Ho Chi Minh’s thought on cadre work and its application in building cadres in Vietnam today

O pensamento de Ho Chi Minh sobre o trabalho de quadro e sua aplicação na formação de quadros no Vietnã hoje

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Abstract
Ho Chi Minh’s thought on cadre work in order to build a contingent of cadres who are both professional and capable, capable of leading, able to organize the masses to perform well the revolutionary task of our country. selected target. He said: “Officers are the root of all work”; “All success or failure is due to good or bad cadres”. In the work “Modifying the way of working”. He wrote: “Civil servants are those who explain the policies of the Party and the Government to the people to understand and implement them. At the same time, bring the situation of the people to report to the Party, to the Government to understand clearly, to set the right policy. Therefore, cadres are the root of all work”. Thus, the Party’s cadre work is decisive for the success or failure of the Vietnamese revolution. In his speeches or articles about the Party’s cadres and cadres, President Ho Chi Minh often cares about very core and principled and very comprehensive issues such as: Selection, training - training, assessment, use arrangement, management and staff policies. The article uses the document retrospective method to review, interpret, and systematize as well as analyze documents on Ho Chi Minh’s

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thought on cadre work. From there, it is applied in building a contingent of cadres in Vietnam in the current new situation.

**Keywords:** Cadre. Cadre Work. Ho Chi Minh. Ho Chi Minh’s Thought.

**Resumo**
O pensamento de Ho Chi Minh sobre o trabalho de quadros para construir um contingente de quadros profissionais e capazes, capazes de liderar, capazes de organizar as massas para realizar bem a tarefa revolucionária de nosso país. Alvo selecionado. Ele disse: “Os oficiais são a raiz de todo trabalho”; “Todo sucesso ou fracasso se deve a bons ou maus quadros”. Na obra “Modificando a forma de trabalhar”. Ele escreveu: “Funcionários públicos são aqueles que explicam as políticas do Partido e do Governo ao povo para compreendê-las e implementá-las. Ao mesmo tempo, trazer a situação do povo para relatar ao Partido, ao Governo para entender com clareza, para definir a política certa. Portanto, os quadros são a raiz de todo o trabalho”. Assim, o trabalho de quadros do Partido é decisivo para o sucesso ou fracasso da revolução vietnamita. Em seus discursos ou artigos sobre os quadros e quadros do Partido, o presidente Ho Chi Minh frequentemente se preocupa com questões muito centrais, de princípios e muito abrangentes, como: Seleção, treinamento - treinamento, avaliação, arranjo de uso, políticas de gerenciamento e pessoal. O artigo usa o método retrospectivo de documentos para revisar, interpretar e sistematizar, bem como analisar documentos sobre o pensamento de Ho Chi Minh sobre o trabalho de quadros. A partir daí, é aplicado na construção de um contingente de quadros no Vietnã na nova situação atual.

**Palavras-chave:** Quadro. Trabalho de Quadro. Ho Chi Minh. O Pensamento de Ho Chi Minh.

**Introduction**

President Ho Chi Minh always emphasized: “Cardinals are those who carry out policies of the Government and mass organizations among the people. If cadres are bad, good policies cannot be implemented” (Communist Party). Vietnam, 2011). His overarching and cross-cutting viewpoint in the use and arrangement of cadres is to ensure six basic principles: First, to have a good understanding of cadres. Regularly review and evaluate cadres to detect and use talents and eliminate degenerate and corrupt people. Second, the cadres must be properly promoted. Not using the right talents of talented people will not work. Must avoid mistakes in promoting staff. Third, we must use cadres wisely. No one is good at everything,
everything is good. So you have to know how to use the right person according to your ability. Fourth, distribute cadres to the right people, use the right people, and the right jobs. Fifth, to create conditions and opportunities for them to bring into full play their ability to perform their assigned responsibilities and tasks. Must always check, supervise and control officials, help them correct mistakes. Praise them when they get the job done. Caring for and encouraging them when they or their family members are sick, in trouble, or in distress. Sixth, to love, preserve and protect cadres.

President Ho Chi Minh also outlined five basic methods in using cadres. First, directing: Let them do it, let them be in charge, even if they make a little mistake, don’t be afraid. But always, depending on the situation, it is necessary to show them the direction of work, the way of work, so that they can develop their capacity and initiative in accordance with the Party's line and the State's laws. Second, improve: always find a way for them to learn more theory and work, make their thinking and capacity more and more advanced. Third, check: regularly check to help them fix defects, develop strengths. Fourth, reform: when they make mistakes, use persuasion to help them correct them. Fifth, help: give them adequate living conditions to work. Depending on the situation, help them solve family problems. These things are very related to the spirit of cadres and friendliness, solidarity, morality and humanity in the Party (Communist Party of Vietnam, 2011).

President Ho Chi Minh’s views on cadres are simple and easy to understand, but also have a broad scope for everyone to understand, comment and properly appreciate the role of each stage and link in the work. staff. He said: “Where senior cadres know how to choose and guide, many new cadres flourish and their jobs develop very well. On the contrary, where superior cadres do not know how to choose and guide, there is still a shortage of people and the work is sloppy” (Communist Party of Vietnam, 2011). Leading and managerial cadres must be truly “virtuous, talented” and “disinterested” in helping and guiding cadres so that they can improve their ethics, expertise and efficiency. job. He pointed out: “Where there are good cadres, the whole region functions as a machine, and the whole region exudes an atmosphere of enthusiasm and joy” (Communist Party of Vietnam, 2011).

President Ho Chi Minh gave many criteria about cadres, about training revolutionary morality: cadres are “public servants” of the people; virtue is the “root”, virtue determines the success of cadres, helps cadres to overcome all difficulties, hardships and sacrifices to successfully complete all assigned tasks. The “virtue” of cadres is revolutionary morality, reflected in their political, ideological, moral and lifestyle qualities; in loyalty to the Party, to the Fatherland, to the People and to the socialist regime; at the level of enlightenment of the
socialist ideal, ready to fight and sacrifice to achieve the goal, the noble ideal of national independence and socialism. The virtue of cadres, civil servants and public employees is also expressed in purity, honesty, no opportunity, diligent implementation, thrift, integrity, righteousness, impartiality; sticking to the People, always being humble, simple, and demanding; Always have the spirit of solidarity, love and help each other.

With the nature of the State of the People, by the People and for the People, professional ethical values towards building a civil service to serve the people have been gradually improved by the State in many ideological regulations, ethics and law. The legal system is increasingly being supplemented more and more fully and perfecting the regulations on civil service and civil servants. Many principles and ethical standards have been gradually institutionalized into legal norms for behavioral standards in the process of performing official duties.

Since 1950, President Ho Chi Minh signed Decree No. 76/SL dated May 20, 1950, promulgating the Regulation on Vietnamese civil servants, which was the first legal document laying the foundation for the construction of a team of civil servants. Inheriting and developing those progressive regulations, Clause 2, Article 8 of the 2013 Constitution stipulates: “State agencies, cadres, civil servants and public employees must respect the People and devote themselves to serving the People, close contact with the People, listen to the opinions and be under the supervision of the People; resolutely fight against corruption, wastefulness and all manifestations of bureaucracy, bossiness, and authority.

The Law amending and supplementing a number of articles of the Law on Cadres and Civil Servants and the Law on Public Employees No. 52/2019/QH14 stipulates that while performing their official duties, cadres and civil servants are obliged to properly and fully perform and take responsibility for the results of performance of assigned tasks and powers; have a sense of discipline; strictly abide by the internal rules and regulations of agencies, organizations and units; report to a competent person when detecting illegal acts in agencies, organizations or units; protect state secrets; proactively and closely coordinate in the performance of official duties; preserving solidarity in agencies, organizations and units; protect, manage and use effectively and economically assigned state assets (Vietnam National Assembly, 2019).

In the current context of profound international integration and the influence of the industrial revolution 4.0, especially the downsizing of payrolls, administrative reform, and improving the effectiveness and efficiency of the state administrative apparatus. The improvement of public service ethics of cadres, civil servants and public employees becomes
more and more urgent, identified as one of the most important tasks of building the Party and the political system.

The Content of Ho Chi Minh’s Thought on Cadre Work

2.1 Selection and Use of Cadre

Recruitment of cadres is the first and important step in creating the highest quality human resources for the revolution. Selection of cadres is to search, discover and arrange and employ cadres who are virtuous, talented and dedicated to the Fatherland. He gave three criteria to select cadres: loyalty to the revolution; close contact with the masses and for the benefit of the masses; at the same time, cadres must also dare to do, dare to take responsibility, not afraid of difficulties and hardships. According to President Ho Chi Minh, it is necessary to find typical people such as: Those who show loyalty and enthusiasm at work and during the struggle; People who have close contact with the people, know the people, always pay attention to the interests of the people. That way the people will trust the cadres and accept that cadre as their leader; people who can take charge and solve problems, under difficult circumstances. Whoever is afraid of being in charge and has no initiative is not a leader. The right leader should: when defeat, do not panic, when victory is not arrogant, when implementing resolutions resolute, courageous, not afraid of difficulties; who are always disciplined.

The selection must be ensured according to the motto “Precious fox, not precious lake”, taking quality without running after quantity. Better to be less but better, the selection of the core cadres needs to be done carefully and carefully, the cadres selected must be the nucleus in the movements of studying, working, fighting and productive labor. export.

President Ho Chi Minh expressed the requirements of revolutionary ethics to cadres, depending on specific circumstances, sometimes mentioned five things of “goodness”: humanity, righteousness, wisdom, courage, integrity; while remaining loyal to the country, to the Party, and to the people; sometimes mentioned need, thrift, integrity, righteousness, impartiality; Sometimes emphasizing the element of pure international spirit, etc. But all in all, they were able to recruit officers with the following main qualities:

First, they must be loyal to the revolution, “most important to the interests of the Party” (10), and strive for the revolution all their lives. This is not difficult to realize through the process of saying and doing of officials in life and work.
Secondly, having charisma, creating the strength of solidarity in the collective. Leading cadres, especially key cadres, must always be the nucleus of solidarity within the collective unit and broadly beyond the social community. Solidarity is the factor summed up by President Ho Chi Minh in his Will, which is: “an extremely precious tradition of the Party and of our people. Comrades from the Central Committee to the cell branches need to preserve the unity and consensus of the Party like preserving the pupils of their eyes”(11).

Thirdly, revolutionary morality needs the virtues of loyalty to the country, the Party, filial piety to the people, need, thrift, integrity, righteousness, justice and impartiality.

Fourth, revolutionary morality also requires actively fighting against and preventing negativity, especially embezzlement, waste, and bureaucracy.

Fifth, must have a healthy lifestyle, must have a “pure private life”.

2.2 Staff Training and Retraining

Ho Chi Minh always affirmed that the care and training of cadres is of special importance, because: "The Party must raise cadres, just as people still cultivate precious trees. Talents and cadres must be respected" (Communist Party of Vietnam, 2011). At the same time, the petitioner must consider “Training cadres is the original work of the Party” (Communist Party of Vietnam, 2011). Coaching and training staff in terms of expertise, profession, profession, according to the spirit of doing whatever you want to learn. Coaching - training must be practical and thoughtful, that is, to understand the need to train. Do not make a formality, do a lot without being practical. He also instructed to open which class to open that class, to choose the right person to teach and learn, not to be haphazard.

Staff must be put into practice, even put into very difficult positions to challenge and train; This content is related to the planning, training and retraining, including the training of cadres through the classroom and through practice. President Ho Chi Minh considered “training cadres to be the original work of the Party” (Communist Party of Vietnam, 2011). According to him, cadres must: “Learn to work/Be a human/Be an cadre/Learn to serve the Union/Serve the class and the people/Serve the Fatherland and humanity” (Communist Party of Vietnam, year 2011). Studying for such a purpose, not studying for a degree or certificate, using that degree or certificate to advance.
2.3 Cadre Evaluation

Cadre evaluation by person is to be conducted on a regular basis, continuously, objectively and comprehensively. Staff evaluation is a way of looking at a person, a matter of science and art, and superior leaders must have a comprehensive, comprehensive view of the training and striving process of each staff. Assessing and commenting on staff should not only look at the surface, only consider one thing at a time, but must carefully consider the entire work of the cadre, avoiding subjective, emotional as well as formal evaluation. Especially, the evaluation of cadres must pay attention to ethical qualities. He pointed out: “Whoever brags about his work, or is a dua, looks for small things to do, follows orders in front of him, disobeys orders behind his back, or attacks others, or flatters himself, those who Thus, although they can do the job, they are not good cadres” (Communist Party of Vietnam, 2011). On the contrary: “Whoever works hard, does not brag, speaks frankly, does not hide his shortcomings, does not indulge in easy things, avoids difficult ones, always resolutely follows the Party’s orders, No matter what the circumstances, their hearts will not change, such people, even if their work is a little poor, are still good cadres” (Communist Party of Vietnam, 2011). According to him, the evaluation of cadres needs to be based on the people, promote democracy and capture public opinion in order to be substantive and effective.

Staff evaluation is a very difficult and especially important stage in staff work. Evaluation should be based on the actual quality and capacity of the cadres, not based on the feelings and prejudices of the person doing the cadre work; at the same time, the assessment of cadres must be close to the circumstances, to the conditions of each organization, each person, each locality, each field, each period and period.

2.4 Management, Arrangement and Use of Cadre

The highlight in Ho Chi Minh’s thought on cadre management is to well implement the mode of criticism and self-criticism; reward and discipline regime. People see it as an indispensable principle in cadre work, which forces people doing cadre work to always perform. In order to manage cadres well, it is necessary to conduct inspection well, to have the participation of the people's supervision, to conduct synchronously, comprehensively and closely. In the arrangement and use of cadres, he affirmed that “using people is like using wood”, using any person must be suitable for that job. Leading cadres must have the guts to
properly promote cadres and use them wisely. You must have a generous spirit to be able to get close to those you don’t like; must have the patience to teach, to be able to support the comrades who are still poor, to help them make progress; must be wise to avoid being surrounded by random people, but away from good cadres.

The use and arrangement of cadres must ensure inheritance and development, between young cadres, new cadres and senior cadres; must pay attention to create a source of cadres next, must train revolutionary cadres for the next generation, avoid using cadres “like squeezing lemons and removing peels”. Employing cadres is a crucial link to the political interests of officials and work efficiency, so it is necessary to be cautious and avoid being subjective so as not to make mistakes. Ho Chi Minh soon pointed out the mistakes that he called “diseases”, of which the most common were the disease of partisan, local, local, narrow-minded, opportunistic people, a dua, flattery, afternoon with me.

President Ho Chi Minh said: “Nobody is good at everything, everything is good. Therefore, we must use people skillfully, correct their shortcomings, and help their strengths. Often we don't know how to use people according to our talents. For example, blacksmiths say to build cabinets, carpenters say to forge knives. As a result, both of them were confused. If you know how to use people according to your talents, then both of you will succeed”; “must use people in the right places and in the right jobs” (Communist Party of Vietnam, 2011).

Clever use of cadres, according to President Ho Chi Minh, must avoid the following mistakes: “1. The desire to use relatives, acquaintances, friends, for them is more certain than outsiders. 2. Hate to use people who are clever to flatter themselves, but hate those who are righteous. 3. Desire to use people whose temperament is compatible with him, but avoid those whose temperament is not suitable for him” (Communist Party of Vietnam, 2011).

Therefore, “must have great generosity to be able to treat cadres fairly, impartially, without prejudice, so that cadres are not abandoned. It takes a generous spirit to be able to get close to people you don't like. It takes hard work to teach to be able to support poor comrades and help them make progress. You have to be wise to avoid being surrounded by random people and stay away from good cadres. Must have a cheerful, friendly attitude, new comrades will be happy to be close to me”.

Revista Gestão e Secretariado (GeSec), São Paulo, SP, v. 14, n. 5, 2023, p. 127-147.
Applied in Building and Developing Staff in Vietnam Today

Faced with the increasing requirements of the current revolutionary task, in order to effectively implement the Party’s cadre strategy, it is necessary to research and apply in a scientific and creative way Ho Chi Minh’s thought on cadre work. Some of which focus on the following:

The first, in the selection of cadres. It is necessary to thoroughly grasp and effectively implement the Party’s policies on training, fostering, detecting and attracting talented people. President Ho Chi Minh has advised, the selection stage must be “screened”, done through many steps, many sources, with scientific methods. First, it is necessary to find the source and detect the source of cadres early, from afar, from the grassroots through the actual performance of the cadres, through the assessment of the quality of the cadres’ work performance to find the most elite kernels to source. The source of cadres is also based on experience and the introduction of leaders and managers; the introduction of Party committees and organizations; from the people’s contribution, especially to rely on the people, respect the people and close to the people to find a source of truly talented and virtuous cadres. In addition, the selection of cadres must also be considered from cadre training institutions in the national education system, through which continue to screen and send to create sources and foster further planning for the next term.

Second, do well the planning of human resources. On the basis of selecting excellent, virtuous and talented cadres, it is constructed and included in the planning resources. In the planning of human resources, it is necessary to organize a specific classification of cadres with leadership and management qualities and qualifications; cadres who only have professional and scientific qualifications and qualifications, so that there can be effective planning, training and fostering directions in each specific field associated with the gifted forte of each cadre. set; absolutely avoid placing in the wrong place, deviating from expertise in planning.

Third, continue to innovate mechanisms and policies on personnel work. The mechanism for attracting and detecting human resources must be completed. Focusing on staff who are really capable through effective task performance. Conduct regularly or periodically review and evaluate the results of the implementation of the policy of rejuvenating the staff, thereby affirming the correctness and drawing lessons from the successes and limitations of the implementation process. declare. Develop and complete the framework of criteria and take requirements on human resource structure as a basis to detect and create a source of young cadres, cadres who are ethnic minorities, and cadres who are female. in the planning,
prioritizing outstanding and typical Youth Union cadres, matured in movement activities. Gradually introduce the form of organizing contests to recruit leaders for a number of positions at the grassroots level for the staff, thereby serving as a premise for truly qualified cadres to express themselves.

Fourth, in the use and rotation of cadres. Cadres, especially young ones, must be challenged and trained through revolutionary practice on that basis to properly assess their capacity and moral qualities. Many generations of leaders of our Party in the past have been forged and tested in the revolutionary struggle movement, but have grown up and affirmed their revolutionary talents and morals. For our Party, in the past terms, we have carried out the rotation and arrangement of source cadres, young cadres, ethnic minority cadres, female cadres at grassroots levels, in difficult and important areas, for challenging training. However, the actual rotation period is still short, not long enough for the staff to truly reveal and promote their own qualities and qualifications. On that basis, it is necessary to extend the rotation period and arrange staff for at least one full term. When arranging and rotating, it is necessary to consider comprehensively, multi-faceted, based on the qualifications, capacity and professional forte of officials to conduct the arrangement and rotation.

It is necessary to thoroughly grasp and strictly implement regulations on responsibilities of heads of agencies and units in terms of training and nominating the next leader; Party committees and organizations in agencies and units must be responsible for the introduction, promotion and appointment of cadres in accordance with the Party's regulations and the State’s laws. Continue to improve and supplement personnel policies, focus on evaluation, use and arrangement of cadres, ensuring harmony, inheritance, development and interference between classes of cadres; focus on creating the next source of cadres, the next source, regularly organize training courses, update knowledge so that officials at all levels can fully meet the standards before promoting, appointing and planning to other positions.

Policy Implications and Recommendations for Staff Building and Development in Vietnam Today

Firstly, to step up propaganda and education to raise awareness for cadres, civil servants and public employees on revolutionary ethics and public service ethics; continue to master and implement the study and follow Ho Chi Minh's thought, morality and style in association with the implementation of the Resolution of the 4th Plenum of the 12th Central
Conference on “Strengthening the construction and adjustment cut down the Party; prevent and reverse the deterioration of political ideology, morality, lifestyle, and internal “self-evolution” and “self-transformation” manifestations.

Second, effectively implement the State Administration Reform Master Program for the 2021-2030 period, reform the civil service and civil servant regimes; eliminating troublesome administrative procedures when dealing with people and businesses. Continue to review, supplement, amend and complete regulations on administrative processes and procedures; publicize and transparent regulations on administrative order and procedures, creating conditions for the People to supervise in order to promptly prevent cadres and civil servants from being harassed and negative in the process of performing their official duties.

Third, further promote the leadership role of the party committees, authorities and socio-political organizations, of the people in improving public service ethics. Continue to supplement and perfect the system of standards, rules, principles and behaviors in public service activities... Gradually renew and reform the management of cadres and civil servants, from recruitment use, train, foster, evaluate, arrange, use, and settle regimes and policies in accordance with regulations.

Fourth, upholding the pioneering and exemplary spirit of the contingent of cadres and civil servants in the performance of their official duties; through learning, training and practice to self-improve, self-training to improve public service ethics. Encourage dynamism, creativity and innovation of officials, public servants and public employees; respecting talented people, well implementing the principle of fairness between dedication and enjoyment, between rights and responsibilities. Reform salary policy, ensure life, create motivation for each cadre, civil servant and public employee to strive and dedicate.

Fifth, to well implement the Regulation on democracy at the grassroots level in order to promote the role of the people in inspecting and supervising the performance of official duties of cadres, civil servants and public employees. There is an appropriate mechanism for people to supervise in order to limit the situation of cadres, civil servants and public employees violating public service ethics. Strengthen regular and periodical inspection and examination of public service activities; strictly handle violations of the law, promptly reward and encourage good examples, cadres and civil servants who always uphold the spirit of public service ethics, wholeheartedly and wholeheartedly serving the Group country, serving the people.
Conflict of Interest

The authors declares that there is no conflict of interest.

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