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UDC 32

ENSURING THE CONTINUOUS AND SUSTAINABLE TRANSITION BETWEEN GENERATIONS OF LEADERS AND MANAGERS IN VIETNAM TODAY

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Abstract. Ensuring the continuous and sustainable transition between generations of leaders and managers has been identified by the Party as a very important content of the goal of building staffs in the strategy of the period to enhance industrialization and modernization (industrialization and modernization) of the country in order to successfully carry out the tasks of industrialization and modernization, maintaining the independence and autonomy, and move up to socialism (socialism). The XIII Congress of the Communist Party of Vietnam continues to affirm the above content and identify this is one of a very important tasks and solutions of Party building works, building staffs at all levels to meet the requirements of realizing the goal by the middle of the 21st century, Vietnam will become a socialist-oriented developed country. Clarifying theoretical and practical issues, proposing solutions to ensure the continuous and sustainable transition between generations of leaders and managers, making practical contributions to the successful mastery and implementation of Resolution of the 13th National Congress of the Communist Party of Vietnam, which all levels and the whole Party are vigorously implementing.

Keywords: leading cadres; managers; ensuring the transition; Communist Party of Vietnam.

1. Ensuring the continuous and sustainable transition between generations of leaders and managers is a regular content in the process of our Party's revolutionary leadership.

In order to lead the revolution of the Party to victory, the most important issue is a contingent of staff continuously developing through periods and revolutionary movements of the people. V.I.Lenin had affirmed about this. He said: "I assert that, there is no revolutionary movement can be stable without a stable and sustained organization of leaders".

The Communist Party of Vietnam was founded, educated, trained and managed by leader Nguyen Ai Quoc. During the process of leading the revolution of our country from its inception till now, the Party is always considered an importance to training and fostering a contingent of qualified and capable staff to meet the requirements of successfully performing the tasks and goals of the Party for each revolutionary period. When the revolution faced many difficulties and drastic challenges and when it was moved to a new stage with new, huge and powerful tasks, the staffs always excellently continued the good

qualities and abilities of the leaders, brought the revolution to beyond difficulties and challenges from this victory to another.

During the time when the Party took power with around 5000 members; Each party member is educated, trained by the Party and inherits the qualities, abilities and capabilities of the "red seeds", the elite young people are directly trained by the leader Nguyen Ai Quoc in Guangzhou, China to prepare for the establishment of Party. The party members were really pioneering cadres and soldiers who, together with the Party and people, won a great victory in the August Revolution in 1945, establishing the first worker-peasant state in Southeast Asia, the Party became the Communist Party of Vietnam, the Vietnamese people went from being a slave to being the owner of the country.

The cadres continue to firmly inherit the good qualities and capabilities of the previous generations of cadres, continuously develop strongly, being the decisive factor to win a great victory in the long-term resistance war. against the invading French colonialists and glorious victories in the war against the US imperialists and their hench-

men. Before saying goodbye, in his sacred testament, President Ho Chi Minh warned: "For union members and young people: "The Party must take care of *educating them in revolutionary morals*, training them to become heirs and successors." The plan to build socialism is both pink and professional. "Training the revolutionary generation for the next generation is very important and very necessary". Carrying out his instructions, the Party always attaches importance to and puts the top priority on ensuring a steady and continuous transition between generations of leaders and managers. Thanks to that, our Party and people have won great victories in the struggles for national liberation; unify the country, lead socio-economic development and firmly defend the Fatherland.

During the renovation period, the cadres have creatively inherited the good qualities of the previous generations, together with the Party, lead the country to overcome unprecedented difficulties and challenges, win great and historically significant victories, create position and force for the renovation work to reach greater and greater achievements.

From the foregoing, it can be seen that the Vietnamese revolution under the leadership of the Party has always been in constant movement and development, especially the current renovation process, setting new goals and new tasks, bigger and heavier, requiring staff to always develop, have new higher quality and capacity. This can only be achieved on the basis of inheriting and promoting the good qualities and capabilities of the previous generations of cadres and adding new qualities and capacities. The most important point is that the Party must identify and effectively implement guidelines and solutions to ensure a steady and continuous transition between generations of leaders and managers. Just like that, the staff required to meet the requirements and successfully implement the goals and tasks of the revolution in different periods, and the country will continue to develop sustainably. This is a normative point in the Party's cadres work.

2. Content of ensuring a continuous and steady transition between generations of leaders and managers

Understandable: Ensuring a steady and continuous transition between generations of leaders and managers is the entire activity of the Party, first and foremost are the Politburo, the Secretariat, the Central Committee of the Party, Party committees and organizations with the participation of cadres, party members and organizations in the political system and the people carry out the stages of cadre work and the self-study and self-training of each cadre, in order to create a contingent of cadres inheriting the advantages and strengths of the previous generations, develop firmly, meet the assigned responsibilities and tasks.

The subject of ensuring the continuous and steady transition between generations of leading and managerial cadres is the whole Party, first and foremost the Politburo, the Secretariat, the Party Central Committee, Party committees and organizations at all levels.

Participating forces are cadres, party members, organizations in the political system and the people

The object of the ensuring in a steady and continuous transition between generations of leaders and managers is the entire staff and civil servants as an additional source for the staff.

The continuous and steady transition between generations of leaders and managers, including many contents, can be generalized in two main aspects: the continuous and steady transition between generations of leaders in terms of quantity, structure and the continuous and steady transition in quality.

Firstly is to ensure a steady and continuous transition between generations of leaders and managers in terms of quantity and structure.

In terms of quantity: on the basis of the appropriate number of the previous terms' staff, stemming from the requirements of the revolutionary task, which is to implement solutions to ensure the appropriate number of staff to maintain the good operation of the

Party in the fields, branches, agencies and units throughout the country; to limit and eventually eliminate the situation where leaders and managers have to hold multiple positions.

Regarding structure: the structure of staff includes many types, which can indicate the main types of structure, such as: age structure, gender structure, ethnic structure, structure of professional training and areas of experience... Age structure is the most important structure, which most clearly shows the continuous transition with inheritance in the staff. Ensuring this structure well will avoid shortfalls in the staff. In fact, to ensure a good staff's age structure, that is, the staff must ensure the optimal structure: about 30 % of the staff are of low age (at the central level: under 45 years old; provincial level: under 40; district level: under 35). These are staff with good development prospects, in the process of continuing to train and foster, and are the strength of the staff in the next 5–10 years. About 40 % of staff are of average age (at the central level 45–60 years old; at the provincial level: 40–55; at the district level: 35–45). These are staff with basic and systematic training, with quality, capacity, prestige, good health, which is the current strength of the staff. About 30 % of the staff are of advanced age (at the central level: over 60 years old; at the provincial level: over 55; at the district level: 46–60). These are staff with good quality, capacity and prestige, good health, they are key staff, ensuring the operation of the staff in accordance with the Party's line and the Nation's laws. *The gender structure* is ensuring a reasonable and increasing proportion of female staffs transition, about 30 % of staff are female. *Ethnic structure*, that is, ensuring an appropriate transition of ethnic minority staff, especially in localities with a large number of ethnic minorities.

Structure of professional training and areas of experience, that is, to ensure a continuous transition in the staff in terms of trained professions and fields of work they have ex-

perienced. This ensures the continuous transition of the staff's activities in all fields, regions and localities.

Secondly to ensure a steady and continuous transition between generations of leaders and managers in terms of quality.

Ensure a continuous and steady transition in all aspects, including: education level, political theory, national management, expertise and professional skills; other necessary knowledge to serve the work such as: social sciences – humanities, leadership sciences, management, necessary natural sciences, foreign languages, informatics... for staff to meet requirements of increasing higher levels of assigned tasks.

Ensure a steady and continuous transition in terms of political qualities, including: political stability, absolute loyalty to Marxism-Leninism, Ho Chi Minh's thought, the socialist road, guidelines and viewpoints of the Party; firmly, calmly and wisely handle all political situations that appear in the area or field of work; fight resolutely, without tolerance against the wrong and reactionary views of hostile forces...

Ensure a continuous and steady transition in moral qualities and lifestyles, including: pure and exemplary moral qualities; clean, healthy lifestyle; inheriting the moral qualities, good and healthy lifestyle of previous generations of staff; truly are examples of morality and lifestyle for Party members and the people to follow.

Ensure a continuous and steady transition between generations of leaders and managers in terms of working capacity, especially practical organizational capacity, which is reflected in the results of performing higher level of assigned responsibilities and tasks...

Ensure a steady and continuous transition in working style, sense of organization and discipline, including: scientific working style, close to reality, close to the people, respecting and listening to the opinions of people and staff, in the spirit of the Resolution of the 13th Party Congress: dare to think, dare

to speak, dare to do, dare to take responsibility, dare to face difficulties and challenges, act decisively for the common good; strictly abide by the Party's discipline, the Nation's policies and laws, the rules and regulations of the agencies and units.

3. Method to ensure a continuous and steady transition between generations of leaders and managers

First is to concretize general standards, standards for staff titles and determine the structure of staff.

This is the most important method, which is the basis for conducting other stages of staffing work, ensuring a steady and continuous transition between generations of leaders and managers in terms of quantity, structure and quality.

Second is to create resources and develop planning for leaders and managers at levels.

This is one of the most decisive factors to ensure a steady and continuous transition between generations of leaders and managers. The planning of leaders and managers at levels must be scientifically developed; has a strategic vision, including planning for the previous term and at least for the following term; clearly shows the types of structure, overall quality of the team of leaders and managers; has a continuous succession in the staff.

Third is to train, foster and rotate leaders and managers.

This work must be carried out in a methodical manner and must be renewed and improved in quality, especially in terms of contents, programs and methods. This is a very important factor to ensure a continuous and steady transition between generations of leaders and managers in terms of all aspects, working capacity, etc. The source staff, the staff in the planning of leadership and management titles and incumbents must be trained in a basic and systematic way and regularly updated with new and necessary knowledge according to the higher level of requirements of the revolutionary task. At the same time, increase the rotation of leaders and managers in the planning to continue,

train and foster in practice, creating a continuous and steady transition of staff in practical organizational capacity, working style and sense of discipline of the staff...

Fourth is to manage, inspect, supervise, evaluate, reward and discipline staff.

Performing well the above tasks will discover advantages, progress and shortcomings, limitations, having solutions to encourage and reward good staff, encourage and motivate staff to rise up; timely handling of violators... is practical to ensure a steady and continuous transition between generations of leaders and managers.

Fifth is to arrange, use and implement personnel policies.

Performing well these tasks will create opportunities and favorable conditions for staff to promote their capacity and qualifications in performing their assigned responsibilities and tasks, encourage and motivate them to rise up and fulfill their mission well. These activities play a great role in ensuring a steady and continuous transition between generations of leaders and managers.

Sixth is the self-study and self-forging of staff.

The self-study and self-forging of staff following the example of previous generations and rising to meet the requirements and assigned tasks, plays a great role in the continuous and steady staff transition. Through this activity, each member well implemented the process of self-transition continuously and steadily, and contributed to ensuring the continuous and steady transition between generations of leaders and managers.

Seventh is the active participation of organizations in the political system, relevant organizations and the people.

This is a very important factor contributing to ensuring a steady and continuous transition between generations of leaders and managers. Party committees at levels and organizations need to attach importance to and create favorable conditions for organizations in the political system, relevant organizations and the people to participate effectively, contributing to ensuring the continuous and

steady transition between generations of leaders and managers.

4. Solutions to ensure a continuous and steady transition between generations of leaders and managers according to the Resolution of the 13th Party Congress.

At the 13th, Party Congress affirmed: "Looking back on 35 years of implementing the renovation work, 30 years of implementing the Platform for national construction in the transitional period to socialism, the theory of the way of innovation, socialism and the way to socialism in Vietnam has been improved and gradually realized. The country has achieved *great achievements of historical significance*, strong and comprehensive development compared to the previous years of renovation. The scale and level of the economy have been raised. People's lives both materially and spiritually have improved markedly. *Our country has never had the opportunity, potential, position and international reputation as today*". The Party also pointed out: "The correct leadership of the Party is the leading factor determining the victory of the Vietnamese revolution". In particular, the staff has a particularly important role; "In general, the staff is better and better meeting the requirements and tasks in the new situation". One of the very important factors is that the staff have inherited and effectively developed the preeminent qualities and capabilities of the previous generations of staff in the renovation period from 1986 to present. This clearly shows the continuous and steady transition between generations of leaders and managers during the renovation period in the previous terms and in the current staff.

However, the current staff still has shortcomings, limitations and weaknesses significant influence on the results of ensuring a continuous and steady transition between generations of leaders and managers. Specifically: "The capacity of the staff is not uniform; many staff lack professionalism. The percentage of young leaders and members still has not reached the goal"; "For the 2020-

2025 term, the percentage of young provincial members (under 40-year-old) is 5.95%; young district level members (under 40-year-old) is 14.43%". The Party also pointed out: "The situation of harassment and negativity in some agencies and units in the administrative and public service sectors has not been averted. Corruption and wastefulness in some areas and areas are still serious and complicated, with increasingly sophisticated expressions, causing irritation in society. Corruption is still one of the threats threatening the survival of the Party and our regime.

Documents of the 13th Party Congress emphasized: "ensure a steady and continuous transition between generations of leaders and managers". In order to promote advantages and overcome shortcomings, limitations and weaknesses to ensure a steady and continuous transition between generations of leaders and managers in the coming years, it is necessary to well implement the following solutions:

First, raising the awareness and responsibility of all levels of Party committees, officials and Party members to ensure a steady and continuous transition between generations of leaders and managers in order to successfully realize the goals set by The XIII Congress of the Party: "striving to the middle of the twenty-first century, our country becomes a developed country with socialist orientation". In particular, attaching importance to deeply grasping and well implementing Ho Chi Minh's thought on "cultivating the revolutionary generation for the next life".

Second, continue to concretize standards for cadres' titles; creating a strong change in staff structure on the basis of inheritance, developing the advantages of staff structure, especially leaders and managers at all levels in previous terms.

Third, improve the quality of construction and implementation of the master plan for leaders and managers, in order to early detect a source of young virtuous, talented, and promising staff with leadership and management abilities and put them into planning to have a plan for training, fostering, creating

a source of leadership and management titles, to meet the immediate and long-term political tasks of each locality, agency or unit of the country; strictly comply with the Instruction No. 15-HD/BTCTW dated November 5, 2012 of the Organization Committee of the Party Central Committee on the planning of leaders and managers.

Fourth, step up training, fostering, rotation, management, assessment, inspection, supervision and appointment of staff, creating a steady and continuous transition between generations of leaders and managers; attach importance to training and retraining in schools and in practice through rotation of leaders and managers to train and improve practical organizational capacity and inheriting the qualities, capabilities and experiences of key incumbents in the place where the cadres are transferred.

Fifth, promote the role of each cadre's self-study and self-training, and carry out the steady and continuous self-transition of each cadre; the committees create favorable conditions for each staff to achieve his or her own steady and continuous self-transition; strengthen inspection and supervision of cadres' self-study and self-training so that each cadre contributes to ensuring a steady and continuous transition in the contingent of cadres.

Sixth, promote the role of organizations in the political system and people participate in activities to ensure a steady and continuous transition in the contingent of cadres; Party committees at all levels need to guide and create favorable conditions for organizations in the political system and the people to participate effectively in ensuring a steady and continuous transition among cadres.

Conclusion: With great achievements and historical significance of 35 years of innovation, Viet Nam entered a new development period with a new fortune, potential, position and international prestige, in order to achieve the goal: by the middle of the twenty-first century, Viet Nam will become a developed, socialist-oriented country, proposed by the 13th Party Congress. In order to gradually realize this goal, the whole Party, the

political system and the whole people need to continue to be deeply aware of President Ho Chi Minh's teachings: "Staff is the root of all work"; "success or failure of work is due to good or bad staff" and regular issues in the revolutionary leadership of our Party: "ensure a continuous and steady transition between generations of leaders and managers. Since then, have specific and appropriate policies and solutions that bring about high efficiency in ensuring a steady and continuous transition between generations of leaders and managers. The author hopes that the article will make a practical contribution to this work.

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