
Research on Talents and Building Talented Policy in Public Sector in Vietnam

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Abstract:

In modern society, countries and localities consider the issue of talent as an important strategy and policy in competition and development. Because talent is the elite human resource, has great influence and decides the fate of the country and locality. However, the issue of talent in the public sector is more complicated than in the private sector, because it is related to political and legal factors on the management of human resources performing public duties. In fact, many countries have been very successful in attracting talent to the public service, creating important resources for economic and social development; therefore, research on talent and talent policy is always necessary. In this study, the author analyzes the views of some politicians and researchers on talent and suggests some contents on building talent policy in the public sector in Vietnam. The research results are theoretical in nature and have theoretical significance, contributing to providing more scientific information for managers to consult on the process of building and implementing talent policies in the civil service.

Keywords: Talent; Talented policy; Vietnam.

1. Introduction:

In Vietnam, the public sector includes agencies and organizations in the political system: the Communist Party of Vietnam, the Vietnam Fatherland Front, the Socialist Republic of Vietnam, socio-political organizations, and a number of other organizations, with their own characteristics in accordance with the political regime of Vietnam (VNA, 2013). The activities of the public sector are under the leadership of the Communist Party of Vietnam, the State plays a central role in managing and operating all activities of social life, along with the

participation of the Vietnam Fatherland Front and socio-political organizations.

Human resources in the public sector according to law include cadres (those elected to hold positions and titles for a term in an agency or organization), civil servants and public employees (those recruited and appointed to hold positions and titles associated with job positions in an agency or organization). Human resources in the public sector are subjects subject to the Law on Cadres and Civil Servants (VNA, 2008) and the Law on

Public Employees (VNA, 2010); their activities are related to the performance of public duties based on standards of professional qualifications and public service ethics prescribed by law, serving the political goals of the state, serving to best meet the legitimate demands of the people.

The operation of the public sector in Vietnam is governed by both political and legal factors. Therefore, the State builds and implements talent policies based on the Party's policies and guidelines, subject to the supervision of the entire political system. And so, the development of talent policies needs to ensure objectivity and a multi-dimensional approach so that the policy implementation process achieves the goal of attracting and maintaining talented human resources for the public service.

2. Some perspectives on talent:

The term "talent" is commonly used to imply the elite human resources, having an important influence on the development of the country, locality; even talent is related to the prosperity or decline of a country, nation. According to the viewpoint of some Eastern politicians, talent is a person with both morality and talent. This viewpoint is most clearly expressed in communist leaders such as Ho Chi Minh - Vietnam (Vuong, D., 2010) and Mao Zedong - China (PP, 1991), according to which talent must converge both morality and talent, in which morality is more important, morality determines talent. This issue has been deeply analyzed by many contemporary researchers, that for Ho Chi Minh, revolutionary morality is the root, the foundation of a revolutionary; Ethics becomes the decisive factor in the success or failure of every job, the quality of each person: The success or failure of every job depends mainly on whether the cadre is imbued with revolutionary ethics or not; although each person's capacity and work are different, some do big jobs, some do small jobs, but whoever maintains revolutionary ethics is a noble person (CPV, 2015).

Some other viewpoints explain that talents are people with outstanding abilities in each field.

According to Tham, H.B. (2006), talents are people with high levels of talent and ability, expressed in creative completion of certain activities. This viewpoint is biased towards work results, which is the creative completion of certain tasks. Similarly, Luong, N.H. et al. (2008) also assert that talents are people with talents at a level many times above average; and there are no general talents, or talents in all fields of activity, there are only talents in specific, certain fields of activity. PACE (2011) also established the viewpoint that talents of the new era must have all three factors: ability, commitment, and dedication. An individual is considered competent when he or she has the knowledge, skills and values that are appropriate for the current and future work. In addition to competence, there must be commitment, which means that the individual is willing to contribute and devote himself or herself to the organization. The dedication of each individual means that each individual must be aware of the purpose and meaning of his or her work, and be aware of attachment and development to the organization. Explaining further on this issue, PACE (2011) asserts that competence and commitment are not enough to affirm that one is talented; commitment in many cases is only reluctant; therefore, in addition to competence and commitment, individuals must be dedicated to the organization.

The above viewpoints and research contents contain elements of social practice, all of which are valuable in the contemporary social context. The viewpoints of Ho Chi Minh and Mao Zedong that talents must have both morality and talent are also suitable for the context of 20th century society, in the revolutionary struggle in Vietnam and China to gather many people with enthusiasm, loyalty and talent for revolution. This is the inheritance of the most quintessential ethical values of traditional East Asian politics, that in the East Asian world, the appeal of individuals, especially leaders, to the masses is not only the talent for handling situations, even in strategic vision or in outstanding organizational capacity, but in personal prestige. The viewpoints of Tham,

H.B. (2006), Tung, P.H. (2008), PACE (2011) consider talents as people with outstanding abilities in each field, which is perhaps appropriate in the context of international integration and the increasing specialization of social activities as it is today, when each industry and field of activity in social life has its own characteristics, requiring many talented people in each industry and field; there are no talents in general or talents in all fields of activity, but only talents in specific and certain fields of activity.

And in the context of modern society, the author agrees with the views of Tham, H.B. (2006), Tung, P.H. (2008) and PACE (2011) and emphasizes that an individual is considered a talent when society confirms their talent based on the way they work and the results they achieve. And it is difficult to recognize a talent if the subject of that talent does not serve the community, the country, or the people; because only when serving society, that talent will shine and be honored in society. Explaining this content more specifically, the author also establishes the view that a talent is someone who must have both knowledge and practical skills, and must have the spirit of readiness to work and the commitment and dedication to the organization. This is consistent with the sustainable development trend of the types of organizations participating in the social management process today.

Another issue that needs to be further explained is that in today's competition for talent, leaders are not only interested in discovered talents, but also in searching for hidden talents. That means that when an individual has inherent talent, has been trained by himself and is waiting for an opportunity to be discovered, then it is certain that that individual has not made any contribution that is considered relatively large to society; and thus, there needs to be a policy to search for talent. Therefore, the practical meaning of the term talent needs to be explained that talent is not only those who have been recognized for their talent, but also those who already have a certain talent that can make a relatively large contribution to society when there are suitable conditions. This issue has

theoretical significance when researching and building talent policies for the country and each organization.

3. Discussing the issue of building talent policy in the public sector in Vietnam:

In the field of state personnel organization, states in all periods seek to have many talented people, many talents serving in the civil service to protect the state regime and develop society. Especially in the context of strong international integration like today, between countries, between regions, localities in each country has been and is taking place competition for talents, the issue of talent policy is of great concern to countries and localities. Most countries and localities today have specific policies to attract and retain talented people serving in the civil service, in which, clearly define the goals, content, methods of selection, training, nurturing talented people, treatment regime, honoring talented people, etc. Talent policy in the civil service is therefore understood as the sum of the goals, content, methods of action of state agencies to attract and retain talented people serving the civil service.

Building a talent policy is a very difficult and complicated task, requiring both theory and practice. Up to now, the Government and localities of Vietnam have not yet built a systematic and synchronous talent policy. To build a talent policy, first of all, it is necessary to have a comprehensive and multi-dimensional recognition of talent. Through analyzing the above viewpoints and research content on talent, the author identifies issues that need attention when building a talent policy, which are:

- Firstly, it is necessary to avoid a general view of talent, which means it is necessary to place the individual in each specific activity of social life to determine whether that individual has real talent or not; or has the ability to perform a job in the best way or not; it is necessary to avoid a comprehensive view of talent.

- Second, building a definition of talent, not only based on the criteria of the individual's actual

contribution, but also must determine the potential capacity factor of that individual.

Research on talent policy in the public service is a very complex and difficult issue, because talent is a special part, the essence of social human resources; talent policy is the way managers act to attract, maintain and develop talented human resources for the organization. And when placed in the public service, the issue of talent and talent policy will be affected by political factors, state institutional factors as well as characteristics of the state administration. Inheriting the scientific values in the viewpoints of the above politicians and researchers, the author identifies a system of criteria for reference research to build talent policies in the public sector of Vietnam, including:

- One is, a person who has the ability or will have the ability to work at a high level, excelling in certain fields of activity.

High level of working capacity of an individual in an organization is demonstrated through: (1) Professional ability to best meet the work requirements of the organization both presently and in the future; (2) Independence, creativity and high adaptability in performing official duties; (3) Breakthrough thinking in the working process, creating value for the organization.

With high professional skills, breakthrough thinking, independence, creativity and high adaptability in performing public duties, individuals will create high productivity in work, can change technology, create new products, develop appropriate strategies, policies and perspectives, create outstanding progress if they are cared for and given working conditions, thereby making many contributions to bring benefits to agencies, organizations and society.

This criterion reflects the specialization of the subject's capacity, that is, there is only outstanding capacity in each specific field of activity, not outstanding capacity in all fields. At the same time, this criterion not only affirms the practicality of the subject's capacity, that is, it not only emphasizes the outstanding capacity that has been

discovered and recognized, but also emphasizes the potential value of the subject's talent. This also shows that talents are not only those who have been recognized for their talent, but also imply those who already have a certain talent that can be clearly revealed when there are suitable conditions. The problem is that managers must discover and create conditions for the talented qualities of individuals in the organization to be revealed.

- Second, people who are willing to work, have passion for work; have the awareness to contribute to society and community with their own abilities and talents.

The measure of this criterion is the awareness, passion and serious working attitude of individuals in the organization, specifically: (1) Passion and love for professional work; (2) Willingness to take on difficult tasks that require capacity and dedication; (3) Responsibility for one's work.

This criterion emphasizes the value of the subject's ability and talent, that an individual is considered to have a high level of ability, or innate ability in a certain field of activity, but that cannot affirm the true value of that ability and talent. Because, if the subject of talent does not have the will to work, does not want or is not willing to work, does not have passion for work, then that talent cannot be transformed into the value of labor in a positive and radical direction.

In fact, individuals with high professional capacity but without will, spirit, enthusiasm in work, it is difficult to be creative or have initiatives in work and that capacity will gradually become outdated compared to the new requirements of the times. This criterion also emphasizes the dedication, the spirit of dedication of the talented subject to the collective, to the community and society for the common good, that the individual must be aware of the purpose, meaning of the work he does, be conscious of serving the collective interest, attached to and developing the organization.

In reality, there have been people with real talent, after being recognized and honored, they relied on

their reputation, did not continue to demonstrate their talent and contribute to the organization but only demanded benefits. Society is increasingly developing, science and technology are increasingly innovative and modern, so the talent that has been recognized in a field is not permanent. Therefore, periodically, managers also need to evaluate the spirit, attitude and working capacity of individuals in the organization to see if they are still talented.

Conclusion:

Through analyzing the views of some politicians and researchers on talent, the author of the article has clarified the values and limitations of the above views in order to determine the criteria for talent. Accordingly, when building a talent policy, it is necessary to determine: Talent is a person who has or will have the ability to work at a high level in each specific field of activity; has the spirit of readiness to work, has passion for work and the spirit of dedication with all their capacity for the common good.

In the operation of organizations, for specific jobs, determining the criteria for talent for those jobs is also specific, however, the criterion of high-level working capacity is an indispensable criterion. This is the basic and most important criterion, which has an impact on other criteria. Determining the above talent criteria is still qualitative, but within the scope of the thesis, these criteria are important as a basis for practical research on the subject of talent policy in the civil service. With the research results achieved, the author hopes to contribute to providing more useful information to serve the development of Vietnam's talent policy in the coming time.

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