tasks well in the digital environment. This requirement is explained as follows:

- Firstly, the 4.0 revolution changes the way of management and e-government and digital government become popular; digital skills are both a basic and a high demand for civil servants; the issue of developing digital civil servants is raised as a condition for implementing digital transformation and building e-government and digital government. The effectiveness of public sector agencies and organizations is assessed through the fastest and best response to people's requests. Therefore, civil servants must have digital knowledge and skills in professional and management activities and regular updates so that they can truly master their professional work in the digital environment. And so, even for those who are identified as talented civil servants, in addition to outstanding professional capacity, the standard of proficiency in digital skills to perform professional tasks well in the digital environment needs to be built into the content of the policy on talented civil servants in public service activities.

- Second, the 4.0 revolution changes the way the government and people interact - interacting in the digital environment. Therefore, developing digital civil servants is a necessary requirement to build a team of civil servants with digital knowledge and skills so that they can truly master the connection and interaction with customers who are people with diverse perceptions, cultures, ethnicities, and religions, satisfying both the legitimate needs of the people and the need for innovation, improvement, and improved management efficiency. When civil servants truly master digital technology, they will become effective connectors between the people and state agencies and organizations. From there, people's comments and policy criticisms will be conveyed in a timely manner, meeting the requirements of social development policy planning of state agencies and organizations. And so, in order to build policy content on talented civil servants, in addition to the standards of outstanding professional competence, it is necessary to have standards of digital skills proficiency to perform professional tasks well and grasp, analyze, evaluate, and synthesize policy needs from the people in a timely manner in the context of digital technology and digital society.

The performance of an organization in the public sector is assessed through the fastest and best response to the people's requests. In performing tasks, in addition to outstanding professional capabilities, when talented civil servants are proficient in digital skills to work in a digital environment, it will be an important factor to help the organization's work go smoothly. From a legal perspective, civil servants are the ones who perform public duties and serve the people, so it is their responsibility to grasp the needs and aspirations of the people. In the traditional way, the performance of public duties by civil servants is carried out through the process of contacting and resolving people's requests at the agency's headquarters. However, in the context of the 4.0 revolution, civil servants really need proficient digital knowledge and skills to grasp information and people's needs quickly and regularly through support tools and their adaptation to technological

developments applied in management activities. From there, civil servants will have multi-dimensional, objective information to synthesize and research to serve policy planning advice in the digital society trend.

On the other hand, in the context of the 4.0 revolution, when civil servants have proficient digital knowledge and skills to work and interact in the digital environment, they will be the subjects implementing digital transformation in civil service activities to develop digital government. This requirement is of the nature of changing the professional working methods of civil servants and the management methods of organizations in the public sector. Accordingly, talented civil servants must truly master digital technology to solve professional work quickly and accurately to meet the requirements of people in the digital age; truly master digital technology to become an effective connector between people and state organizations. From there, talented civil servants can both promote their outstanding professional capacity and interact with people in the digital environment; people's comments and policy criticism will be conveyed quickly and promptly, meeting the requirements of national and local social development policy planning.

4. Discussing the issue of developing talented civil servants in Vietnam in the trend of industrial revolution 4.0

In Vietnam, the implementation of the policy on developing talented civil servants is decentralized to each organization and locality in the public sector according to the provisions of law, that each organization and locality implements policies for talented civil servants based on the characteristics of the organization's field of operation and the specific economic and social conditions of the locality. The Law on Cadres and Civil Servants of Vietnam stipulates: "The head of the agency with the authority to recruit civil servants decides on the policy of employing and treating talented people in public service activities in agencies, organizations and units under their management. The People's Council at the provincial level prescribes the policy of

employing and treating talented people in public service activities in agencies, organizations and units managed by the provincial level" (VNA, 2019). In reality, the 4.0 revolution places many requirements on civil servants, especially the requirements on digital knowledge and skills to work in a digital environment. Because this is a new issue, an unprecedented social change trend with the strong development of digital technology, organizations in the public sector of Vietnam need to research and adjust the content of policies on talented civil servants in the direction of developing digital knowledge and skills so that talented civil servants can both promote outstanding professional capacity according to the job position they undertake, and perform well the tasks of advising and organizing work in the context of digital society and digital technology.

In fact, many organizations and localities in Vietnam have been implementing policies for talented civil servants in the direction of building standards of outstanding capacity and appropriate remuneration. While digital knowledge and skills are new issues, the author suggests discussing the policy of developing talented civil servants in Vietnam in the trend of the 4.0 revolution, including:

- Firstly, develop standard content on digital skills proficiency for talented civil servants. This content is developed together with standards on outstanding professional capacity of talented civil servants. This policy content is developed to be a necessary condition for talented civil servants to promote their outstanding capacity and grasp, analyze, evaluate, and synthesize policy needs from the people in a timely manner in the context of digital technology and digital society. From there, they can take the initiative in their work, proactively obtain multi-dimensional, objective, and timely information to synthesize and research to serve policy planning advice in the trend of digital society and digital technology.

- Second, implement digital knowledge and skills training in a way that regularly and promptly updates and supplements knowledge and skills so that civil servants can work and master their work

in the digital environment. This helps those who were previously subject to the talented civil servant policy to update, supplement, and develop digital knowledge and skills; helping them promote their outstanding capacity, serving the public service activities of each organization and locality. With the current popular trend of the 4.0 revolution and digital transformation in public service activities, digital knowledge and skills are both basic and demanding requirements for civil servants. The effectiveness of public service activities and the work efficiency of civil servants are assessed through the fastest and best response to the requirements of the people. When civil servants are trained to master digital skills, they will be the subjects performing public service activities in the digital environment; will be an important factor helping the work of state organizations to be favorable.

It can be affirmed that the 4.0 revolution with the development of digital technology has changed the thinking and management methods and is creating adaptation for each organization and civil servant. In this article, the author has contributed to analyzing and clarifying the characteristics and requirements of the 4.0 revolution for civil servants and discussed the need to research and innovate policies for talented civil servants so that they can both promote their outstanding professional capacity according to the job position they undertake and perform well the tasks of advising and organizing work in the context of a digital society. The policy discussion focuses on building standards for proficient digital knowledge and skills when building policies for talented civil servants; fostering digital knowledge and skills for civil servants to work and be proficient in their work in the digital environment. This research result is meaningful to the author and provides useful information for managers to synthesize, evaluate and timely adjust the content of the policy on talented civil servants in Vietnam in the trend of the 4.0 revolution.

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