



Development of Cadres at the Strategic Level in Vietnam Today

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Abstract- Cadre's work and the contingent of cadres, especially those at the strategic level, played a particularly important role in the entire cause of the Vietnamese revolution. The article affirms that staff work is a key issue of a key task and that building a contingent of strategic-level staff is the core of the key issue, issues that need special attention in team-building cadres in general, strategic level cadres in particular, contribute to the successful implementation of the tasks set out in the process of national construction and development. This study focuses on analyzing the need to build a strategic team, the problems posed by proposing solutions to continue building

Keywords: Development of cadres, cadre's strategic level, Communist Party, Vietnam

I. INTRODUCTION

"The cadres are decisive factors for revolution, integral parts of the Party's and regime's faith and a core process in the Party building affairs". This is stated in the cadre strategy for the period of the country's accelerated industrialization and modernization, which was issued by the Communist Party of Vietnam first time ever in light of Resolution No. 03-NQ/TW dated 18 June 1997 of the Central Committee (tenure VIII).

The Communist Party of Vietnam's first personnel planning of cadres at the strategic level in accordance to the Central Committee 9th Plenum (tenure X) Conclusion No. 37-KL/TW "Continuation of strengthening the cadres strategy to 2020" dated 2 February 2009. Consequently, the Party defines the task "review, supplement planning of cadres in the leading, managing positions at various levels; implement the development of planning of cadres at a strategic level".

It is then defined that the cadres at the strategic level include positions under the Polit bureau and Secretariat management with a total number of more than 600 people, including around 200 members of the Central Committee. While the number is small, these are key positions in the political system and heading the country, sectors, and provinces. They are policy, decision-makers, and leaders in the implementation process. As a result, they play decisive roles in the survival and success of the Party, the country, and the revolution.

II. LITERATURE REVIEW

Today, the world is undergoing profound changes in many aspects. Accordingly, opportunities will be an important factor, a new wind to create breakthroughs for nations; at the same time, the dangers and fluctuations of the world are also a great challenge for countries. The complicated change of the world situation requires each country to have a new mindset, make the most of available resources, promote its strengths, repel risks, and create a driving force for integration and development. The trend of the new situation more and more shows that the development of each country, through the administrative apparatus, is directly or indirectly determined by the human factor. In particular, when countries build a contingent of cadres and civil servants, especially a capable leadership force committed to their work, it will be the key to determining the performance of the administrative apparatus and the look for country development.

Therefore, there are many researchers, scientists, and leaders who have many research projects on the capacity of cadres and civil servants to find solutions to improve the capacity of this team. The number of works is as follows:

Presentation with the topic "Strengthening the building of the local Party Committee, fully promoting the nuclear leadership role" of author Trieu Gia Ky (2004) at the theoretical seminar between the Vietnamese Communist Party and the Chinese Communist Party: Building the ruling party, the Vietnamese experience, the Chinese experience ". The author has analyzed the work of Party building, bringing into full play the

lead role of the Beijing City Party Committee, creating a solid political, ideological and organizational guarantee for continuous and rapid development rapid, harmonious, and healthy economic and social city. Experience shows that the local party committee must constantly improve the leadership and the level of authority, reflected in the thorough implementation of the principle of democratic centralization; to further consolidate and further complete the agenda and decision-making mechanism of the local Party Committee. In order to improve the leadership level and the level of authority of the local party committee, it is important to attach importance to building the comprehensive capacity of leading cadres, especially key cadres, so that they constantly adapt to the new situation, to take on new challenges, always go into the foundation, go deep into the masses, etc. The author's suggestions in the article are useful for the author, helping the postgraduate to complete the research task of the article.

The book "Anticipate the risks - contemplating after 20 years the Communist Party of the Soviet Union lost the Party" (2017) by author Ly Than Minh (Editor) and Tran Chi Hoa (Deputy Editor), with 8 chapters, volume 855 Page. The book is the result of the topic "Study of the historical lesson of the Soviet Communist Party's loss of the Party" of the Chinese Academy of Social Sciences and was later included in a project under the State Social Science Foundation of China. From the perspective of a researcher and a party member in a country led by the Communist Party, from the point of view of Marxism, the author has analyzed in a scientific and logical way the main groups of causes to the weakening in leadership and ruling of the Soviet Communist Party, the things learned from the study of the lesson of losing the Party of the Soviet Communist Party up to now still have theoretical and practical value for the current Communist Party permission. In particular, in Chapter 3 - The ideological work of the Soviet Communist Party and Chapter 6 - Organizational line of the Soviet Communist Party, the author has evaluated the problem of team building, Lenin's cadres, and issues in staff work. In particular, the author assessed that one of the reasons leading to the loss of the Party in the Soviet Union was: "the lack of cadres who could take on the propaganda and propaganda task" (Minh et al., p. 333), and The author assessed: "Lenin emphasized the need to come from practice, survey and select cadres on three aspects: political qualities, professional capacity, and ethical qualities" (Minh, et al., p. 334).

The book on "Experiences of discovering, training, and using talents in Vietnamese history" (2008), by Pham Hong Tung (Editor), with 8 chapters, 190 pages in volume. The author Pham Hong Tung has carried out a practical survey of the discovery, training, and use of talents in Vietnamese history, the book helps the author to evaluate a relatively comprehensive and concise way of the good and shortcomings practices of training and using the talents of his fathers in historical periods.

The book "Renewing the work of building a contingent of advisory staff at Central Party agencies", by Nguyen Van Quynh (Editor) (2016), with 3 chapters, with a volume of 393 pages. The book has analyzed the theoretical basis and the results and practical experience of the past time on the work of building a contingent of advisory cadres of the Party offices at the Central level, the requirements set out in the new situation. At the same time, the authors also gave the views, objectives and proposed 6 groups of solutions to reform the advisory work of cadres at the Party offices at the Central level.

The domestic and foreign research projects have clarified a number of theoretical and practical issues related to the management, construction, and development of the contingent of cadres and civil servants, through outstanding activities such as planning, training, appointment, rotation, etc. The works have analyzed the current situation, proposed feasible solutions to improve the capacity of civil servants, built up and contributed to the development of the staff to meet the task requirements in the new situation. However, research on solutions to develop the contingent of strategic-level cadres has not been mentioned. On the basis of the successful succession of researches that goes ahead, on the reality of the construction and development of the current strategic five-level team of the Communist Party of Vietnam, the author analyzes the situation from which solutions to continue developing this team in the future.

III. RESEARCH RESULTS AND DISCUSSIONS

Current status

The cadres at various levels have contributed significantly to the country's great achievements over the last 30 years. The cadres at strategic level have demonstrated important improvements in political will, vision, expertise and ethical values. However, there are opportunistic people snicker into the highest level of the Party. In the first half of the XII tenure, more than 60 cadres at strategic level have been disciplined, including 4 members of Central Committee, of which 3 were removed from the Central Committee. This is a record number and a confirmation of strong political will in anti-corruption, without any exception, restricted zone or internal affairs. This process has been widely supported by the people. Yet, it shows that

there are weaknesses in selection, assessment, inspection, monitoring and control of power, particularly with cadres at strategic level.

The XII Party Congress has defined development of the cadres at strategic level as one of two most important personnel affairs in this tenure. The resolution 26-NQ/TW dated 19 May 2018 on “building a team of quality, capable and respected cadres at all levels, particularly at strategic level, to sufficiently carry out assigned tasks” reiterated: “Building the team of cadres, particularly at the strategic level, is the first and most important priority of the Party. It should be carried out constantly, carefully, scientifically and effectively” (Communist Party of Vietnam, 2018, p. 54).

With direction to build the high quality team with relevant number and structure of cadres at strategic level, who truly represent in all categories, it is necessary to actively select and prepare candidates and construct image of the core positions of the Party, State, members of Politbureau and Secretariat.

The CPV set a target to have a strong team of cadres at strategic level in place by 2030 with the following criteria: “Highly qualified in terms of political, ideological, professional, ethical and reputation aspects; more 15% below 45 years old, 40-50% capable of working in international environment” (Communist Party of Vietnam, 2018, p. 58).

In order to effectively build the team of cadres at strategic and address the weaknesses, the Central Committee has been closely guiding the implementation of the following works:

First, defining criteria for cadres at strategic level:

The Central Committee’s Resolution 03-NQ/TW dated 18 June 1997 on “cadre strategy for period of country’s accelerated industrialization and modernization” only set out general criteria for all cadres with specific criteria for “Party, State, mass organization, armed forces, scientific research and business leading cadres” (Communist Party of Vietnam, 1997, p. 82).

Recently, the Politbureau issued not only the Regulation 89-QD/TW dated 4 August 2017 on “Standard framework and appraisal criteria for leading and managing positions at various levels” but also the Regulation 90-QD/TW dated 4 August 2017 on “Standards and appraisal criteria for cadres under Central Committee, Politbureau and Secretariat management”. General standards for cadres under under Central Committee, Politbureau and Secretariat management and for specific position are defined consequently. General standards include:

Political and ideological standards include: Absolute loyalty to the interests of the Party, nation and people; consistent undertaking of Marxism-Lennism, Ho Chi Minh thoughts and national independence and socialism. Broad political viewpoint, in-depth knowledge and strong will to defend the Party’s Fundamental, intents, State’s constitutional and legal requirements and respond the false statements of hostile forces, politically illegal organizations, opportunistic and politically destructive people. Deep patriotism; prioritizing the Party, country and people’ interests over that of the sector, province and individual; readiness to sacrifice for the Party’s revolutionary cause, for the Fatherland’s independence and freedom, for people’ happiness. Strict compliance with the organization’s assignment, dedication to the work. Following closely the Party’s speaking principles and regulations.

Ethical and lifestyle standards include high ethical characteristics; honesty, modesty, sincerity, cleanless, simplicity and generosity; hard working, economical, constructive and transparent people. Absolutely no power ambition, high enthusiasm and responsibility at work; uniting people, setting good examples in all aspects. No corruption, opportunism, rent-seeking and determination in fighting political, ideological and ethical degradation, self-evolution and self-transformation; fighting against bureaucracy, corruption, wasting, power abuse and group of interest; no favouring of family members benefit from one’s power and authority. Strictly following the Party’s organizational and disciplinary principles, particularly the central democracy, criticism and self-criticism principles; being open, transparent, objective and democratic in personnel affairs.

Professional standards include university degree at minimum; political theory undergraduate or graduate; senior official grade; relevant foreign language proficiency and computer skills.

Personal capability and reputation standards include new thinking, strategic vision, scientific working style; politically sensitive; leadership and ability to direct and instruct implementation of the Party’s decisions and policies; ability to summarize practical lessons and conduct theoretical study; good analytical and forecast ability. In-depth knowledge on responsible areas, territory and office. Ability to timely address limitations and weaknesses as well as response to conflicts, challenges, understand new and difficult issues; ability to proactively recommend feasible effective solutions. Activeness, creativity, action-orienters and ability to think out of the box and take responsibility; strong linkage with the people

and dedication to people' interests. Ability to unite people and enhance comparative advantages of political system; high credit and confidence voted by the Party members, cadres and people.

Standards related to health, age and experience include good health to carry out the tasks assigned; within eligible age to appointment and recommendation for candidacy in accordance with the Party's regulations. Extensive practical experience and successful completion of assigned tasks in the key lower positions directly linked with the new one (Regulation No: 90-QD/TW dated August 4, 2017 of the Politburo on "Criteria for titles and evaluation criteria for cadres belonging to the Central Executive Committee, the Politburo, and the Secretariat of Management").

Standards for the following specific positions: Central Committee members, Politbureau members, Secretariat members; Secretary General, State President, Prime Minister, Chairman of National Assembly; Standing member of Secretariat: Chairmen of Party's Central Commissions, Chairman of Central Inspection Committee: Chairman of the Vietnam Central Fatherland Front; State Vice President; Vice Chairmen of National Assembly; Deputies Prime Minister; Chief of Supreme Procurary; Chair of Ethnic Council, Chairs of National Assembly's Committees, National Assembly's Office Secretary General, Heads of the National Assembly's Standing Committee; Ministers and equivalent ranks; Heads of central mass organizations; Secretaries of provinces; Chairmen of Provincial/city People's Councils; Chairmen of Provincial/city People's Committees.

In addition, the Central Committee issued Regulation 08-QDi/TW dated 25 October 2018 on "Responsibility to set good example of the cadres and Party members, first and foremost members of the Politbureau, Secretariat and Cemntra; Committee".

The above-mentioned regulations are important basis for nurturing, training, rotating, testing, appraising, assigning and recommending candidacy for cadres at strategic level.

Second, appraising the personnel planning:

Appraisal is a critical step that influences all other steps in personnel affairs, particularly the planning, appointment and candidacy recommendation for election. If this is done well, the incapable and corrupted people will be prevented from getting through to the strategic level. However, this remains a weak step in the past due to limited professional knowledge and lack of responsibility. This is reflected in voting for these corrupted and ambitious people in the high positions.

In order to enhance the appraisal capability, it is necessary "to renew the personnel appraisal process moving toward constant, multilateral, specific, result and process and consensus-based, public and comparable with similar positions" (Communist Party of Vietnam, 2018, p. 62). Cadres appraisal should be based on both general and specific standards in accordance to the Regulation 90-QD/TW dated 4 August 2017 on "Standards and appraisal criteria for cadres under Central Committee, Politbureau and Secretariat management". Along these lines, there are two groups of criteria: (i) political, ideological, ethical and lifestyle standards; working style, efficiency and disciplinary compliance; (ii) results of the assigned tasks. In the meantime, there need to be sufficient mechanisms for effective accountability of the Party's committees, Party organizations, agency/office leaderships and heads at various levels in relations with selection and recommendation of candidates at strategic level.

Third, focusing on good planning of cadres at strategic level.

Planning is the initial stage of personnel affairs. It plays extremely important role in ensuring systematic, active, visionary personnel affairs, meeting both long-term and short-term requirements. The responsible Party's committees have to take high responsibility before the Party on identification, selection and recommendation of people for planning. These should be outstanding and typical cadres that have been through training, nurturing and testing in the positions, particularly practical experience with distinguished achievements, measurable results, highly prospective and potential in terms of quality and capability of the heads of agencies, offices.

During the tenure XI (2011-2016), 290 and 28 people have been planned for Central Committee and Politbureau, Secretariat respectively. This has been continued and supplemented in the tenure XII. The planning for positions of Central Committee, Politbureau and Secretariat has been regular task and routine of the Central Committee's agenda.

In order to prepare personnels at strategic level for the Party's National Congress XIII, the Politbureau has promulgated Decision 147-QD/TW dated 25 October 2018 to establish a steering committee on development of planning personnel at strategic level for tenure 2021-2026. There are six members in the steering committee, which is headed by the Secretary General/State President. It is clearly indicated by the steering committee that: "Definitely no selection for planning of people that have evidence of political and ideological degradation, cause internal conflicts and problems, corrupt or be politically opportunistic". The plan is being developed, which will be basis for development of personnel planning at strategic level systematically, seriously, openly, transparently and in line with regulations and requirements, as well as centrally democratic principle to ensure relevant quality, quantity and structure. In this process, it is important to clearly define and hold the Party's committees and organizations, local leaders and heads of

agencies/offices responsible for reviewing and recommendation of candidates for planning; emphasizing that the selected people for planning should meet the set requirements and standards and process conducted according to the regulations and procedures, etc.

The difference is that there is no planning for multiple tenures. It focuses only on the next tenure, e.g. 2021-2026. The planning needs to be constantly reviewed with timely removal of people with problem. The new thing is greater decentralization and higher accountability given to the Party's committees, organizations, leaderships and heads of agencies/offices; clear process guidelines to specific steps for careful, solid and detailed implementation in democratic and objective manner to enhance the quality of planning and prevent wrong doings.

It is the first time the Central Committee issued Regulation 08-QDi/TW dated 25 October 2018 on "responsibility to set good examples by the cadres and Party members, first and foremost by the members of Politbureau, Secretariat and Central Committee". Based on lessons learnt over the 5 years of implementing the Regulation 101 of Secretariat tenure XI and Regulation 55 of Politbureau, tenure XII, this regulation aims to detail the task in Party building ethically and make the setting examples a regular responsibility of the cadres and Party members, particularly the high-ranking ones. In the meantime, it clarifies the practical implications of setting examples in the Party's leadership methodology. This shows a strong political commitment of the Central Committee to the whole Party, the people and provides a strong ground for people' monitoring and checking on the implementation. In line with this, the Central Committee members should be strict to themselves, determine to fight against personnel appointment, planning and promotion bribe; irrelevant and illegal intervention in the personnel affairs and process of recommending candidates for personnel planning.

The Central Committee 9th Plenum, tenure XII has passed the personnel planning of members of Central Committee, Politbureau and Secretariat for the next tenure, which has been thoroughly reviewed in accordance with the guideline of the Central Committee. In addition, the personnel planning of more than 1 300 rounds of cadres under the Central Committee's management has been approved. These people have been trained, nurtured, rotated, seconded in preparation for the election of positions at Party Congresses various levels of the coming tenure. The personnel planning of more than 200 eligible candidates for Central Committee next tenure has been also reviewed and commented by the Politbureau and Central Committee.

Still, it is necessary to continue review and update the planning on annual basis. Not only responsible Party's committee but the people also play important role in monitoring the candidates in the personnel planning. On the one hand, to remove violated people from the planning. On the other hand, to supplement new elements so that the personnel planning is truly an important step for preparing a team of good and talented people for the Party's National Congress XIII.

Third, organizing high-level resource training classes for strategic level positions:

According to the Politbureau's Regulation 164-QD/TW dated 01 February 2013 on "requirements for training and updating knowledge for leaders and managers at various levels", the training courses for relevant specific groups of cadres have been conducted regularly on annual basis.

First time ever, there were courses for cadres at strategic level with new demand, content and format. Based on the personnel planning, Politbureau, Secretariat opened two courses to enhance and update knowledge for 154 members of the Central Committee tenure XI. In particular, Ho Chi Minh National Academy of Politics organized 6 resource training classes for cadres at strategic level with total number of 511 participants. This is a new programme designed for the cadres that are in the strategic level personnel planning, who are currently leaders in the central provincial agencies with in-depth knowledge. Therefore, the lectures include high-ranking leaders in the Party, Government, National Assembly, ministries and central agencies as well as distinguished scientists. Most of the trained participants were then elected into Central Committee, Politbureau and Secretariat tenure XII as well as Provincial Party's Committees, Provincial Party's Standing Committees or ministry-level Party's Committees. This helps reduce significantly the gaps in cadres at strategic level.

However, it is necessary to organize these resource-training classes constantly and continuously to ensure the confidence and motivation of selected participants. So far, Ho Chi Minh National Academy of Politics has been organizing training for about 200 members of Central Committee. A number of Politbureau, Secretariat and Central Committee members chaired the seminars, debates and headed the overseas study tours/visits.

In order to prepare personnels for the Central Committee tenure XIII, Ho Chi Minh National Academy of Politics will organize series of resource-training classes for all people in the approved personnel planning for cadres at strategic level in 2019.

Fourth, developing concrete plans for rotation of the cadres in the personnel planning, initially the alternates of the Central Committee:

All of cadres in the personnel planning for positions under the management of Central Committee, Politbureau and Secretariat should be rotated for practical training and testing. Since there are 2-3 people planned for one positions, the options are abundant. As such, it is critical to assign tasks for cadres to perform and compete with each other. Those who demonstrate broad vision, breakthrough thinking, outstanding results and proven reputation will be selected for higher positions through this process. The cadre rotation therefore is necessary. It is relevant and recommendable for the positions of heads of agencies/offices, which require and enable people to show their leadership and potentials. Furthermore, the rotation positions should be relevant with the planned ones and in difficult context and important areas or piloting new models for challenging, training and strengthening their leadership as well as unlocking their talents.

For alternates of Central Committee (20 people), these are young, distinguished and direct resource for the next tenure of Central Committee. As a result, they need to be rotated for practical training, challenging and evaluation. If they prove their qualifications and capabilities, it is necessary to put them in the positions of Central Committee members prior to the Party's National Congress for higher election winning probability.

Fifth, conducting confidence vote of Central Committee on members of Politbureau and Secretariat:

First time ever, the Party intends to conduct confidence vote with members of Politbureau and Secretariat. In accordance with the Secretariat's Regulation 262-QD/TW dated 8 October 2014 on "conducting confidence vote with the Party's committees and leading cadres in the Party, State, Fatherland Front agencies and mass organizations", the confidence vote with members of Politbureau and Secretariat is conducted in the third year (mid-term of the Party's congresses at various levels).

This Regulation requires that all results of the confidence votes should be made available to the voters as well as announced at the voting conferences. These results will be used as ground for further planning, assignment, appointment, recommendation for candidacy, termination and other policies. Those who obtain more than 50% of low confidence votes will be considered to be removed from higher positions planning and changed to other relevant positions during the personnel planning review and updating process. Those who obtain from 2/3 of low confidence votes should be immediately reviewed and requested for resignation or holding other positions, regardless of the term or age.

Along this line, the Central Committee 10th Plenum, tenure XI dated 05 January 2015 has conducted the confidence vote on members of Politbureau and Secretariat. The Central Committee 9th Plenum, tenure XII has conducted confidence vote on 21 members of Politbureau and Secretariat.

This is an opportunity for the Party's top leaders to review and improve themselves in all areas. In the meantime, it provides information for Politbureau to evaluate, assign and make good use of the cadres and further strengthen high-ranking cadres of the Party and State in the current context. The confidence votes have shown positive impacts on many cadres.

The Central Committee 9th Plenum, tenure XII has set up five sub-committees for preparation of the Party's National Congress XIII. These include: sub-committee on documentation; sub-committee on personnels; sub-committee on socio-economic affairs; sub-committee on Party's Statues; sub-committee on logistics. After the personnel planning of the Central Committee for tenure 2021-2026 is appraised and approved, the personnel planning for Politbureau, Secretariat and other Party and State key positions for tenure 2021-2026 will take place; Rotation, reassignment, assignment and arrangement of cadres in preparation of the Party's congresses at various levels for tenure 2020-2025, linking with assignment of non-native provincial and district secretaries.

IV. CONCLUSION

Building the team of cadres at the strategic level is the responsibility of not only the Central Committee but the whole Party and all people. With the consistent promulgation of requirements, regulations, and intents for democratic and open process in the personnel affairs, the development of the cadres at the strategic level in Vietnam is prospective.

It should be affirmed that, during the past time, the cadres, cadres' work, including the building of a contingent of strategic-level cadres of our Party is correct, creative, with successes and lessons experience. That is a solid basis for the Party's cadre's work to be increasingly strengthened, developed, and effective, making a decisive contribution to building a contingent of cadres in general, including a contingent of war-level cadres quality strategy, capacity, and reputation to meet the requirements of the innovation and international integration of Vietnam.

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