Ho Chi Minh's thought on talents and issue of developing talented civil servants in Vietnam today

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Abstract

Ho Chi Minh - The great leader of the Vietnamese people, devoted his whole life to the country and the happiness of the Vietnamese people; internationally, he was honored as a world cultural celebrity for his many outstanding contributions to the progress of humanity. In Vietnam today, the political line is determined based on Ho Chi Minh's ideology. Accordingly, Ho Chi Minh's ideology serves as the compass for the leadership activities of the Communist Party of Vietnam and the management activities of the Vietnamese state. This study addresses a specific aspect of Ho Chi Minh's ideology, which is the issue of talent and its application to develop talented civil servants for public service in Vietnam. Based on the analysis of Ho Chi Minh's thoughts on talent, the author builds a theoretical research model on talented civil servants and conducts a survey of 330 leaders from 180 local government agencies at the commune level, representing three regions of Vietnam, including Hai Phong city (North), Hue city (Central), and Can Tho city (South). The survey results serve as the basis for the author to draw research conclusions and discuss policy issues to develop talented civil servants in Vietnam in the context of the current development of digital government and digital society.

Keywords: Ho Chi Minh, talent, talented civil servant, Vietnam.

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1. Introduction

Vietnam is a country in the Southeast Asian region, with a long history of development and is the birthplace of many talented and famous people. Among them, Ho Chi Minh is the great leader of the Vietnamese people and a world cultural celebrity recognized by the United Nations Educational, Scientific and Cultural Organization (UNESCO). In Ho Chi Minh's ideology, the issue of talent is of special interest to him and is one of the important contents, with profound theoretical and

practical significance. Therefore, generations of contemporary Vietnamese leaders attach great importance to the issue of talent development to build a team of talented civil servants for public service.

According to the law, Vietnamese civil servants are Vietnamese citizens, recruited and appointed to ranks, positions, and titles corresponding to job positions in public agencies and organizations (political organizations, socio-political organizations, and some other specific organizations - Vietnam's political system), on the payroll and receiving salaries from the state budget [1]. Civil servants are on the payroll in public agencies and organizations at 4 levels of government: Central level; provincial level (63 provincial governments); district level (705 district-level governments) and commune level (10599 commune-level governments) [2]. This is a large-scale public service human resource system: The total approved staff of the entire political system for the 2022-2026 period is 2234720 [3] while Vietnam's population in 2023 is 100,3 million people [4].

Vietnamese civil servants are defined as including general standards on nationality, political status, and qualifications applicable to all civil servants, as well as specific standards (knowledge, professional skills) for each sector and field of work. The mechanism for developing talented civil servants is regulated by law under the authority of agencies and organizations recruiting civil servants. However, the current development of digital technology and the digital society is posing requirements for digital knowledge, skills, and the ability to work in a digital environment, while the proportion of elderly civil servants (over 45 years old) in Vietnam is high, limiting the ability to acquire new knowledge and skills. Therefore, agencies and organizations need to implement appropriate mechanisms and policies to proactively build a team of talented civil servants and encourage civil servants to study and practice continuously to maintain a team of talented civil servants. This is one of the important contents of Ho Chi Minh's thought on talent and comprehensive human development; it is also the issue that attracts the author's attention in this study.

2. Ho Chi Minh's Thoughts on Talent

Ho Chi Minh (1890-1969) was born and raised in a historical period marked by many social upheavals in Vietnam: French colonialists imposed colonial rule in Vietnam; many resistance movements against the French in the country failed; many patriotic intellectuals tried to find a new way to save the country but still fell into a deadlock. This social situation was a factor that had a direct impact on the formation and development of Ho Chi Minh's revolutionary will, leading him to take on the mission of paving the way for the patriotic movement and becoming a great leader of the Vietnamese people.

The contemporary political and social context created for Ho Chi Minh a process of self-study and arduous training both domestically and abroad. This was a process of constant effort and creativity to transform all that was accumulated into Ho Chi Minh's permanent capacity; and without this process, there would be no talent Ho Chi Minh. Ho Chi Minh's viewpoint on studying, training ethics, and training talent was: Theoretical learning is always closely linked to practical activities, testing knowledge, accumulating experience, and training skills.

In Ho Chi Minh's ideology, the ideology of developing talents and comprehensive human development is one of the important contents, with profound theoretical and practical significance. He advocated building Vietnamese people with high intellectual development, pure morality; having ideals, correct and positive viewpoints, becoming the decisive factor in the success or failure of the nation and people [5]. This is the ideology of training and practice to build and develop people in both morality and intelligence, and talent. In those contents, morality is an issue that is affirmed with special significance, that having talent without morality is a useless person; having morality without talent makes it difficult to do anything [6].

With the above viewpoint, Ho Chi Minh affirmed both the ethical and talent factors when discussing talent. Talking about talent means talking about the level and working capacity of an individual, whether the individual has the level and capacity to successfully undertake the assigned work or not. Talking about ethics means talking about the political attitude, political qualities, style, and ideology of an individual, that the individual must be steadfast in political goals, resolutely support the political line and ideological line of the Party, and strictly maintain legal discipline. Between the two factors of ethics and talent, Ho Chi Minh emphasized that the ethical factor is more important ethics determines talent; when the ethical factor is promoted, the individual's talent factor will be transformed into social value. Until the end of his life, Ho Chi Minh still devoted part of his will to talk about ethics and the task of educating and training ethics for cadres and party members: The Party must pay attention to educating revolutionary ethics for youth union members, training them to become successors in building socialism that are both red and expert [7].

Thus, Ho Chi Minh's view on talent is comprehensive, has theoretical and practical value for the human resource management of organizations in general and civil servant management in particular. In civil servant management, Vietnamese law clearly stipulates the content of ethics and talent when recruiting civil servants [8] and assessing the quality of civil servants [9]. Civil servant recruitment standards, content of civil servant quality assessment, include: Loyalty to the country, dedicated service to the state and people, strictly complying with the laws and regulations of agencies and organizations (ethics); having appropriate professional qualifications and meeting the requirements of the recruited and appointed job position; having working capacity meeting the requirements of the job position (talent). Inheriting and developing Ho Chi Minh's thought on talent, this study builds a scale for "Developing talented civil servants" (TCS) in the civil service, implying the contents of ethics and talent: Civil servants with good moral qualities, loyal to the country, strictly abiding by the law, dedicated to serving and creating satisfaction for the people (TCS1); Civil servants with professional qualifications and the ability to apply knowledge and professional skills to perform well assigned tasks (TCS2); Civil servants with good working capacity and creativity in work to ensure progress and quality of assigned work (TCS3).

Ho Chi Minh's thought on talent with the content of ethics and talent is a topic that many Vietnamese researchers continue to exploit. According to Tham [10] talent is the outstanding ability of an individual in each specific field of activity, helping that individual to be creative and complete his/her work well. Nam and Ngan [11] also have a similar view and emphasize

that an individual's outstanding ability is affirmed when they have the conditions/environment to demonstrate and are recognized by society, becoming a talent of the organization and the country. Tung [12] and Hang [13] believe that individuals with outstanding ability in public service activities are identified as talented civil servants; But the decisive issue in developing talented civil servants is that civil servants maintain their talents, and at the same time, agencies and organizations must create mechanisms/environments to promote civil servants' talents. The content expressing the outstanding talents and abilities of civil servants and the mechanisms/environments to promote civil servants' talents are interpreted by the above studies as follows:

- Firstly, the talent of civil servants is demonstrated when they affirm their outstanding ability in the process of performing professional work. The scale "Outstanding Ability of Civil Servants" (ACS) implies the following contents: Civil servants have in-depth knowledge in their professional fields; possess creative thinking and innovation; have the ability to absorb new knowledge combined with promoting the nation's elite knowledge; adapt to new technology development trends - have proficient digital knowledge and skills to work and interact effectively in the digital environment (ACS1); Civil servants have the ability to work independently and coordinate well; are proactive, creative, and complete assigned tasks effectively; results and achievements in performing tasks have a positive impact and influence on the development of the industry, field, locality, and country (ACS2); Civil servants have the ability to advise and plan policies for the industry and field of work; have the ability to organize and implement tasks and possess scientific working methods to always be proactive, creative, and achieve high results in performing assigned tasks (ACS3); Civil servants are willing to take on all assigned tasks; ready to serve, create satisfaction for people, and aim for national development goals (ACS4).

- Second, the mechanism/environment for promoting civil servants' talents is a factor that has a direct impact on developing and maintaining civil servants' talents. This issue needs to be developed and implemented by agencies and organizations to create an environment for civil servants to deeply participate and demonstrate their abilities. The scale "Environment for promoting civil servants' talents" (PCS) implies the following main contents: Civil servants are allowed to attend and discuss at meetings related to the professional work of the leadership team of the agency where they work; are invested in modern equipment and means of work to proactively carry out assigned tasks well (PCS1); Civil servants have convenient access to important documents, policies and strategies to serve scientific research and professional work; are allowed to proactively propose and protect initiatives in advising on important strategic planning and policies of agencies, sectors, localities and countries (PCS2); Civil servants are given priority in arranging and allocating special resources to serve scientific research and professional work during the time of performing specific tasks, including outside of working hours according to administrative regulations (PCS3); Civil servants are given the right to assign work to other personnel in support and service positions to carry out assigned tasks towards achieving the overall results of the agency[1] (PCS4).

The author agrees with the research viewpoints and inherits and develops the above scales to build a theoretical model in this study. The research viewpoint is established that civil servants always strive to study and practice to promote their capacity and talent; agencies and organizations need to have measures to motivate and promote the talents of civil servants to always maintain high-quality human resources talented civil servants for the civil service. With that meaning, the research hypothesis set out in this study is: *Outstanding capacity of civil servants (H1) and Environment for promoting civil servants' talents (H2) are two contents/factors that have a direct impact on the development of talented civil servants for the civil service.*

Through the study of Ho Chi Minh's thoughts on talent, the author has built a theoretical framework on developing talented civil servants for the civil service. The theoretical research model includes 2 independent scales/variables "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS) and 01 scale/dependent variable, "Developing talented civil servants" (TCS). The above scales include 11 observed variables, designed by the author into 11 questions in the survey form and measured by a 5-level Likert scale: 1 - Strongly Disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly Agree (Table 1, Figure 1).

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[1]Vietnamese law defines the job positions of civil servants, including: (1) Leadership and management positions; (2) specialized professional positions; (3) shared professional professional positions (finance, planning and investment, inspection, legal affairs, international cooperation, personnel organization, emulation and rewards, office and some other specific job positions); (4) support and service positions [9].

Table 1.
Theoretical framework.

| No	Scales	Encode	Rating levels				
			1	2	3	4	5
I	Outstanding ability of civil servants	ACS					
1	Civil servants have in-depth knowledge in their professional fields; have creative thinking and innovation; have the ability to absorb new knowledge, combined with promoting the nation's elite knowledge; adapt to new technology development trends have proficient digital knowledge and skills to work and interact effectively in the digital environment.	ACS1					
2	Civil servants have the ability to work independently and coordinate well; are proactive, creative and complete assigned tasks well; results and achievements in performing tasks have a positive impact and influence on the development of the industry, field, locality and country.	ACS2					
3	Civil servants have the ability to advise and plan policies for the industry and field of work; have the ability to organize and implement tasks and have scientific working methods to always be proactive, creative and achieve high results in performing assigned tasks.	ACS3					
4	Civil servants are willing to take on all assigned tasks; ready to serve, create satisfaction for people and aim for national development goals.	ACS4					
II	Environment for promoting civil servants' talents	PCS					
5	Civil servants are allowed to attend and discuss at meetings related to the professional work of the leadership team of the agency where they work; are invested in modern equipment and means of work to proactively carry out assigned tasks well.	PCS1					
6	Civil servants have convenient access to important documents, policies and strategies to serve scientific research and professional work; are allowed to proactively propose and protect initiatives in advising on important strategic planning and policies of agencies, sectors, localities and countries.	PCS2					
7	Civil servants are given priority in arranging and allocating special resources to serve scientific research and professional work during the time of performing specific tasks, including outside of working hours, according to administrative regulations.	PCS3					
8	Civil servants are given the right to assign work to other personnel in support and service positions to carry out assigned tasks towards achieving the overall results of the agency.	PCS4					
IV	Developing talented civil servants	TCS					
9	Civil servants with good moral qualities, loyal to the country, strictly abiding by the law, dedicated to serving and creating satisfaction for the people.	TCS1					
10	Civil servants with professional qualifications and the ability to apply knowledge and professional skills to perform well-assigned tasks.	TCS2					
11	Civil servants with good working capacity and creativity in work to ensure progress and quality of assigned work.	TCS3					
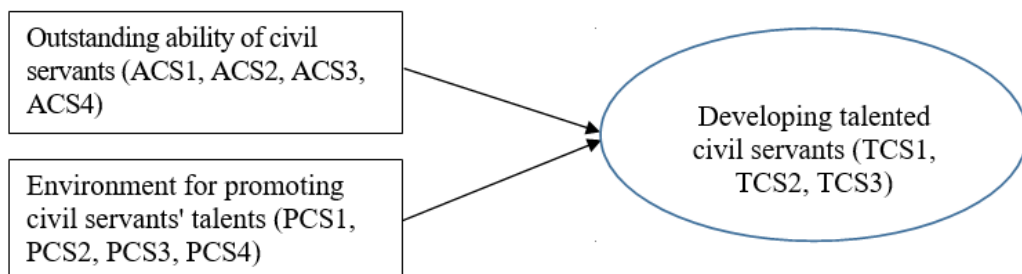
Figure 1.
Research model.

3. Research Methods

To conduct this study, the author used a combination of qualitative and quantitative methods. The qualitative method was implemented through the collection and analysis of secondary data to build a theoretical model for research on the development of talented civil servants. The quantitative method was implemented through a survey of 330 leaders of 180 local government agencies at the commune level, representing three regions of Vietnam, including Hai Phong city (North), Hue city (Central), and Can Tho city (South). The survey was conducted in two steps: a Preliminary survey and an official survey.

- Preliminary survey: With 11 observed variables of the 3-scale research model, according to Hair et al. [14], the minimum sample size required in quantitative research is N = 11*5 = 55. First, the author conducted a preliminary survey in Hai Phong city with a sample size of N = 110 leaders of commune-level government agencies (N > 55). The results of the preliminary survey in Hai Phong city showed that the scales and observed variables are reliable enough to be used in an official survey on a larger scale.

- Official survey: The author conducted an official survey with 330 leaders of commune-level government agencies of 3 localities representing 3 regions of Vietnam as mentioned above: N > 55, ensuring reliability when conducting survey research. The survey was conducted selectively with leaders of commune-level government agencies who have held leadership positions for 2 years or more. Based on preliminary interviews to capture information and their consent to answer, the author collected 330/330 valid questionnaires, achieving a response rate of 100%.

4. Research Results and Discussion

From the survey data collected, the author conducted statistics and tested the reliability of the scales and observed variables in the research model. According to Hair et al. [14], the scale ensures reliability when reaching Cronbach's value > 0.6; the observed variable has reliability when reaching the Corrected Item-Total Correlation value > 0.3. The statistical and testing results show that all 3 scales and 11 observed variables have reliability to be able to conduct further analysis, shown in Table 2.

Table 2.
Statistical results and testing results of the scale.

Scales	Observed variables	N	Min.	Max.	Mean	Std. Deviation	Cronbach' Alpha	Corrected Item-Total Correlation
1. Outstanding ability of civil servants (ACS)	ACS1	330	1	5	3.83	.671	.648	ACS1 = .323
	ACS2	330	1	5	3.98	.643		ACS2 = .419
	ACS3	330	1	5	4.04	.595		ACS3 = .536
	ACS4	330	1	1	4.01	.604		ACS4 = .533
2. Environment for promoting civil servants' talents (PCS)	PCS1	330	1	5	4.15	.566	.702	PCS1 = .568
	PCS2	330	1	5	4.21	.548		PCS2 = .616
	PCS3	330	1	5	4.19	.552		PCS3 = .609
	PCS4	330	1	5	4.08	.598		PCS4 = .596
3. Developing talented civil servants (TCS)	TCS1	330	1	5	4.15	.542	.664	TCS1 = .624
	TCS2	330	1	5	4.12	.531		TCS2 = .518
	TCS3	330	1	5	4.16	.565		TCS3 = .489
Valid N (listwise)		330						

Data in Table 2 shows that observations on the scales "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS), and "Developing talented civil servants" (TCS) are all rated at an average level of Mean ≥ 3.83, statistically significant according to the determined Likert scale (1-5). Commune-level government leaders affirm the outstanding capacity of civil servants, the environment for promoting civil servants' talents, and the development of talented civil servants in the locality. Accordingly, Vietnamese local civil servants possess good moral qualities, are loyal to the country, strictly abide by the law, and are dedicated to serving and creating satisfaction for the people; they have professional qualifications and the ability to apply knowledge and professional skills to perform assigned tasks effectively; they demonstrate good working capacity and creativity in their work to ensure the progress and quality of assigned tasks. This stems from the capacity of civil servants and the working environment in the civil service, which helps civil servants train and develop their skills in practical work.

Among the above scales, the observed variables of the "Outstanding Ability of Civil Servants" (ACS) scale were assessed at a lower level with Mean (ACS1) = 3.83, Mean (ACS2) = 3.98, Mean (ACS3) = 4.04, Mean (ACS4) = 4.01, showing that local leaders assessed that civil servants have certain limitations in capacity and have not demonstrated superiority to make breakthroughs and be creative in the process of performing public duties. In particular, the lowest is the observed variable Mean (ACS1) = 3.83, indicating that many civil servants have limitations in creative thinking and innovation; limitations in the ability to absorb new knowledge combined with promoting the nation's elite knowledge; and have not adapted to the trend of new technology development - limitations in knowledge and proficient digital skills to work and interact effectively in the digital environment.

The survey results also reflect the current capacity of Vietnamese local civil servants, which is clearly shown in the limitations of digital knowledge and skills to work and interact effectively in the digital environment. This is also similar to the comments and assessments of many experts and managers. According to Hoan [15] many Vietnamese local civil servants still lack digital knowledge and skills; they need to be trained and fostered to equip, update, and supplement digital knowledge and skills to become digital civil servants, performing well in the digital environment; this is because many civil servants have not proactively updated and supplemented digital knowledge and skills to develop digital capacity; Training and development policies are still ineffective in encouraging civil servants to proactively study to update and supplement digital knowledge and skills to serve professional work in the digital environment, becoming a factor that greatly affects the results of performing tasks in the digital environment, affecting the quality of local civil servants in Vietnam today.

The statistical and testing results in Table 2 show that all 3 scales and 11 observed variables in the model have standard test values: Cronbach's alpha > 0.6; Corrected Item-Total Correlation > 0.3. These scales continue to be used to conduct exploratory

factor analysis to test the theoretical model of the study. Exploratory factor analysis with Varimax rotation is performed to preliminarily assess the unidimensionality, convergent value, and discriminant value of the scales to have more basis for drawing research conclusions about the suitability of the initial theoretical model. The results of exploratory factor analysis are shown in Tables 3 and 4.

Table 3.
Total Variance Explained.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.753
Bartlett's Test of Sphericity	Approx. Chi-Square	2337.040
	df	36
	Sig.	0.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.487	38.744	38.744	3.487	38.744	38.744	2.921	32.460	32.460
2	3.025	33.612	72.356	3.025	33.612	72.356	2.747	30.520	62.980
3	1.032	11.467	83.823	1.032	11.467	83.823	1.876	20.843	83.823
4	.542	5.518	87.198						
5	.529	5.038	88.385						
6	.518	4.950	89.573						
7	.430	4.775	94.348						
8	.177	1.972	96.320						
9	.165	1.828	98.148						
10	.116	1.289	99.437						
11	.051	.563	100.000						

Extraction Method: Principal Component Analysis.

Table 4.
Rotated Component Matrix.

Rotated Component Matrix[a]		Component		
Scales	Observed variables	1	2	3
1. Outstanding ability of civil servants (ACS)	ACS1	0.738		
	ACS2	0.751		
	ACS3	0.785		
	ACS4	0.782		
2. Environment for promoting civil servants' talents (PCS)	PCS1		0.814	
	PCS2		0.805	
	PCS3		0.796	
	PCS4		0.798	
3. Developing talented civil servants (TCS)	TCS1			0.802
	TCS2			0.811
	TCS3			0.788

Note: Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

In quantitative research, according to Hair et al. [14], exploratory factor analysis was performed in accordance with the data set through the values: $0.5 \leq KMO \leq 1$; Bartlett's test has an observed significance level Sig. < 0.05; Eigenvalue ≥ 1; Total Variance Explained $\geq 50\%$; Factor Loading ≥ 0.5. The data in Tables 3 and 4 show that:

+ KMO coefficient = 0.753 > 0.5, confirming that exploratory factor analysis is appropriate for the data set; Bartlett's test has an observed significance level Sig. = 0.000 < 0.05, showing that the observed variables have a linear correlation with the representative factor. Total Variance Explained with Cumulative% % = 83.823% > 50% (Table 3), showing that 83.823% of the variation of the representative factors is explained by the observed variables; the observed variables all have Factor Loading > 0.5 (Table 4), showing that the observed variables have good statistical significance. The theoretical research model initially proposed is consistent with the survey research practice.

+ The observed variables were extracted into 03 factors corresponding to the 03 initial factors with Eigenvalues > 1 (Table 3), continuing to confirm the suitability of the initial research model. And the initial research model was kept intact, including: 02 independent variables "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants'

talents" (PCS) and 01 dependent variable "Developing talented civil servants" (TCS) with 11 observed variables with good statistical significance, which can perform multivariate linear regression analysis to examine the relationship of variables in the model. The results of the regression analysis are shown in Table 5, which is the basis for the author to draw research conclusions.

Table 5.
Multivariate regression results

Coefficients[a]							
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**VIF**
		B	**Std. Error**	**Beta**			
1	(Constant)	1.211	0.528		13.284	0.000	
	Outstanding ability of civil servants (ACS)	0.596	0.305	0.402	11.431	0.000	1.827
	Environment for promoting civil servants' talents (PCS)	0.409	0.266	0.378	9.872	0.000	1.853

Note: a. Dependent Variable: Developing talented civil servants (TCS)
R Square: 0.735; Durbin-Watson: 2.105.

The data in Table 5 shows that:

+ R Square = 0.735, confirming that the scales "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS) explain 73.5% of the variation in the scale "Developing talented civil servants" (TCS); VIF values = 1.827 and VIF = 1.853 (1 < VIF < 2), showing that the regression model does not have multicollinearity; Durbin-Watson = 2.105 (1 < d < 3), showing that the regression model does not have autocorrelation, confirming that the scales "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS) are independent and have the same impact on the scale "Developing talented civil servants" (TCS), confirming the suitability of the theoretical research model with the survey data set.

+ The regression coefficients of the two independent variables, "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS), are both statistically significant, Sig. = 0.000 (Sig. < 0.05) and have positive values: B(ACS) = 0.596, B(PCS) = 0.409, confirming the positive relationship between the two independent variables "Outstanding ability of civil servants" (ACS), "Environment for promoting civil servants' talents" (PCS) and 01 dependent variable "Developing talented civil servants" (TCS); hypotheses H1, H2 are accepted; the initial research model continues to be confirmed to be appropriate.

Based on the generalized regression model of Hair et al. [14]: $Y = B_o + B_1 * X_1 + B_2 * X_2 + \ldots + B_i * X_i$, the author determined the multivariate regression model of this study as follows: TCS = 1.211 + 0.596*ACS + 0.409*PCS

Based on the regression coefficient (B), it can be seen that the correlation level of the independent variables and the dependent variable in decreasing order is: "Environment for promoting civil servants' talents" (PCS), "Outstanding ability of civil servants" (ACS). This further affirms the results of empirical research in Vietnam, indicating that Vietnamese local civil servants possess good moral qualities, are loyal to the country, strictly abide by the law, and are dedicated to serving and creating satisfaction for the people. They have professional qualifications and the ability to apply knowledge and professional skills to perform their assigned tasks well. They demonstrate good working capacity and creativity in their work to ensure the progress and quality of assigned tasks. This stems from the capacity of civil servants and the working environment in the civil service, which helps civil servants to be trained and develop their capacity in practical work. However, many civil servants are limited in creative thinking and innovation; they have a limited ability to absorb new knowledge combined with promoting the nation's elite knowledge and have not yet adapted to the trend of new technology development. There is a limited knowledge of and proficiency in digital skills necessary to work and interact effectively in the digital environment. This raises the requirement for training and fostering to equip, update, and supplement knowledge and skills, especially digital knowledge and skills for civil servants, so that they can become digital civil servants, performing their tasks well in the digital environment.

From the above research conclusions, the author suggests a policy issue that agencies and organizations need to develop standard content on digital skills proficiency for civil servants and implement training on digital knowledge and skills for civil servants to work and be proficient in their work in the digital environment. This is one of the standard conditions for developing a set of criteria for cultivating talented civil servants to attract and maintain a team of skilled civil servants for the civil service. Specifically, for attracting talented civil servants, the standard on digital skills proficiency is the content of assessing outstanding professional capacity when recruiting talented civil servants; for maintaining talented civil servants, the standard on digital skills proficiency is the content of assessing the ability of civil servants to adapt to the development trends of digital technology and digital society. In fact, many agencies and organizations in Vietnam are implementing policies to develop talented civil servants in the direction of establishing standards on outstanding capacity and creating mechanisms/environments to promote the talents of civil servants. However, digital knowledge and skills are new issues in the trend of developing a digital society and digital government, so digital knowledge and digital skills are both basic and demanding requirements for civil servants and need to be identified as standards for developing talented civil servants in the civil service.

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