

The Power that Unites the Republic of Korea



recruitment

in the Civil Service



Ministry of Personnel
Management



The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





An Efficient Recruitment System
Based on Diversity, Openness,
Expertise and Fairness

Recruitment

**PART
1**

Development of
the Civil Service
Recruitment System

**PART
2**

Types of
Recruitment Exams
and Selection Methods

**PART
3**

Recruitment System
to Enhance
Diversity and Expertise

ABOUT Recruitment

Historical Development of the Civil Service Recruitment System

Q. Does the recruitment system really have a millennia of history behind it?

The Republic of Korea's civil service recruitment system has a very long history, having originated from "Gwageo," the civil service examination started in A.D. 958 under the Goryeo Dynasty. Over its long history, the system has evolved to be more systematic, specialized and efficient in accordance with changing needs.

Q. What are the basic principles of civil service recruitment?

The basic principles are to assess talent in a fair manner and assign such talent to the right place at the right time. While civil service recruitment is a merit-based process, it values efficiency as well as diversity, expertise and openness of government posts.

Two Types of Recruitment Methods

Q. What are the government's recruitment methods?

There are two types of recruitment methods. One is open competitive recruitment exams for Grades 5 & 7 (for citizens aged 20 or over) and Grade 9 (for citizens aged 18 or over), and the other is competitive recruitment exams for experienced professionals and experts in specific fields of service.

Social Integration-oriented Recruitment

Q. Are there particular areas the civil service recruitment system focuses on?

In recent years, the MPM has focused on enhancing the diversity and openness of government posts. To this end, the MPM has espoused HR innovation by hiring diverse talent with a public service mindset and expanding social integration-oriented recruitment.

Q. What is the Open Competitive Position System?

Under the Open Competitive Position System, the government can fill part of its deputy minister, director-general, and director level positions with professionals from the public and private sectors by open competitive examination. While up to 20% of total positions can be filled through the System, ministries and agencies determine the rate independently and usually fill around 10% or more posts using the System.

Annual Open Competitive Recruitment Examination

Q. When do the recruitment exams take place and which ministry or agency oversees them?

The MPM oversees recruitment exams for Grades 5, 7, and 9 administered every year. There are other recruitment exams organized and administered by relevant ministries and agencies.

A Balanced HR Policy to Resolve the Inequality of Opportunity and Strengthen Social Integration

Q. Is there a recruitment policy to enhance the diversity of government posts?

The government has put a well-balanced HR policy in place to resolve the inequality of opportunity and strengthen social integration with a wide range of programs, such as recruitment quotas for gender equality, recruitment of people with disabilities, recruitment of regional talent, etc.

Q. How will the civil service recruitment system change in the future?

The government aims to promote expertise in the civil service by recruiting key talent armed with relevant competencies. The Open Competitive Position System will ensure both quantitative and qualitative development of the civil service. The government also plans to develop HR policies that will establish a fair recruitment culture.

PART
1

HISTORY

Development of
the Civil Service Recruitment System

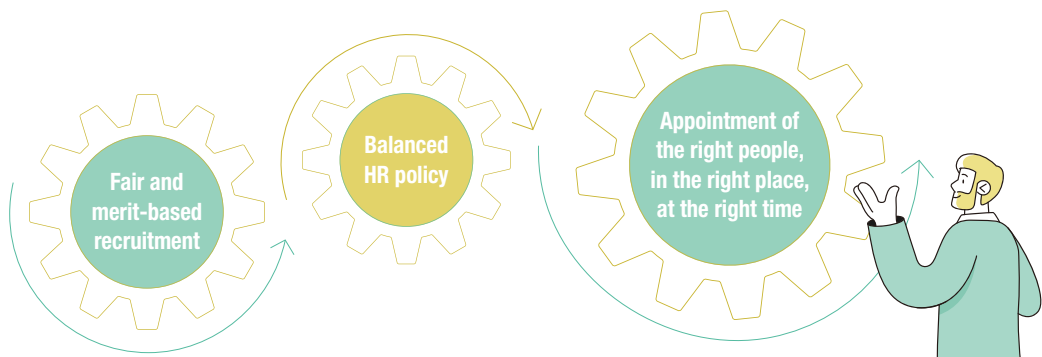




Summary of the Civil Service Recruitment System

Basic Principles of Civil Service Recruitment

All citizens of the Republic of Korea are eligible to become civil servants under the relevant law. The basic principles of the country's civil service recruitment are to assess talent fairly and appoint such talent to the right post at the right time. While the government hires civil servants mainly via a merit-based system, i.e. hiring talent based on the results of recruitment exams, it also has other complementary measures to attract diverse talent to the civil service.



Legal Grounds The State Public Officials Act and the Presidential Decree on Public Officials Appointment Examinations serve as the legal grounds for civil service recruitment. Article 2-1 of the Presidential Decree on Public Officials Appointment Examinations provides that recruitment shall be conducted primarily for each grade but also for different classes of positions.

● Responsible Ministries and Procedures for Recruitment

The Ministry of Personnel Management (MPM), the country's central civil service management agency, oversees open competitive recruitment exams for Grades 5, 7, and 9 as well as exams for the selection of diplomat candidates and recruitment exams for hiring professionals from the private sector. There are separate civil servant recruitment exams administered by other ministries and agencies. The procedures for civil servant recruitment follow the guidelines set out in relevant laws including the State Public Officials Act and the Presidential Decree on Public Officials Appointment Examinations.

Note

[Article 25 of the Constitution of the Republic of Korea] All citizens shall have the right to hold public office under the conditions prescribed by the law.



Summary of the Civil Service Recruitment System

Recruitment Methods

The country's civil service recruitment is broadly categorized into two methods: open competitive recruitment exams and competitive recruitment exams for experienced professionals. They consist of document screening, written exams, practical skills exams, and interviews. In general, open competitive recruitment exams involve the administration of written tests and interviews, and recruitment exams for experienced professionals involve document screening and interviews.

○ Open Competitive Recruitment Exams

The open competitive recruitment exams aim to provide interested applicants who pass the exams with an opportunity to hold a government job and fill vacant positions. The exams are for recruitment of Grades 5, 7, and 9.

Types of Exams

- Open competitive recruitment exams for Grades 5, 7, and 9
- Exams for the selection of diplomat candidates

Legal Grounds

- Article 28-1 of the State Public Officials Act
- Chapter 2, Article 1 of the Decree on the Appointment of Public Officials
- Articles 21 – 25 of the Decree on Public Officials Appointment Examinations

○ Competitive Recruitment Exams for Experienced Professionals

The competitive recruitment exams for experienced professionals aim to recruit candidates for certain positions that cannot be filled through the open competitive exams with those who have specific qualifications or work experience. Professionals with certain credentials, work experience, and academic degrees are recruited through this process.

Types of Exams

Exams for hiring professionals from the private sector, people with severe disabilities and regional talent, and exams for part-time positions, open competitive positions and open competitive positions for experienced professionals, etc.

Legal Grounds

- Article 28-2 of the State Public Officials Act
- Articles 16 – 22-2 of the Decree on the Appointment of Public Officials
- Articles 26 – 30 of the Decree on Public Officials Appointment Examinations



History of the Development of the Recruitment System

<p>First – Third Republic (Jul. 1948 – Dec. 1972)</p>	<ul style="list-style-type: none"> Established the principles of open competitive recruitment and reformed the civil service administration Adopted the recruitment exams system and expanded the Special Recruitment System
<p>Fourth Republic (Dec. 1972 – Feb. 1981)</p>	<ul style="list-style-type: none"> Introduced the Contractual Hiring of Non-regular Public Servants System Recruited talent in special fields of service
<p>Fifth Republic (Feb. 1981 – Feb. 1988)</p>	<ul style="list-style-type: none"> Revised the classification of civil servants and the grade system Improved the promotion system and Special Recruitment System
<p>Roh Tae-woo Administration (Feb. 1988 – Feb. 1993)</p>	<ul style="list-style-type: none"> Revised the requirements for special recruitment Simplified the process of recruitment for civil servants in technical service
<p>Kim Young-sam Administration (Feb. 1993 – Feb. 1998)</p>	<ul style="list-style-type: none"> Created a more encouraging work environment in the civil service Enhanced the competitiveness and expertise of civil servants
<p>Kim Dae-jung Administration (Feb. 1998 – Feb. 2003)</p>	<ul style="list-style-type: none"> Reorganized the central civil service management agencies Introduced the Open Competitive Position System and the Public Service Aptitude Test
<p>Roh Moo-hyun Administration (Feb. 2003 – Feb. 2008)</p>	<ul style="list-style-type: none"> Unified the central civil service management agencies Introduced the Senior Civil Service System
<p>Lee Myung-bak Administration (Feb. 2008 – Feb. 2013)</p>	<ul style="list-style-type: none"> Reorganized the central civil service management agency Diversified the recruitment system
<p>Park Geun-hye Administration (Feb. 2013 – May 2017)</p>	<ul style="list-style-type: none"> Promoted recruitment based on public service values Enhanced the openness of government posts
<p>Moon Jae-in Administration (May 2017 –)</p>	<ul style="list-style-type: none"> Reduced the timeframe of each open competitive exam Improved the recruitment system and recruitment operations process





Chronological Development of the Recruitment System

First – Third Republic (Jul. 1948 – Dec. 1972)

Under the First Republic, the Higher Civil Service Exam Commission and the Ministry of Government Administration served as the central civil service management agencies under the Government Organization Act. After a series of reorganizations, the Cabinet Office became the new Ministry of Government Administration in December 1962, which governed the Republic's civil service recruitment, personnel management, structuring of administrative agencies, management of government job quota, management of awards, civil servant pension, etc.

● Open Recruitment Principle

The civil service recruitment system had been based on the open recruitment principle since the beginning of the First Republic on August 15, 1948, but most government posts were filled after document screening only and few were recruited through competitive exams. Only 5% of the government posts were filled through open competitive exams while most Grade 5 civil servants (currently Grade 9) were recruited without needing to pass exams, as the exam system for Grade 5 was not in place at the time.

● Reformation of the Civil Service Administration

Beginning in 1961, the Third Republic carried out massive reformation to the country's civil service administration amid overall reform of the government administration. The State Public Officials Act was amended to promote political impartiality of the civil service and attract talented people to government posts. Key amendments included the introduction of open competitive exams and of education and training programs, improved guarantee of public officials' status, pay raises, and enhanced pensions.

● Adoption of the Recruitment Exams System

The Higher Civil Service Exams for Administrative Posts and the General Civil Service Exams were repealed and a new recruitment exam system was adopted. The new system consisted of open competitive recruitment exams and a special recruitment process. Those who passed open competitive recruitment exams were given priority in the hiring process.

○ Expansion of the Special Recruitment System

From December 1963, the Special Recruitment System provided detailed guidelines on reappointment of retired public officials as well as on appointment of those with credentials, research performance, and academic degrees beyond the master's level. In addition, civil servants employed in local posts were allowed to transfer to central government posts under the Special Recruitment System from 1965. In 1972, the Decree on the Appointment of Public Officials was amended to eliminate educational background restrictions from the exam eligibility requirements.

Fourth Republic (Dec. 1972 – Feb. 1981)

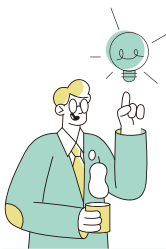
During the Fourth Republic, the country's civil service personnel management changed to reflect the government's focus on efficiency, effectiveness and democratic values. In particular, expertise and openness became important criteria in reorganizing the civil service personnel management system.

○ Introduction of the Non-regular Civil Servant Hiring System

The country introduced the Contractual Hiring of Non-regular Civil Servants System in 1973 to bring expertise to the civil service. Under this system, domestic and foreign scientists and technicians were employed for national research or technology projects. People with foreign language skills and academic achievements in science were also recruited through this system.

○ Recruitment of Talent in Special Fields of Service

In 1973, the Presidential Decree on Public Officials Appointment Examinations was amended to separate the Higher Civil Service Exams, Higher Diplomatic Service Exams and Higher Technical Civil Service Exams. In 1978, the State Public Officials Act was revised to attract talent to special fields of civil service, for instance, by appointing those who received an academic scholarship to special government posts.



Note

The Regulations for Contract Staff, enacted on Nov. 29, 1973, is the first law prescribing the rule on contractual hiring of civil servants. The law was revised as the Regulations for Contract Public Servants in 1998, and repealed in 2013.



Chronological Development of the Recruitment System

Fifth Republic (Feb. 1981 – Feb. 1988)

During the Fifth Republic, the State Public Officials Act was amended to expand the classification of grades from five (Grades 1 - 5) to nine (Grades 1 - 9) and establish the Career Public Servant System. Also, under the amended Act, civil servants are classified into those in career service and those in non-career service.

Civil Servants in Career Service

- Civil servants appointed based on merit and qualifications, whose status is guaranteed, and expected to work in the civil service until retirement
- Civil servants in general service, in charge of technical, research, or administrative affairs
- Civil servants in special service, whose qualifications, status, and employment conditions are governed by the special law

Civil Servants in Non-career Service

- Civil servants in political service who are appointed through elections or by the National Assembly
- Civil servants in special government service, including the secretaries who assist the members of the National Assembly

Changes to the Classification of Grades

1949 - Apr. 1981



May 1981 - Present

Grade 1

Grade 2 Type A

Grade 2 Type B

Grade 3 Type A

Grade 3 Type B

Grade 4 Type A

Grade 4 Type B

Grade 5 Type A

Grade 5 Type B

Grade 1

Grade 2

Grade 3

Grade 4

Grade 5

Grade 6

Grade 7

Grade 8

Grade 9



* From 2006, deputy minister and director-general level officers at ministries and central agencies (Grades 1-3) are no longer classified into grades and collectively grouped as the Senior Civil Service.

○ Improvement of the Promotion System

During the Fifth Republic, the promotion system was revised to ensure that promotion and appointment of civil servants are based on reasonable criteria. Under the new system, promotion to Grade 3 or above is made based on competence and experience, and promotion to Grade 5 is made through a general promotion exam or open competitive promotion exam.

○ Amendment of the Special Recruitment System

In 1981, the Special Recruitment System was amended to include 12 new special provisions such as the appointment of those who live in specific regions. In addition, certain affirmative action provisions for social minorities, such as people with disabilities and women, and the recruitment system for regional talent were adopted.



Roh Tae-woo Administration (Feb. 1988 – Feb. 1993)

After the reorganization of the central administrative agencies, the Ministry of Government Administration was tasked with overseeing the recruitment of civil servants. The administrative job series were further classified into the educational administration, social welfare, labor, culture, and public information job series.

○ Revision of the Special Recruitment Requirements and Simplification of the Recruitment Process

Under the amended State Public Officials Act in 1991, the requirements for special recruitment were revised to fill certain technical service jobs and special expertise areas with outstanding talent which previously could not be hired through open competitive exams. In 1985, civil servants in labor service were categorized as those in technical service, and the process of recruitment for the latter was simplified. Also, graduates of a vocational high school could be specially recruited as civil servants in technical service. The special recruitment scheme for those who have a degree in science and technology, international trade, environment or transportation allowed the accommodation of talent capable of handling global affairs.

Chronological Development of the Recruitment System

Kim Young-sam Administration (Feb. 1993 – Feb. 1998)

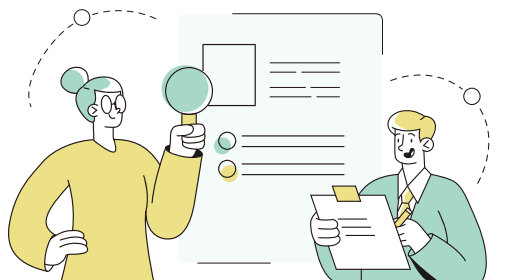
The Ministry of Government Administration continued to oversee the recruitment exams for civil servants in administrative agencies, but the amended Presidential Decree provided that the head of a responsible administrative agency shall oversee the recruitment exams for civil servants of Grades 6-9 in non-administrative service and those in technical service.

○ Promotion of a Better Work Environment in the Civil Service

To create a more encouraging work environment in the civil service, the amended State Public Officials Act in 1994 improved the promotion exam for Grade 5 civil servants and provided legal grounds for payment of performance-based bonuses to those with outstanding work performance. Also, with the nuclear family becoming common in Korean society, the amended Act provided a new provision on childcare and family-care leave to help civil servants raise children and care for their families. To guarantee civil servants' status and protect their rights, strict conditions for release from positions were introduced.

○ Enhanced Competitiveness and Expertise

With rapid changes in the administrative environment, there was a growing need to enhance the competitiveness and expertise of the civil service. The amended State Public Officials Act in 1997 provided new guidelines on the secondment of experts from the private sector to the civil service and expanded the scope of recruitment of civil servants in professional service.



Kim Dae-jung Administration (Feb. 1998 – Feb. 2003)

As soon as the Kim Dae-jung Administration was inaugurated in February 1998, the Government Organization Act was comprehensively amended. Under the amended Act, the Ministry of Government Administration, which served as the country's central civil service management agency for more than 30 years, was merged with the Ministry of Home Affairs to become the Ministry of Government Administration and Home Affairs (MOGAHA). However, as the primary role of MOGAHA was to ensure the safety of society at large through disaster management and public security efforts, some suggested that an independent agency should be designated to perform civil service administration more responsibly.

○ Reorganization of the Central Civil Service Management Agency

After the reorganization of the administrative agencies on May 24, 1999, the Civil Service Commission (CSC) was established as the review and decision-making agency directly under the President. Accordingly, two agencies – MOGAHA and the CSC – were responsible for civil service personnel management. This dual system continued for five years until it was unified into the CSC in 2004.

Key Roles of the CSC

- Perform personnel management functions as a quasi-legislative consensus-based administrative agency
 - ✔ Set basic guidelines on the operation of personnel administration and public HR policy
 - ✔ Enact, amend, and abolish personnel management related laws and regulations
 - ✔ Review and determine matters related to the appointment and promotion standards applicable to Grade 3 or higher civil servants

Key Roles of MOGAHA

- Enforce personnel management related laws and regulations
- Handle general recruitment services, administer recruitment exams for civil servants of Grade 5 or higher, and make recommendations for appointment
- Manage recruitment education and training, competence development programs, and the civil servant pension
- Manage disciplinary measures and the Appeals Review Committee

Note

The CSC was a non-independent and consensus-based central administrative agency directly under the President, established with the aim of eradicating favoritism in civil servant appointments and enhancing fairness and impartiality in personnel management administration.



Chronological Development of the Recruitment System

● Introduction of the Open Competitive Position System

Right after the inauguration of the Administration, the Open Competitive Position System was introduced as part of the government's 100 key agenda items. From November 1998 to March 1999, the Planning and Budget Commission conducted a government organization diagnosis and announced 161 positions recruitable through open competition. Based on the results of the diagnosis, relevant ministries and experts from academia, media, civic groups had a series of discussions to designate 129 positions in 38 ministries and agencies as open competitive positions on November 15, 1999, and make the CSC oversee the Open Competitive Position System.

Enactment and Implementation of Relevant Provisions

- Provided legal grounds for the Open Competitive Position System in the State Public Officials Act (1999)
- Enacted the Presidential Regulations on the Operation of the Open Competitive Position System, Etc. (2000)
 - ✓ Based on the decision by the CSC
 - ✓ Also based on decisions by relevant ministries and experts from academia and the private sector

● Introduction of the Public Service Aptitude Test

Under the amended Presidential Decree on Public Officials Appointment Examinations in 2002, the Public Service Aptitude Test (PSAT) was introduced as part of Grade 5 recruitment exams, and TOEIC, TOEFL, TEPS, etc. were substituted for the English proficiency test. Also, the recruitment quota for women (1996) was transformed into the recruitment quota for gender equality.



● What is the PSAT?

The PSAT is a set of comprehensive examinations to assess an applicant's basic knowledge, aptitude and attitude required in the field of civil service.

- Areas of assessment: linguistic logic, data interpretation and situational judgment

Roh Moo-hyun Administration (Feb. 2003 – Feb. 2008)

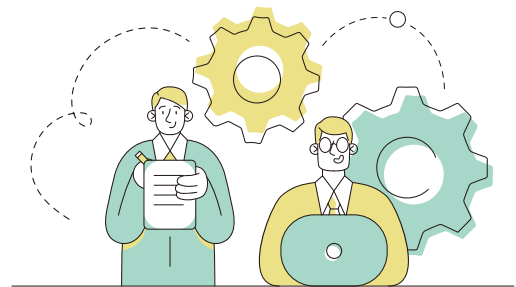
On June 12, 2004, general personnel management, education and training, administration of recruitment exams and appeals review functions were transferred from MOGAHA to the CSC. Thus, the central civil service management agencies were unified into one agency.

● Introduction of the Concept of Job Grade

Under the amended Presidential Decree on Public Officials Appointment Examinations in 2003, the Higher Technical Public Service Exams were integrated into the Higher Civil Service Exams. In addition, the amended State Public Officials Act (2005) introduced the concept of job grades, and provided legal grounds for affirmative action measures for people with disabilities, preferential hiring of those who majored in science and technology, the gender equality hiring policy, and special recruitment of regional talent.

● Introduction of the Senior Civil Service

The amended State Public Officials Act (2005) introduced the Senior Civil Service to appoint high-ranking officials at the deputy minister and director-general levels who perform key policy roles across the government and to enhance openness and competition in the civil service.





Chronological Development of the Recruitment System

Lee Myung-bak Administration (Feb. 2008 – Feb. 2013)

After the inauguration of the Lee Myung-bak Administration, the CSC was abolished and all matters handled by the CSC were transferred to the Ministry of the Interior and Safety (MOIS), the new civil service personnel management agency.

○ Increased Autonomy of Personnel Management at the Ministry and Agency Level

MOIS expanded civil servant recruitment through an administrative internship program. General management of the Senior Civil Service was transferred to relevant ministries and agencies, while MOIS continued to oversee competency assessment and qualification reviews, to ensure autonomy of personnel management. MOIS also introduced a recruitment scheme that allows each ministry to select applicants based on its needs and circumstances and fill job vacancies autonomously.

○ Reform of the Recruitment System

Major policies to reform the country's civil service management were developed and introduced with the aim of forming an efficient government organization, capable of adapting to a changing environment, and of discovering and nurturing 'core talent' outside of the mass open recruitment process.

Recruitment of Professionals from the Private Sector

- Introduced the recruitment exams for experienced professionals from the private sector for Grade 5
 - ✔ Recruitment of experienced professionals from the private sector with credentials, academic degrees, and research/work experience
- Renamed 'The Higher Civil Service Exams' → 'Open Competitive Exams for Grade 5'
- Revised the exams for the selection of diplomats
 - ✔ Recruitment of a wide range of competent professionals, e.g. regional experts and those proficient in a foreign language other than English

Extension of Open Competitive Positions

- Extended open positions to director level jobs
- Allowed persons recruited to an open position to switch to a career service position if work performance is evaluated as outstanding

Recruitment for Enhanced Social Equity

- Revised the recruitment system based on the recommendation of regional talent and increased the number of recruits
- Introduced the recruitment system based on the recommendation of skilled talent and of regional talent for Grade 9 civil servants in general service
- Increased recruitment of people with disabilities

Park Geun-hye Administration (Feb. 2013 – May 2017)

The central administrative agencies underwent another reorganization in the wake of the Sewol Ferry disaster. The Ministry of Security and Public Administration was separated into the Ministry of Government Administration and Home Affairs, the Ministry of Public Safety and Security for public safety functions (merged with the National Fire Agency and Korea Coast Guard), and the Ministry of Personnel Management (MPM) for public human resources management.

○ Innovation in Various Areas

The MPM was launched in 2014 when the public's expectation and hope for civil service innovation was high. To realize the goal of establishing a future-oriented civil service with global competitiveness, the MPM created a '3-year Roadmap for Public Service HR Innovation.' The Roadmap defined the ideal civil service values, improved the HR system to promote expertise and competitiveness, and fostered the free exchange of talent between the public and private sectors. In terms of recruitment, a wide range of measures for HR innovation were taken, such as hiring talent with good civil service values, recruiting outstanding human resources from the private sector, and expanding the recruitment schemes for social integration (i.e. recruitment of people with disabilities and people from low-income backgrounds).

Recruitment Based on Public Service Values

- Changed the exam format to enable recruitment based on an applicant's public service values, such as historical perspective and national identity
 - ☑ Constitution and Korean history were added as exam subjects
- Developed and employed various types of interview questions and assessment methods to identify an applicant's civil service values during interview tests

Increased Openness of Civil Service

- Competitive exams for experienced professionals were extended to all grades, and the relevant recruitment process was improved
- The Open Competitive Position for Experienced Professionals System, under which only applicants from the private sector can apply for open positions, was introduced

Recruitment for Social Integration

Increased recruitment opportunities for people with disabilities, people from low-income backgrounds, North Korean defectors, foreign citizens, dual nationals, etc.





Chronological Development of the Recruitment System

Moon Jae-in Administration (May 2017 –)

The Moon Jae-in Administration is the first in the history of the Korean Constitution that was elected to fill a vacancy in the presidency. Unlike previous governments, the Moon Jae-in Administration started its term without establishing a new public service commission. Under the Government Innovation Master Plan, the Administration is making integrated efforts to pursue public HR innovation in order to better serve its people, to earn public trust and to build a competent civil service.

○ Promotion of Fair Recruitment Culture

The MPM is making a wide range of efforts to eradicate irregularities in public recruitment and promote a fair recruitment culture across all government ministries and agencies. It has published brochures about fair recruitment, organized workshops and consultations, and revamped the overall recruitment system and process. Such effort has greatly improved the efficiency of the application process and recruitment operation, and reduced social costs.

Publication of Brochures on Fair Recruitment

To promote a fair recruitment culture, the MPM has published a series of guide brochures providing a summary of a fair recruitment process, utilizing its decades-long experience in administering open recruitment exams. In addition, the MPM has hosted workshops and customized consultations on fair recruitment for HR managers at government ministries and public agencies.

Reduction of Exam Timeframe

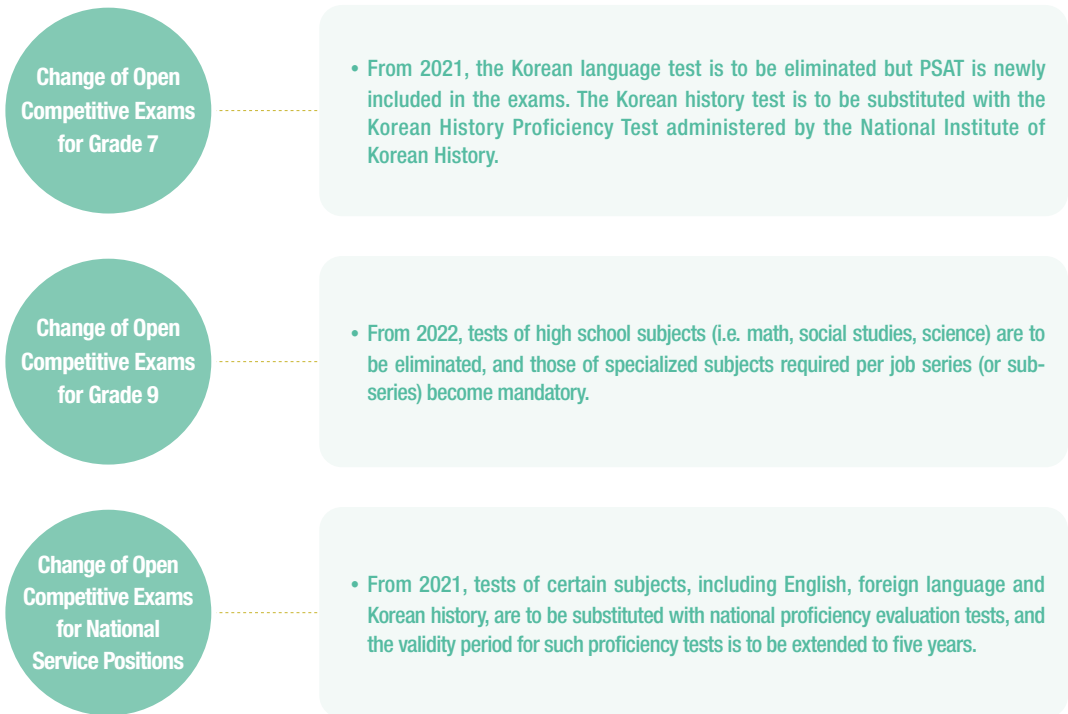
The MPM overhauled the civil service recruitment system in order to select applicants based on their competence and build a fair and transparent public HR management system. It reduced the timeframe for each open competitive exam by more than two months (281 days saved in total), enhancing applicant convenience and saving an estimated KRW 655 billion in social costs per year.

Improved Recruitment Operations Process

The MPM improved recruitment operations process by making online application for exams available 24/7. Also, for the convenience of applicants with physical disabilities, the MPM allows them to apply for exam assistance, e.g. test materials in large fonts, in advance and provides support on the day of their exam.

○ Improvement of the Recruitment System

The MPM revised the recruitment system, for example, by reorganizing the exam subjects to make the civil service recruitment exams consistent with those of the private sector and thereby lessen the burden of the applicants. Under the revised recruitment system, applicants can focus more on preparing for certain specialized subjects required per job series (or sub-series), and government jobs are increasingly filled with people armed with professional knowledge.



PART
2

TYPES & METHODS

Types of Recruitment Exams
and Selection Methods

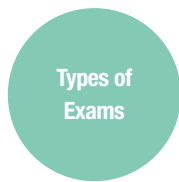




Classification of Recruitment Exams

The Republic of Korea's civil servant recruitment exams are classified into those overseen and administered by the MPM and the ministers of relevant ministries and agencies.

Recruitment Exams Administered by the MPM



- Open competitive exams for Grade 5 or above
- Competitive exams for experienced professionals for Grade 5 (excluding contractual basis positions)

• Legal grounds: Article 3, Paragraph 1, Subparagraph 1 of the Decree on Public Officials Appointment Examinations

Open competitive exams for Grade 6 or below in the following job series:
 Corrections, protection, prosecution, narcotics investigation, immigration control, administration, tax, customs, social welfare, audit, industry (general machinery, electricity, chemical engineering), agriculture (general agriculture), infrastructure (urban planning, general civil engineering, architecture, traffic facilities, urban transportation planning), computerization

• Legal grounds: Article 3, Paragraph 1, Subparagraph 2 of the Decree on Public Officials Appointment Examinations

Open competitive exams for foreign service officers and exams for the selection of diplomat candidates

• Legal grounds: Article 3, Paragraph 1, Subparagraph 3 of the Decree on Public Officials Appointment Examinations

Special recruitment exams for government scholarship recipients

• Legal grounds: Article 26, Paragraph 3 of the Decree on Public Officials Appointment Examinations

Special recruitment exams deemed necessary by the MPM

• Legal grounds: Article 34, Paragraph 1 of the State Public Officials Act and Article 26, Paragraph 3 of the Decree on Public Officials Appointment Examinations



Classification of Recruitment Exams

Recruitment Exams Administered by the Ministers of Relevant Ministry and Agency

Except for those administered by the MPM, all other recruitment exams are administered by the ministers of relevant ministries and agencies. For example, the National Police Agency or the Korea Coast Guard oversee the recruitment exams for civil servants in police service, and the Ministry of National Defense recruits career soldiers and civilian personnel in military service.

Recruitment Exams Administered by Relevant Ministers

- Exams are administered in accordance with an HR management plan prepared under Article 8 of the Decree on the Appointment of Public Officials
- Legal grounds: Article 3, Paragraph 1 of the Decree on Public Officials Appointment Examinations
- If deemed necessary, the head of the relevant ministry may administer whole exams or part of the exams in association with the head of another ministry or a private organization, or entrust the exams to such party
- Legal grounds: Article 3, Paragraph 3 of the Decree on Public Officials Appointment Examinations
- Under Article 5 of the Decree on the Appointment of Public Officials, the head of the relevant ministry may delegate his/her authority to administer the exams to the head of an agency possessing the right to appoint civil servants or the head of such agency's superior authority
- Legal grounds: Article 3, Paragraph 2 of the Decree on Public Officials Appointment Examinations
- When the head of relevant ministry needs to fill vacancies urgently or recruit people for special fields or specific positions, he/she may administer competitive exams for experienced professionals for Grade 5 after consultation with the MPM
- Legal grounds: Article 3, Paragraph 4 of the Decree on Public Officials Appointment Examinations

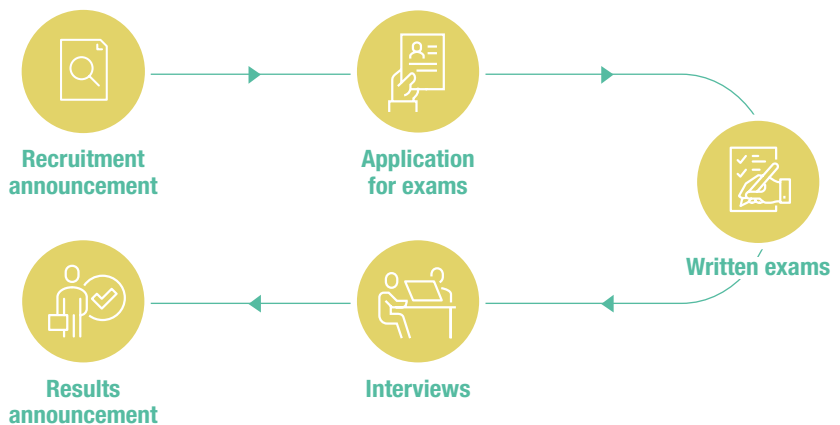
Depending on the examination methods used, the civil service recruitment exams are categorized into open competitive recruitment exams and competitive exams for experienced professionals.

Open Competitive Recruitment Exams

Article 28-1 of the State Public Officials Act and Articles 22 and 24 of the Decree on Public Officials Appointment Examinations

The open competitive recruitment exams constitute a recruitment system that selects applicants based on the results of written exams and interviews without requiring any other qualifications. Anyone aged 20 or older can apply for the exams for Grades 5 and 7, while the exams for Grade 9 are open to anyone aged 18 or older. The number of recruits varies from year to year, and in 2019, a total of 6,117 civil servants were recruited through the open competitive recruitment exams, with 370 for Grade 5, 760 for Grade 7, and 4,987 for Grade 9. The number of applicants to be selected and the exam dates are announced at the beginning of each year by the Minister of Personnel Management. The exam subjects and selection criteria are prescribed by the relevant laws.

Process of Open Competitive Recruitment Exams





Classification of Recruitment Exams

○ Open Competitive Exams for Grade 5

The open competitive exams for Grade 5 consist of written exams and interviews. The exams are administered over three rounds, i.e. multiple-choice tests, essay tests and interviews, to assess the applicant's competence. The exams are conducted to evaluate the applicant's capability and knowledge required to plan and manage government policy.

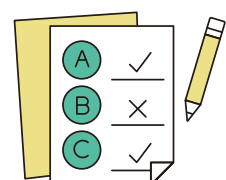
Type	Exam Method	Exam Subjects
1 st round	Multiple-choice tests	PSAT (linguistic logic, data interpretation, situational judgment), Constitution, English (substituted with an English proficiency test) & Korean history (substituted with the Korean History Proficiency Test) * PSAT (Public Service Aptitude Test) is a comprehensive exam to assess the applicant's basic knowledge, aptitude and attitude required to perform public service. It consists of linguistic logic, data interpretation, and situational judgment.
2 nd round	Essay tests	(General administration) Economics, administrative law, public administration & politics + 1 optional choice (policy science, social science research methodology, etc.)
3 rd round	Competency-based interviews	Group discussion, presentation on policy tasks & individual interview

○ Open Competitive Exams for Grades 7 & 9

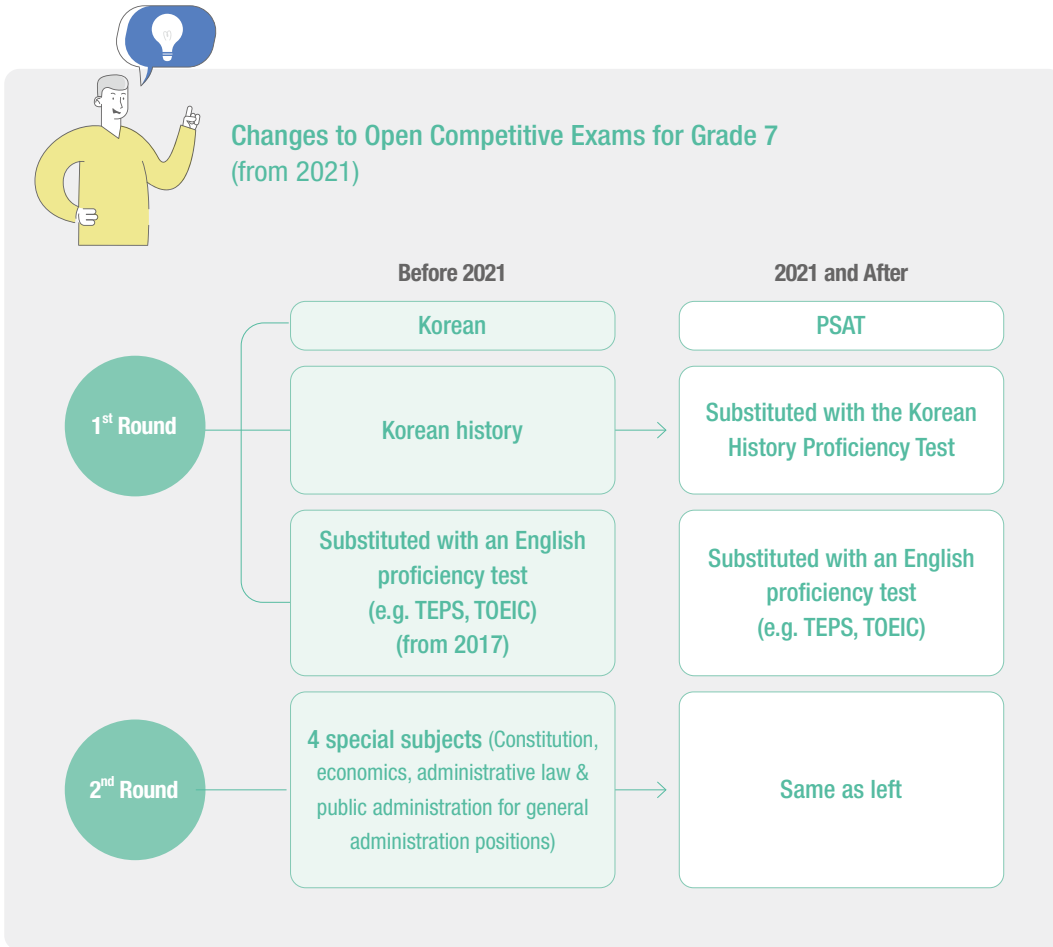
The open competitive exams for Grades 7 and 9 consist of written exams (1st round) and interviews (2nd round). The exams for Grade 7 evaluate the applicant's capability and knowledge required to perform specialized administrative tasks, while the exams for Grade 9 assess the applicant's basic capability and knowledge required to perform general administrative tasks. Thus, the exam subjects and interview methods vary from class to class.

Type	Exam Method	Exam Subjects
Written exams	Multiple-choice tests	Grade 7 in general administration: Korean, Korean history, Constitution, economics, administrative law, public administration & English (substituted with an English proficiency test)
		Grade 9 in general administration: (mandatory) Korean, English & Korean history, (2 optional choices from) introduction to public administration, introduction to administrative law, math, social studies & science
Interviews	Competency-based interviews	Grade 7: Group discussion, presentation on policy tasks & individual interview
		Grade 9: 5-minute presentation & individual interview

* From 2022, high school subjects (i.e. math, social studies, science) are to be excluded from Grade 9 exams



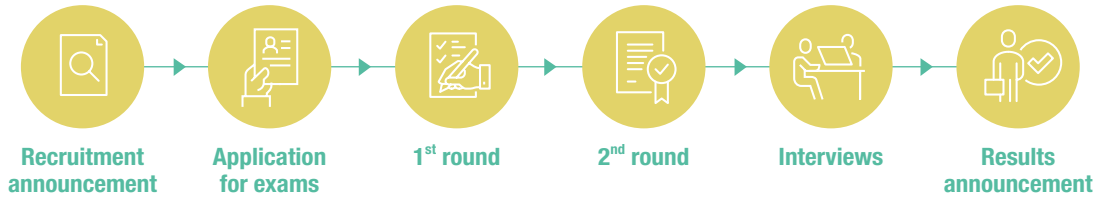
Classification of Recruitment Exams



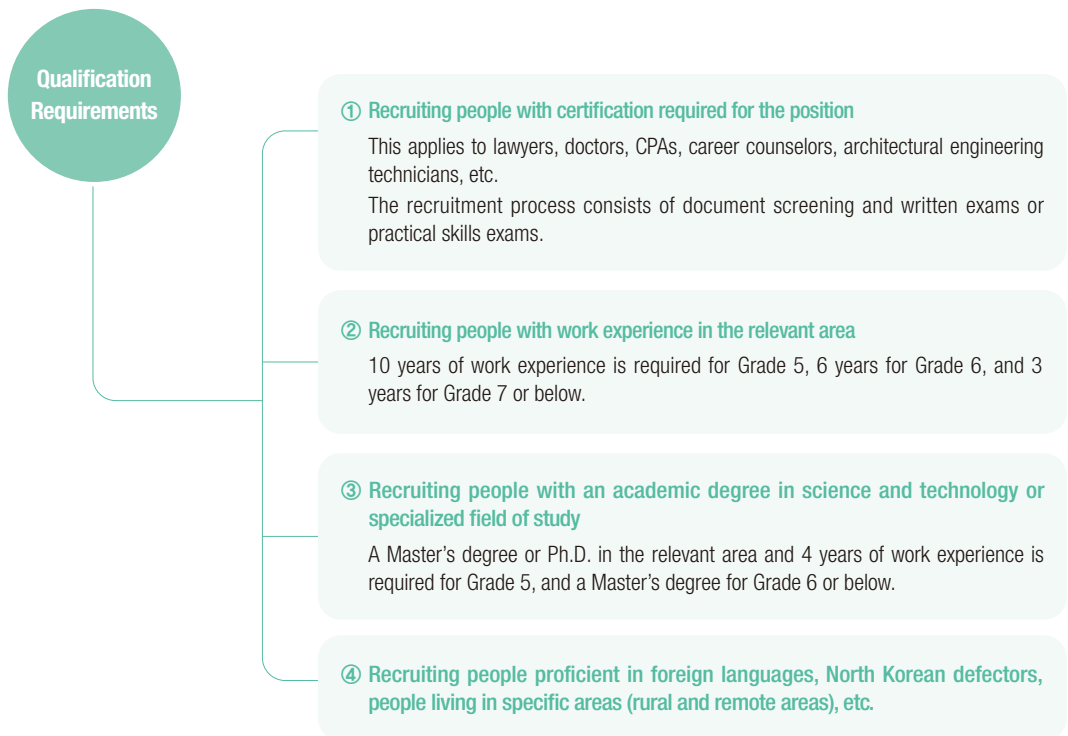
Competitive Recruitment Exams for Experienced Professionals

The competitive recruitment exams for experienced professionals are designed to recruit applicants for certain positions that cannot be filled through the open competitive exams with those who have specific qualifications or work experience. The exams are open to all classes. In most cases, relevant ministries and agencies are responsible for administering the exams, but for Grades 5 and 7, recruitment of professionals from the private sector is managed by the MPM. When relevant ministries and agencies are in charge, they make recruitment announcements on the government job website (www.gojobs.go.kr), and conduct document screening or written exams, followed by interviews.

Process of Competitive Recruitment Exams for Experienced Professionals



* Some steps in the process may be omitted depending on qualification requirements



DIVERSITY & EXPERTISE

Recruitment System to Enhance Diversity
and Expertise in the Civil Service

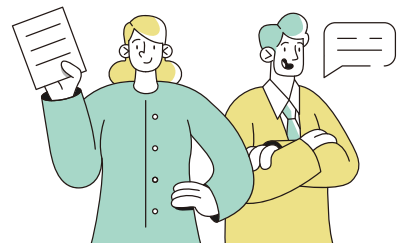
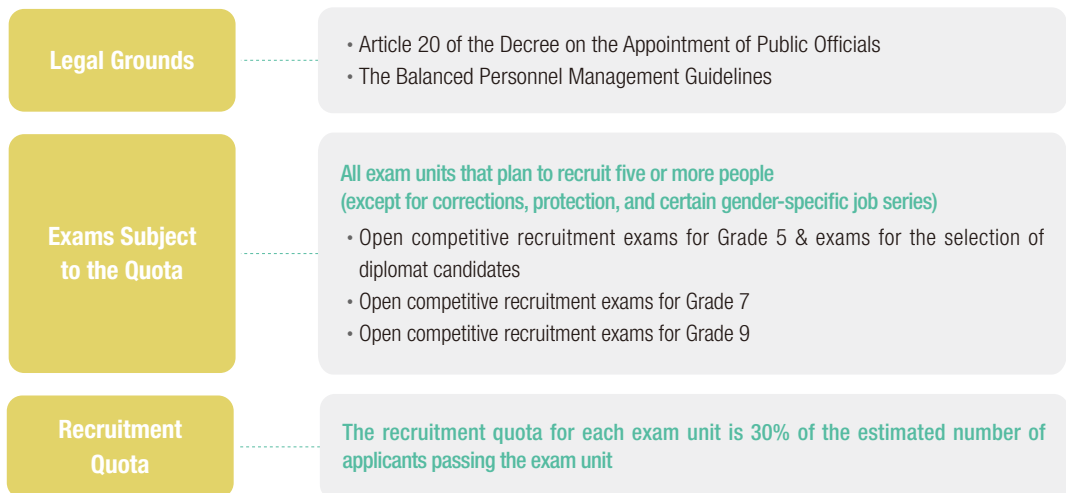




Recruitment Quota for Gender Equality

In 1996, the Korean government introduced the 'Recruitment Quota for Women Civil Servants' to encourage women to seek jobs in government office and thereby realize gender equality in the civil service. Under the system, women were proactively recruited until the number of new hires met the annual quota.

As women's participation in the job market grew, the government changed the system to the 'Recruitment Quota for Gender Equality' in 2003 by setting quotas for both genders. The revised system set the quotas for both genders at 30% for the open competitive recruitment exams for Grades 5, 7, and 9. From 2003 to 2019, a total of 559 (348 women and 211 men) were hired additionally to meet the quota for gender balance.





Recruitment System for Promotion of Diversity

Recruitment of People with Disabilities

The recruitment system for people with disabilities is the government's first attempt to implement balanced HR policy. In 1989, a system for separate recruitment of people with disabilities was introduced to provide more government job opportunities to those who had been underrepresented in the civil service. A year later in 1990, a mandatory employment scheme was adopted, and employment of people with disabilities became mandatory across all government ministries in 2000.

Beginning from 2008, certain competitive exams for experienced professionals have been open exclusively to people with severe disabilities. These exams complement the separate recruitment scheme that had mostly hired people with minor disabilities and aim to help those with severe disabilities secure government jobs and develop self-reliance. In 2015, the government introduced the workplace personal assistance service, and has provided assistive technology devices for civil servants with disabilities to help them carry out tasks smoothly.

○ Separate Recruitment of People with Disabilities

Under the separate recruitment of people with disabilities scheme, exams are administered separately for people with disabilities to meet a certain quota hired through open competitive exams. Every year, the government employs applicants with disabilities at twice the rate of the mandatory employment ratio (3.4% for 2019).

In 2019, the government's goal was to recruit 334 people with disabilities, 6.9% of total planned recruits; 304 were actually recruited. Applicants with physical disabilities are provided with a wide range of assistance during written exams and interviews depending on the type and severity of disabilities, including test materials in large fonts or in braille format, wheelchair accessible desks, computers with voice assistance, writing assistance, extended test time, etc.

Legal Grounds

- Article 27 of the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities
- Article 26 of the State Public Officials Act
- Article 2 of the Decree on Public Officials Appointment Examinations
- The Balanced Personnel Management Guidelines

Eligibility

People with disabilities as defined by the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities

Anyone who falls under the category prescribed in Article 2 of the Enforcement Decree on the Act on Welfare of Persons with Disabilities and Article 14-3 of the Enforcement Decree on the Act on the Honorable Treatment of and Support for Patriots and Veterans can apply for separate recruitment exams.

Recruitment Methods Recruitment methods are the same as those of general open competitive exams, except that the exams are for people with disabilities only.

Competitive Recruitment Exams for Experienced Professionals with Severe Disabilities

Under this scheme, experienced professionals with severe disabilities are selected through document screening and interviews, without needing to take written exams. From 2008 to 2019, a total of 284 people with severe disabilities were hired for government posts.

Legal Grounds

- Article 26 of the State Public Officials Act
- Article 20-3 of the Decree on Public Officials Appointment Examinations
- The Balanced Personnel Management Guidelines

Eligibility People with severe disabilities as defined by Article 4 of the Enforcement Decree on the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities

Recruitment Methods

- Recruitment methods are the same as those of general competitive exams for experienced professionals prescribed in Article 28-2 of the State Public Officials Act (Subparagraphs 1 – 13), except that the exams are for persons with severe disabilities only.
- The head of the exam administering agency determines the job positions, requirements of each job position and other relevant matters in relation to the exams for experienced professionals with severe disabilities.



Mandatory Employment of People with Disabilities (Article 27 of the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities)

- Mandatory employment rate: More than 3.4% of the total number of civil servants employed at an agency (from 2019)
- Mandatory recruitment rate: More than 3.4% of planned recruits. However, if the ratio of civil servants with disabilities is less than 3.4% of total employment, the mandatory recruitment rate doubles to 6.8%



Recruitment System for Promotion of Diversity

Recruitment of Regional Talent

The recruitment system for regional and local talent aims to enhance local representation among civil servants and realize balanced development of the country. The recruitment system based on the recommendation of regional talent has been in place since 2005 as an internship-based program. Also, beginning in 2007, open competitive exams introduced the recruitment quota for regional talent, enabling graduates of local schools to join the civil service.

○ Recruitment Quota for Regional Talent

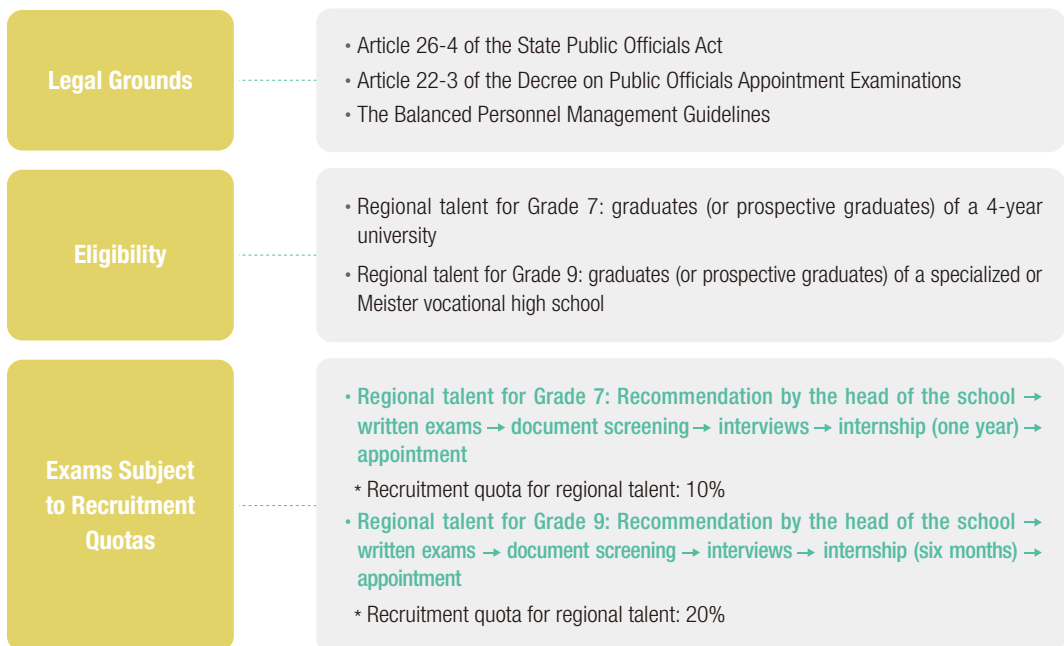
Under the recruitment quota system for regional talent, recruitment is carried out until the number of new recruits meets the specified quota. The purpose of this scheme is to increase opportunities for regional talent to secure government jobs. The scheme was introduced as part of the open competitive exams for Grade 5 and was further incorporated into the open competitive exams for Grade 7 in 2015.



Legal Grounds	<ul style="list-style-type: none">• Article 20-2 of the Decree on Public Officials Appointment Examinations• The Balanced Personnel Management Guidelines
Eligibility	<ul style="list-style-type: none">• Anyone who graduated (or is scheduled to graduate) from, dropped out or is attending a school (or has taken a leave of absence) located outside of Seoul ("a local school")
Exams Subject to Recruitment Quotas	<p>Open competitive recruitment exams for Grades 5 and 7 and exams for the selection of diplomat candidates</p> <ul style="list-style-type: none">• All exam units that plan to recruit ten or more people (except for the separate recruitment by region)
Recruitment Quotas	<ul style="list-style-type: none">• 20% for open competitive recruitment exams for Grade 5 and exams for the selection of diplomat candidates• 30% for open competitive recruitment exams for Grade 7

○ Recruitment Based on Recommendation of Regional Talent

The recruitment scheme based on the recommendation of regional talent aims to enhance local representation among civil servants and help people with high school educations secure government jobs. To ensure balanced selection, applicants from a particular city or province can be recruited only up to a certain quota. Selected applicants work as interns for a probationary period before they are evaluated and officially hired as civil servants in general service. This scheme was applied to recruitment of Grade 6 when it was first introduced. It was expanded to recruitment of Grade 7 in 2010 and Grade 9 in 2012 to encourage the hiring of high school graduates.





Recruitment System for Promotion of Diversity

Social integration-oriented Recruitment

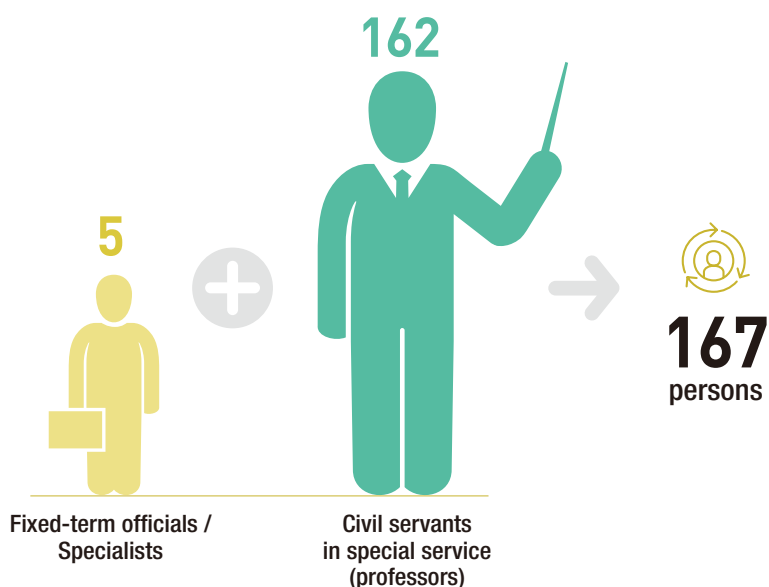
○ Separate Recruitment of People from Low-income Backgrounds

The government introduced the separate recruitment scheme for people from low-income backgrounds to the open competitive recruitment exams for Grade 9 to support economic self-reliance of low-income groups and promote social integration. Under this scheme, more than 2% of the planned recruits of Grade 9 should be earmarked for people from low-income backgrounds. Previously, the scheme was only applicable to benefit recipients under the National Basic Living Security Act; beginning from 2012, it covered those who receive state assistance under the Single Parent Family Support Act. Also, although the recruitment quota had been set at 1% before 2015, it was increased to 2% beginning from 2015.

○ Recruitment of Foreign Nationals and Dual Nationals

To enhance global competitiveness and promote diversity and expertise in the civil service, the government added the legal grounds on the appointment of foreign nationals in the State Public Officials Act in 2002. As of 2019, there were 167 foreign nationals in the Korean civil service.

Employment Status of Foreign Nationals (2019)





Promotion of Expertise and Openness in the Civil Service

Background and Recruitment Status

The Open Competitive Position System is a recruitment system geared to promote expertise in the civil service and strengthen the productivity of the government. Under the system, the government designates some of the deputy minister, director-general, and director level posts — positions with decision-making authority — as open competitive positions and recruits people from the public and private sectors through exams. The designation of open competitive positions is carried out at the administrative agency level; each agency selects positions requiring expertise or efficient policy-making capability in consideration of diverse factors including level of expertise, democratic process, the need for change, importance, adjustability, available resources from the private sector, etc. Selected positions are subject to an internal review by the ministry and agency and consultation with the MPM before official designation. Once designated, the positions are managed by the relevant ministry or agency's enforcement rules.

● Open Competitive Position System

In February 2000, the government for the first time designated 130 deputy minister and director-general level posts as open competitive positions. In 2011, it expanded the program further to mandatorily include director level posts. Currently, up to 20% of total Senior Civil Service and director level positions are filled through the Open Competitive Position System. Each ministry determines the rate independently and usually fills around 10% or more posts using the System.

As of the end of December 2019, a total of 458 posts at 46 ministries and agencies (177 at the Senior Civil Service and 281 at the director level) were designated and recruited through the Open Competitive Position System.

● Open Competitive Position for Experienced Professionals System

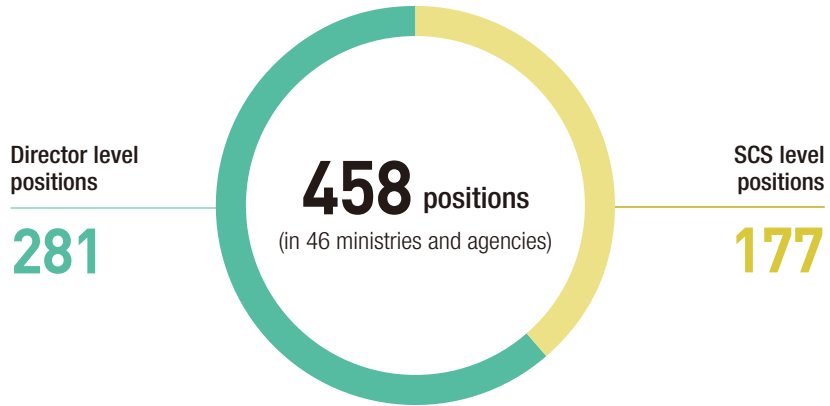
The Open Competitive Position for Experienced Professionals System, which is part of the Open Competitive Position System, aims to take advantage of the expertise and professional experience of the human resources in the private sector. The system is open to people from the private sector only.

As of 2019, a total of 174 posts (53 at the Senior Civil Service and 121 at the director level) are designated and filled through the Open Competitive Position for Experienced Professionals System.

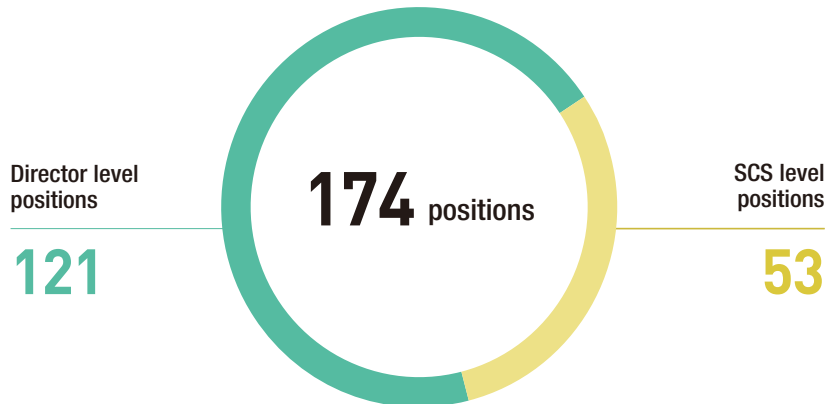


Promotion of Expertise and Openness in the Civil Service

Employment Status of Open Competitive Position System (as of Dec. 2019)



Employment Status of Open Competitive Position for Experienced Professionals System



● Application for Open Competitive Positions for Experienced Professionals

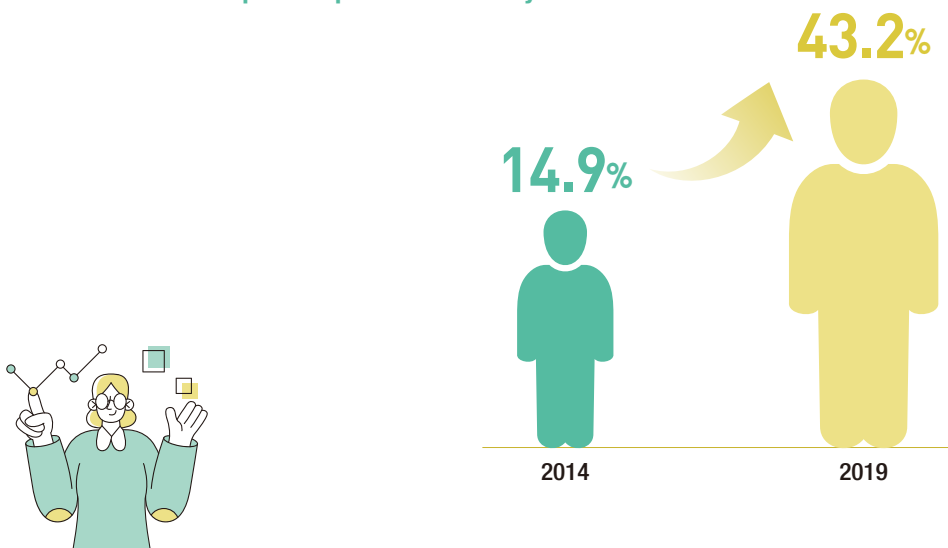
Positions subject to the Open Competitive Position for Experienced Professionals System are openly filled from the non-public sector (except for the faculty at national and public universities). Contract-based civil servants hired through the Open Competitive Position System are eligible to apply, and retired civil servants are also allowed to apply after three years have elapsed from their retirement.

○ Selection Process of the Open Competitive Position System

The selection of applicants for open competitive positions involves open recruitment from both the private and public sectors. Recruitment exams are administered by the Central Selection Exams Committee of the MPM to ensure fair and objective applicant selection. The ratio of recruitment from the private sector increased significantly from 14.9% in 2014 to 43.2% in 2019, signaling the government's achievements in the promotion of openness in the civil service.

Applicants who passed the recruitment exams are evaluated for their aptitude and capacity as director-general and director level officers based on competency assessments. Also, applicants for the Senior Civil Service are subject to a series of verification processes including a qualifications review before they are officially appointed at a relevant ministry or agency.

Growth in Recruitment from the Private Sector through the Open Competitive Position System



○ Central Selection Exams Committee

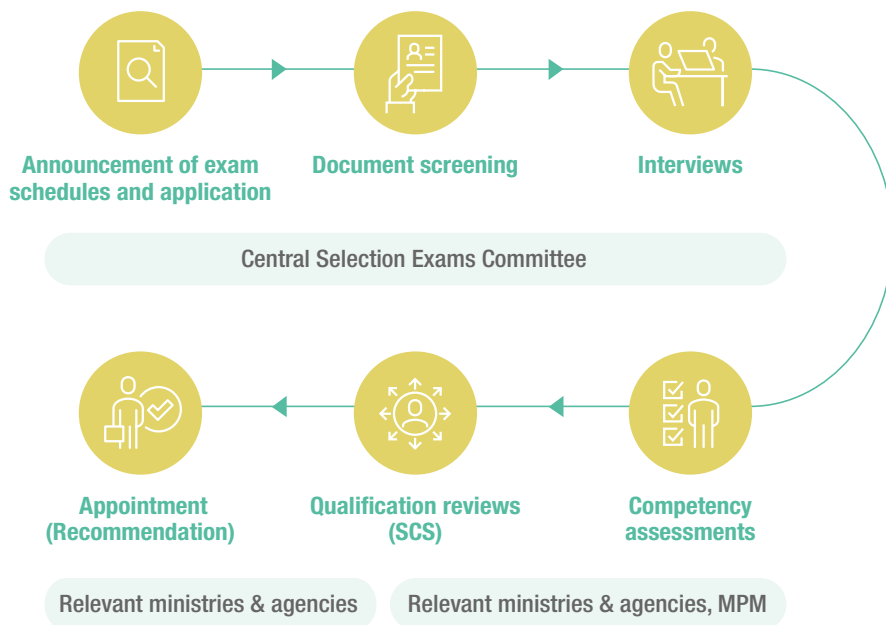
The Central Selection Exams Committee is an independent organization established under the MPM to administer recruitment exams for open competitive positions fairly and efficiently. The members of the committee consist of non-governmental persons (except for the faculty at national and public universities) who have sufficient knowledge and experience in the areas selected for recruitment or general recruitment including applicant selection and interviews, and of government officials from relevant ministries. The committee has at least five such members for each open competitive position considered. The Minister of Personnel Management appoints the Committee members, and the chairperson is elected by the members.

Promotion of Expertise and Openness in the Civil Service

Selection Process

Once the open application process is complete, the Central Selection Exams Committee proceeds with the selection process consisting of document screening and interviews. A portion of the open competitive positions are designated as open competitive positions for experienced professionals to attract outstanding human resources from the private sector and promote the openness of the civil service. When necessary, a headhunting process is involved to recruit the best possible talent from the private sector.

Selection Process for Open Competitive Positions



Selection through Private Headhunting

When recruiting non-governmental persons (except for the faculty at national and public universities) for open competitive positions, the government may waive the open application process and instead proceed to headhunting for experts from the private sector. Only document screening is conducted for recruitment of the Senior Civil Service positions, and both document screening and interviews for that of director level positions.

* Once the Central Selection Exams Committee completes the interviews, relevant ministries recommend candidates for selection. This is followed by competency assessments and qualifications reviews (for the Senior Civil Service positions) to wrap up the selection process.

Employment Period

Unless there are special provisions in other laws and regulations, the heads of relevant ministries determine the employment period. The mandatory period is a minimum of two years but less than five. If the person appointed is from the private sector, the initial employment period must be at least three years unless specifically determined otherwise (for instance, if the appointed person requests his or her employment period to be less than three years or is unable to work for three years under relevant laws).

● Extension of Employment Period

The employment period can be extended up to five years in total to allow the recruits to continue important projects, if their work performance during the initial employment period proves outstanding. For contract-based recruits appointed to open competitive positions, the total employment period can also be extended beyond five years if their work performance is outstanding. The period of extension, subject to agreement with the recruits, is limited to three years and can be renewed further.

● Transfer to General Service Positions

If a recruit from the private sector has shown outstanding job performance and approaches the end of his or her 3-year employment period, relevant ministers may transition the person to a general service position through competitive recruitment exams for experienced professionals. Ministers may also appoint the person to a higher grade (e.g. from Grade 4 to Grade 3) depending on the personnel resource status at relevant ministries if the recruit has accrued special achievements during the term of employment.



Achievements since Establishment

Since its establishment in November 2014, the MPM has recorded numerous achievements in spurring innovation in public personnel management; the MPM has recruited people who uphold public service values in order to promote diversity and openness in the civil service and expanded social integration-oriented recruitment initiatives such as recruitment for people with disabilities or from low-income backgrounds.

● Promotion of Fairness and Competence

In order to promote fairness in recruitment and competence in the civil service, the MPM announced in 2019 that tests of certain high school subjects, such as math, social studies and science, will be eliminated from recruitment exams for Grade 9 beginning from 2022 while those of special subjects required for specific job series will become mandatory. The MPM also changed the recruitment exams for Grade 7 to better assess the applicant's capability (from 2021). The MPM substituted the Korean test with the PSAT and the Korean history test with the Korean History Proficiency Test in order to make the public recruitment exams consistent with those of the private sector and lessen the burden on exam applicants.

● Convenience for Exam Applicants

The MPM improved the recruitment process to enhance convenience for the exam takers, for instance, by making online application accessible 24/7 and allowing people with disabilities to apply for exam assistance in advance. In addition, the MPM reduced the exam and selection process timeframe in 2018 by an average of 70 days for each exam (as of 2017, it took almost 9 months (i.e. 2,841 days) to complete the entire process), lessening the burden on applicants who have had to wait long periods of time in uncertainty to find out their exam results.

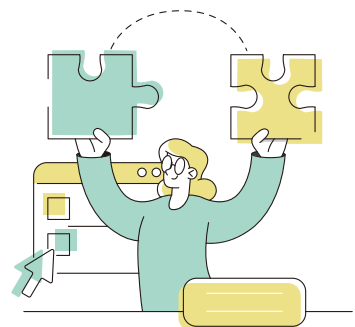
Also, the MPM has hosted consultations on fair recruitment for government ministries and agencies, local governments, and public agencies to share its know-how on fair administration of public recruitment exams, and published guide brochures on fair recruitment.

○ Diversity through Balanced Personnel Management

The MPM has made concrete efforts in promoting diversity in the civil service by expanding recruitment for women, people with disabilities, and regional talent. Also, the MPM drew up the First Basic Plan for Balanced Personnel Management to provide a mid to long-term blueprint for balanced HR management and lay the foundation for implementation of balanced HR policy. In 2019, the Pan-governmental Implementation Plan for Balanced Personnel Management was introduced to further encourage the spread of balanced HR management across ministries, local governments and public agencies.

○ Enhanced Openness in the Civil Service

The MPM has made continuous efforts to increase the number of recruits from the private sector to enhance openness in government posts. One of such efforts is the Open Competitive Position for Experienced Professionals System through which human resources of the private sector are recruited for open competitive positions. In addition, the MPM introduced a private headhunting system to allow public organizations to hire non-governmental persons without the need for applicants to proceed through the general application process. The relevant system was also reorganized, for instance, to enhance the status guarantee of recruits from the private sector and increase their pay levels. As a result, the civil service has seen a quantitative increase in the size of private recruits which helped promote openness in the civil service – in terms of figures, the ratio of recruits from the private sector for open competitive positions has almost tripled since the establishment of the MPM.





Key Achievements

Future Plans and Directions

The MPM plans to further transform the recruitment system in order to attract competent talent to the civil service and thereby promote expertise within government posts. Also, it plans to continue to support the development of fair recruitment across the public sector.

● **Qualitative Development of Open Competitive Positions**

The MPM aims to ensure both quantitative and qualitative development of open competitive positions. In this regard, it will ensure that more government posts are open to the private sector by aggressively attracting talent through public headhunting and private scouting, as well as by strengthening public relations. Also, the MPM plans to search for new open competitive positions and modify, if necessary, the current slate of positions to reap the greatest benefits from tapping into the private sector's expertise and experience.

● **Increased Assistance and Reinforcement of Balanced Personnel Management**

It takes more than increasing the number of women, people with disabilities and regional talent in the civil service to achieve balanced personnel management. The MPM plans to provide comprehensive assistance across all aspects of personnel management from promotion and assignment to training so that women, people with disabilities and regional talent can realize their full potential and develop careers.



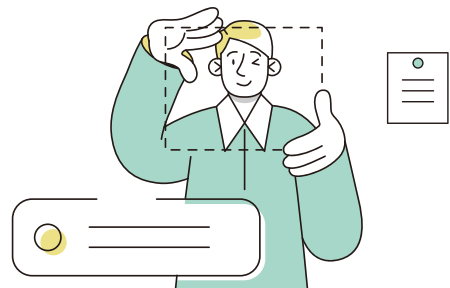
Conclusion

'Appointment of the right people in the right place at the right time' – this captures the recruitment principles of the Korean government. Appointing talent best suited for the civil service to the right position is a starting point for building national competitiveness and bringing about change.

Talented civil servants can help to create transparent and competent government organizations. Civil servants with a strong sense of responsibility and capacity can serve as the driving force to boost the productivity of the government amidst a rapidly changing environment.

In addition to attracting talent to government posts, it is also important to achieve diversity and balance in the civil service. The public recruitment system should ideally focus on bringing together human resources with extensive experience and knowledge in various areas and utilizing them to their full potential.

Knowledge comes from people. Discovering talent characterized by strong social and national values and consolidating their knowledge will bring about continual balanced development.





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Ministry of Personnel
Management

The Power that Unites the Republic of Korea



Saram

Electronic Human Resource
Management System



Ministry of Personnel
Management

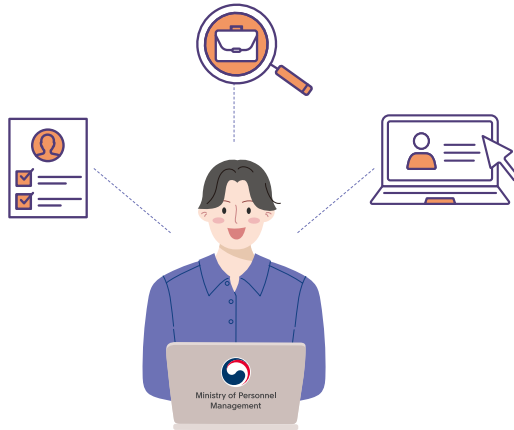


The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





Electronic HRM System for Smart Personnel Administration Services

e-Saram

PART 1

Establishment and
Development of
“e-Saram”

PART 2

Functions and
Services of
“e-Saram”

PART 3

Achievements of
“e-Saram”

“e-Saram” is the name of the e-HRM (human resource management) system, and Saram is the Korean word for “people” who are the targets of human resource management.

ABOUT e-Saram

What is "e-Saram"?

"e-Saram" is an electronic human resource management system which represents the Korean government's civil service management and is composed of the "Standard HRM System" and "HR Policy Support System." The system integrates and manages data related to personnel decisions, salary, performance evaluation, education and training, and services for about 300,000 public officials in 72 central administrative agencies and the electronic processing of overall civil service management.

"e-Saram" is an electronic human resource management system.

When was the electronic personnel management system introduced?

"e-Saram" was introduced in year 2000.

The system introduction was made in earnest from 2000 and the 1st stage development was completed in 2011 and 2nd stage in 2012. In 2013, the "e-Saram" mobile system was established to help handle related duties swiftly.

What functions are there in the "Standard HRM System"?

This is the system used by each ministry and agency which converts the data on human resources matters, salary, performance evaluation, education and training, and services into a database and supports efficient data processing.

The Standard HRM System creates a database of diverse data and the HR Policy Support System offers a glimpse at current status updates and statistics as well.

What functions are there in the "HR Policy Support System"?

The system handles policy services including recruiting, promotion, screening of high-level public servants and their appointments by the President of the Republic of Korea. Additionally, the system offers a variety of status updates and statistics to support speedy decision making.

The system provides custom services.

Then, are the supporting service functions different by responsible official?

Yes. The system offers customized services for different users including browsing, recording and management services in an optimum manner to users, including policy service managers of the central civil service management agency, service managers of each ministry and agency, division heads and organization leaders, as well as general public servants.

Any difficulties while developing the system?

As it was not a simple computerization initiative, much effort was needed for large scale Business Process Re-engineering (BPR), public relations and consultations with ministries and agencies, preparation of legal grounds, and expanding the system to other ministries and agencies.

The system has been in operation for about 20 years. What are the achievements so far?

innovative efficiency and convenience

The system offers innovative efficiency and convenience in areas such as HR, time management and cost, and also offers enhanced system reliability by securing transparency, fairness and accuracy over HR management.

I would like to understand "e-Saram" in detail.

Sure. Let me explain the system in detail based on the areas you wish to learn about. Please follow me.

PART
1

HISTORY

The Establishment and
Development Process of “e-Saram”





Background of Introducing “e-Saram”

Back in 2000, the HR management of the one million public servants of the Republic of Korea was based on paper records and manual work, and as a result multiple issues were generated. To resolve such issues, an electronic HR management system was introduced.

Duplication of Simple, Repetitive Works	Human resources, time, and financial resources were wasted and systematic human resource management proved difficult as the work undertaken by public servants was often redundant in simple and repetitive tasks and also in terms of document management
Mis-recording, Missing, Overlapping of Data	By conducting manual HR management based on paper documents, seamless data management was unavailable from recruiting, appointment, training records to preservation (resignation), and this resulted in mis-recording, missing and overlapping of data.
Inefficient Resource Management	Among approximately 26,000 agencies, 20,117 processed compensation payments individually, resulting in an inefficient resources management including the use of excessive resources.
Lower Reliability in Salary Management	Salary miscalculation and payouts were possible from a lack of or problematic automatic IT system and potential for fraud existed from insufficient systematic management.
Inaccurate Statistical Data	It was difficult to calculate exact statistics over human resources composition and issues occurred in HR policy decisions from inaccurate data including recruiting, promotion, transfer, and labor cost planning.
Poor Human Resources Management	Lack of services for stakeholders in HR management resulted in lower reliability from reasons including individual public officials being unable to browse their own human resource data such as personnel records, evaluations, promotions, and salaries.



Issues in System Establishment and Solutions

Absence of Precedents

No other countries had any precedent of such a large-scale electronic human resource management system when the system development process started. In addition, measures to convince ministries and agencies to adopt the system were needed to provide justification for system development.



① Conducted extensive Business Process Re-engineering (BPR) in advance

- Benchmarked examples of private-sector Korean companies
- Not simply computerized existing manual work but conducted extensive Business Process Re-engineering (BPR) in advance

② Prepared legal grounds by amending regulations

- Related regulations were amended in 2009 from the document-oriented management system (Regulations on Processing Public Officials' Personnel Records, Statistical Reports and Personnel Affairs)
- Provided grounds for justification by improving legal framework and secured legal grounds for HR management of public servants based on IT systems.



Business Overlaps and Data Ownership Issues

By integrating the HR management function formerly conducted by individual government organizations using an IT system, issues were raised over overlap with the central civil service management agency and ministries and agencies' data browsing and data ownership.

Solutions

Public Relations (Briefing) Sessions

- Held public relations (briefing) sessions while attempting to persuade central ministries and agencies and all other applicable organizations
- Consistently explained the concepts of systematic personnel record management and safe data management. Regarding data management, controls are in place to allow ministries and agencies to access their applicable data only

Support Needed over an Early Roll-out of the System

As the common human resource management system for ministries and agencies were based on existing framework, supports were needed for the timely application of the system changes and its early adoption.

Solutions

① Identify key human resource improvement initiatives

- Legal system changes related to human resource system
- Identify common demands for key improvement initiatives of ministries and agencies and set up implementation plans as well as promote improvement throughout the year

② Enhance satisfaction with services

- Consistent training of all public servants of the central ministries and agencies
- Online service center to support users, help desk to respond to phone inquiries



System Establishment and Development Processes

Selected as One of the Top Eight Reform Initiatives Related to Human Resource Reform

The electronic HRM system development began in earnest after its selection as one of the “Top 8 Human Resource Reform Initiatives” in the beginning of the 2000s. In 2001, the electronic HRM system was pilot tested at four ministries and agencies, continuously spread to all ministries and agencies by 2008 and became sophisticated enough to serve as the foundations of electronic human resource management.

Developed the Next Generation Electronic HRM System

The 1st generation system was established based on client-server and operated by each ministry and agency with the same system including human resource matters, services, and salaries and for two years from 2011, the legacy electronic HRM system was fully upgraded into a 2nd generation web-based system. The launch of the next-generation electronic HRM system offers an altered information basis and services which correspond with the civil service management environment.

STEP 1

Apr. 2011 – Dec. 2011

The hardware, DB, and application system which have been separately managed by ministries and agencies were integrated to raise efficiency in information resources operation and associated management

User Convenience Enhanced

By upgrading the entire Standard HRM System for ministries into a web-based system through business process analysis, user convenience was enhanced.

Open-end Connection System Established

Through new service developments such as customized work services, the basis for the electronic business processing is widened and an open-end connection system facilitating the utilization of HR information is established.

Personal Information Protection Reinforced

In line with the reinforced protection of personal information, the system strengthened the encryption of key personal information and tightened the authority structure pursuant to system integration.

STEP 2**May. 2012 – Dec. 2012**

Re-established HR Policy Support System as a web-based system, while expanding and rolling out services.

Digitized Service Management and Transferred Services to a Web-based Environment

Realized the digitization of service management by the supporting administrative staff and transferred the client-server based HR Policy Support System of the central civil service management agency into a web-based environment

Efficiency Enhanced for HR Policy Services

Raised efficiency in HR policy services through additional development and application of the previously manually supported services including candidate management for public servant recruiting, recruitment planning, and HR audit

Scientific Personnel Policy Support System

Re-established the statistical system for human resource matters, salaries and services and developed an overall government HR information analysis system for an accurate and scientific HR Policy Support System

Achievements

Transparency and efficiency have been raised in the HR management of public servants through the next generation electronic HRM system. Furthermore, human resources information and data reliability have been significantly improved by digitizing the full process of servicing from an internal processing perspective. Also, the information required for setting up HR policy and decision-making is provided based on accurate human resources information.





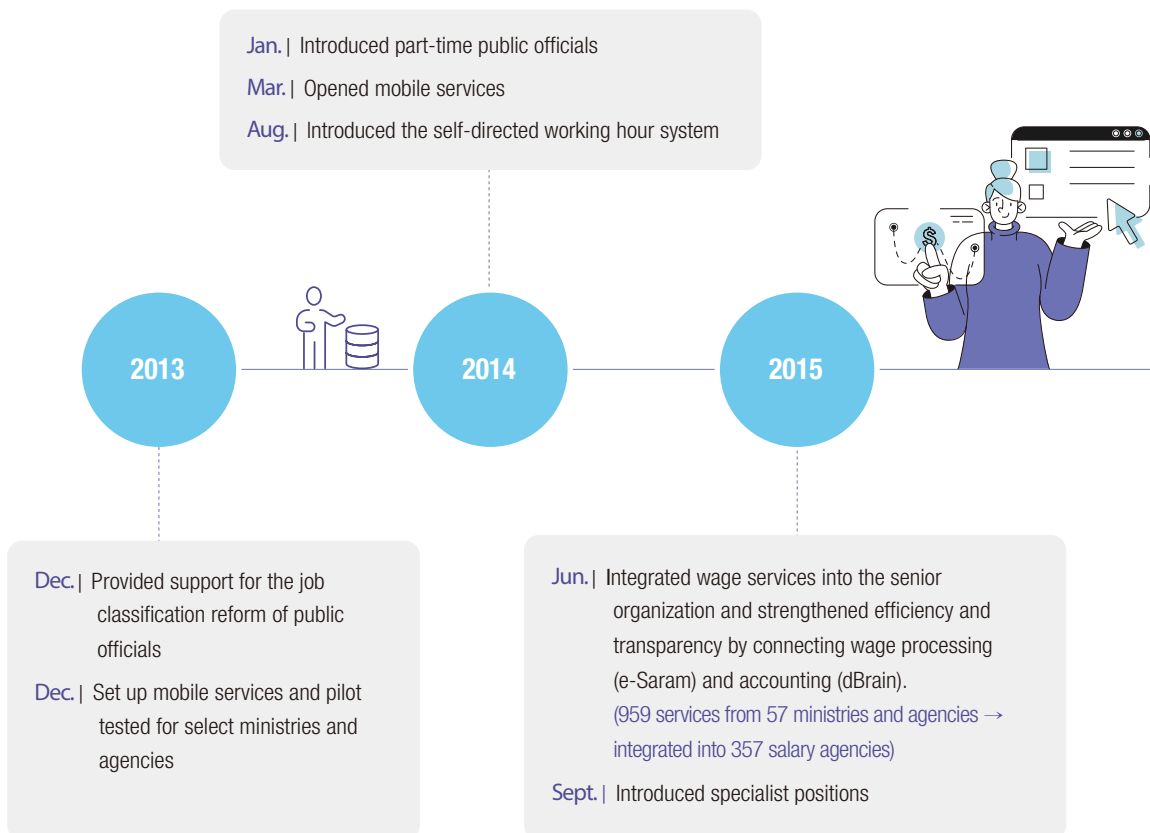
System Establishment and Development Processes

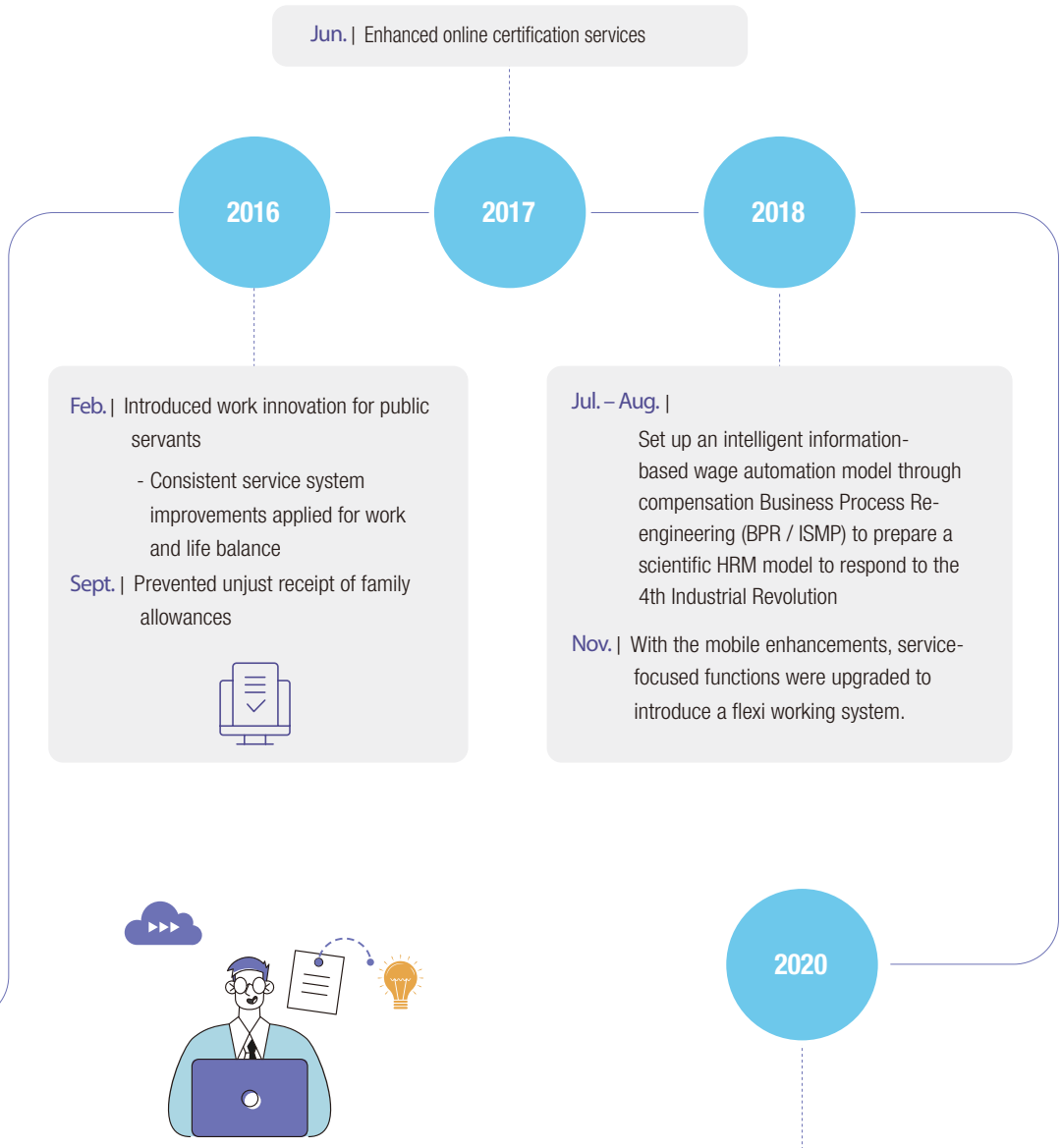
Consistent System Improvements Pursued

The government of the Republic of Korea pursued consistent system improvements in “e-Saram”, the electronic HRM system. In line with the changing civil service management, the amendments to the laws and policies including HR laws and regulations, and guidelines have been incorporated into the system in a timely manner so that there are no delays in system implementation.

● Mobile System Established for “e-Saram”

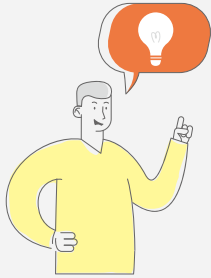
Amid the supply of smart devices, the “e-Saram” mobile system was established in December 2013 to respond to the internal and external environment of the field centered paradigm shift. “e-Saram” mobile system allows processing of diverse information using mobile devices, including an individual’s application for annual leave, business trips, and personnel appointments.





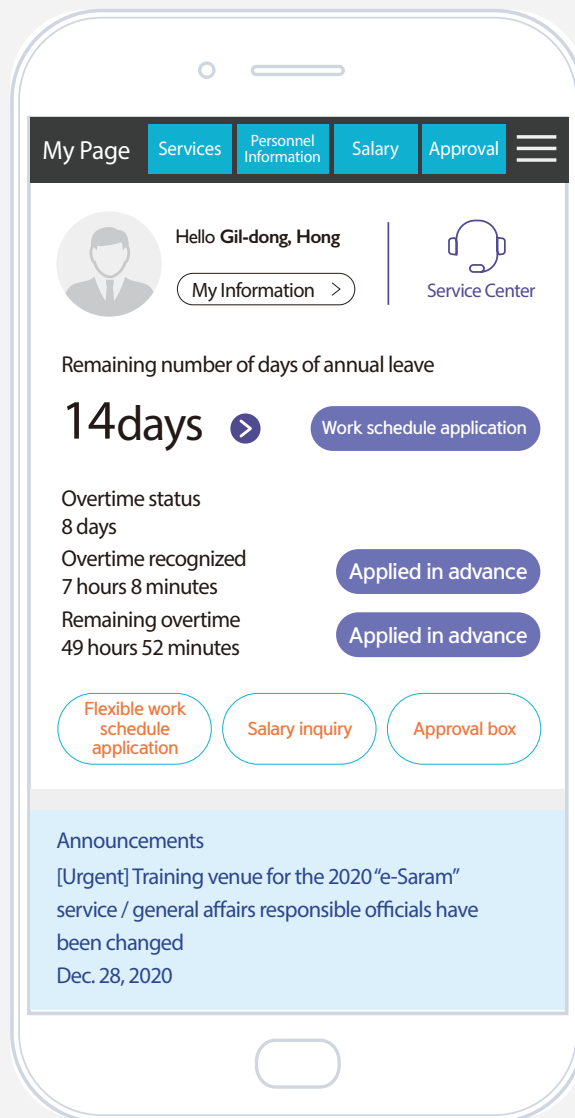
● An Intelligent Compensation Automated System and Digital-based Civil Service Management

- In 2020, improvements have been made to automate the existing manual wage processes by connecting systems.
- By converting civil service management processing measures including secondment and recruiting of the Ministry of Personnel Management (MPM) into the data leveraging system, a digital-based HR policy was established and the scope of transparent and smart HR management services was expanded.



Swift Service Provision through Mobile Services

The application for annual leave, business trips or flexible work schedules and division head approval are processed via a mobile platform on a real-time basis. Salary details, HR transfers, approval status, user information, and announcements can be checked easily.



Mobile System



System

- Set up a database for mobile permission management
- Mobile shared platform connections (GPKI certification, vaccine, E2E encryption, virtual keyboard, etc.)

*Managed and operated by National Information Resources Service (NIRS) under the Ministry of the Interior and Safety

Services

- Work schedule (annual leave, etc.) inquiry and application / application cancellation
- Business trip details inquiry and application / application cancellation
- Overtime inquiry and application / application cancellation
- Application and inquiry related to work schedule (flextime on the day of application)

Salary / Human Resource Functions

- Inquiry related to wage statement
- Inquiry related to human resource appointments and transfers
- Inquiry related to promotions

Approval Functions

- Approval Functions (approval in progress / completed / escalation box)
 - Push alarm services

Common Functions

- Announcement inquiry
- Service center information
- Inquiry related to basic user information



Status of Organizations Using “e-Saram”

As of present, the “e-Saram” system is used by all central administrative agencies, 72 ministries and agencies and related committees. There are about 300,000 individual public officials, 6,000 HR managers and some 1,000 salary paying managers using the system.

Organizations that have adopted “e-Saram”

Number of Organizations	Ministries and Agencies
Minister level (13)	The Board of Audit and Inspection of Korea, Personal Information Protection Commission, Fair Trade Commission, Office of National Security, National Human Rights Commission of Korea, Office for Government Policy Coordination, Prime Minister’s Secretariat, Anti-Corruption and Civil Rights Commission, Financial Services Commission, Office of the President, The National Unification Advisory Council, Korea Communications Commission, Nuclear Safety and Security Commission
Ministries (18)	Ministry of Employment and Labor, Ministry of Education, Ministry of Defense, Ministry of Land, Infrastructure and Transport, Ministry of Economy and Finance, Ministry of Agriculture, Food and Rural Affairs, Ministry of Culture, Sports and Tourism, Ministry of Science and ICT, Ministry of Justice, Ministry of Health and Welfare, Ministry of the Interior and Safety, Ministry of Gender Equality and Family, Ministry of Foreign Affairs, Ministry of Trade, Industry and Energy, Ministry of Unification, Ministry of Oceans and Fisheries, Ministry of Environment, Ministry of SMEs and Startups
Agencies (6)	Ministry of Patriots and Veterans Affairs, Ministry of Personnel Management, Ministry of Government Legislation, Ministry of Food and Drug Safety, National Security Council Secretariat, Presidential Security Service
Offices (17)	Korea National Policy Agency, Korea Customs Service, National Tax Service, Korea Meteorological Administration, Rural Development Administration, Supreme Prosecutors’ Office, Cultural Heritage Administration, Defense Acquisition Program Administration, Military Manpower Administration, Korea Forest Service, Saemangeum Development and Investment Agency, Public Procurement Service, Statistics Korea, Korea Intellectual Property Office, National Agency for Administrative City Construction, National Fire Agency, Korea Coast Guard
Provisional Committees (18)	Presidential Committee on the Fourth Industrial Revolution, Economic, Social and Labor Council, Advisory Council on Science & Technology, Presidential Advisory Council on Education, Presidential Committee for Balanced National Development, National Council on Climate Change and Air Quality, National Economic Advisory Council, Presidential Truth Commission on Death in the Military, Presidential Committee on Agriculture and Agricultural Village



Relevant Regulatory Provisions of “e-Saram”

Article 19-2 of State Public Officials Act (Computerization of Personnel Management)

- 1 The Secretary General of the National Assembly, Director of the Office of Court Administration, Secretary General of the Constitutional Court, Chairperson of the National Election Commission, and Minister of Personnel Management may create and manage computerized personnel management systems enabling the management of personnel records of public officials by storing them in a database, and enabling the electronic processing of personnel management affairs.
- 2 Necessary matters concerning the creation, operation, etc. of systems referred to in Paragraph 1 shall be prescribed by Presidential Decree, etc.

Regulations on Processing Public Officials' Personnel Records, Statistical Reports and Personnel Affairs

Article 6 (Preparation, Retention, Storage of Personnel Records)

- 1 The person with appointing authority shall prepare, retain and store (including the preservation) of personnel records for the affiliated public officials pursuant to Articles 4 and 5. In this case, the person with appointing authority for public officials of Grade 6 and below or equivalent (public officials) refers to the person with recruiting authority for the applicable authority and the person with appointing authority or nomination authority for public officials of Grade 5 or above (includes senior civil service affiliated public servants, hereinafter the same).
- 2 Public officials of Grade 5 or above who do not have appointment authority or equal level of organization head who do not have appointment authority may prepare, retain and store a copy of personnel records in the above Paragraph 1 if deemed necessary for human resource management.
- 3 The Minister of Personnel Management shall computerize Grade 5 and above public officials' personnel records and those of any other equivalent public officials and maintain them in the Electronic Human Resource Management System (hereinafter “Electronic HRM system”) pursuant to Article 37-2.

Article 37-2 (Establishment and Operation of an Electronic Human Resource Management System)

- 1 To systematize human resource management, the Minister of Personnel Management shall set up and operate a comprehensive system pursuant to the Standard HRM System pursuant to Article 37-3, Paragraph 1 operated by each administrative agency, the agency HRM system pursuant to Paragraph 2 of the same article, and the central human resource policy support system pursuant to Article 37-4.

Article 37-3 (Distribution of Standard HRM System, etc.)

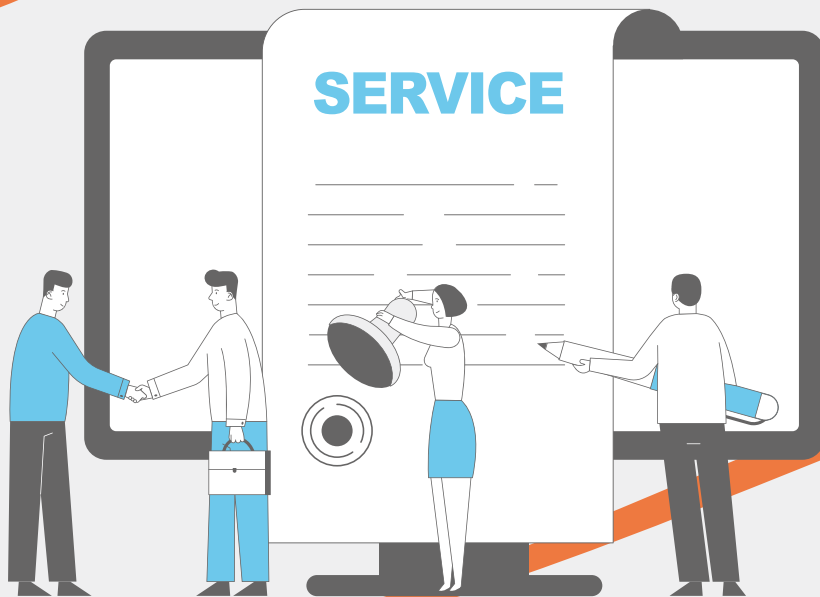
- 1 The Minister of Personnel Management may develop database of personnel records of public officials affiliated in each administrative agency and may develop and distribute a Standard Human Resource Management System (hereinafter “Standard HRM System”) which can connect with the Central HR Policy Support System pursuant to Article 37-4 to process human resource tasks electronically.
- 2 Each administrative agency must use the Standard HRM System. Provided however, the head of the administrative agency, which due to inevitable reasons is unable to use the Standard HRM System, must operate the agency HRM System (refers to the system established by the administrative agency to electronically process the applicable agency's HR business and hereinafter “Agency HRM System”)

The efficient operation of civil service management is achievable through “e-Saram” by incorporating into the system 35 personnel laws and 15 established rules and guidelines, including the Decree on the Appointment of Public Officials and Compensation Regulation.

PART
2

SERVICES

Functions and Services of
“e-Saram”





Composition of Functions

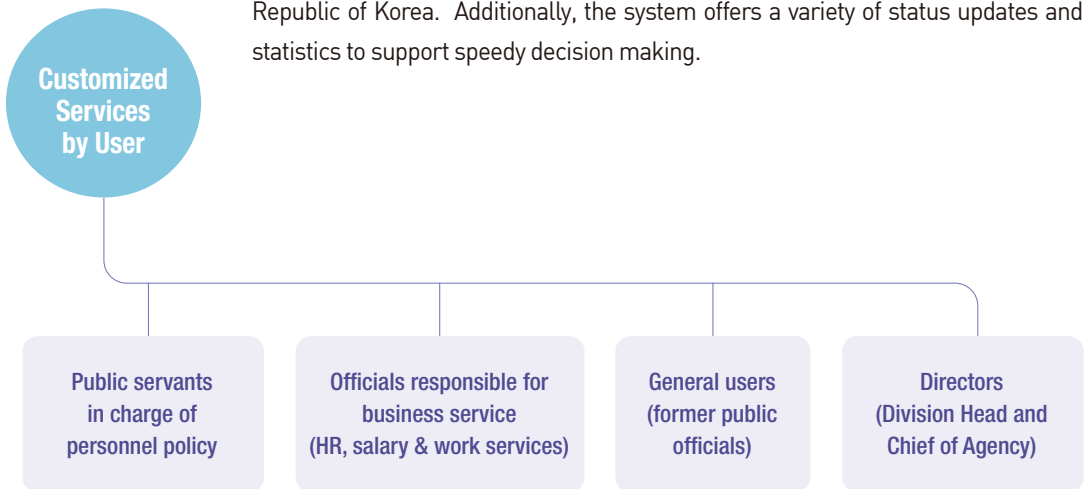
"e-Saram" is composed of the 10 Standard HRM System services for ministries and agencies and 14 HR Policy Support System services for the central civil service agency.

Standard HRM System

The system supports efficient human resource services for tasks related to database development on human resource matters, salary, performance evaluation, education and training, and work services of civil officials from each ministry and agency.

HR Policy Support System

The system handles policy services including recruitment, promotion and screening of senior public officials and their appointments by the President of the Republic of Korea. Additionally, the system offers a variety of status updates and statistics to support speedy decision making.

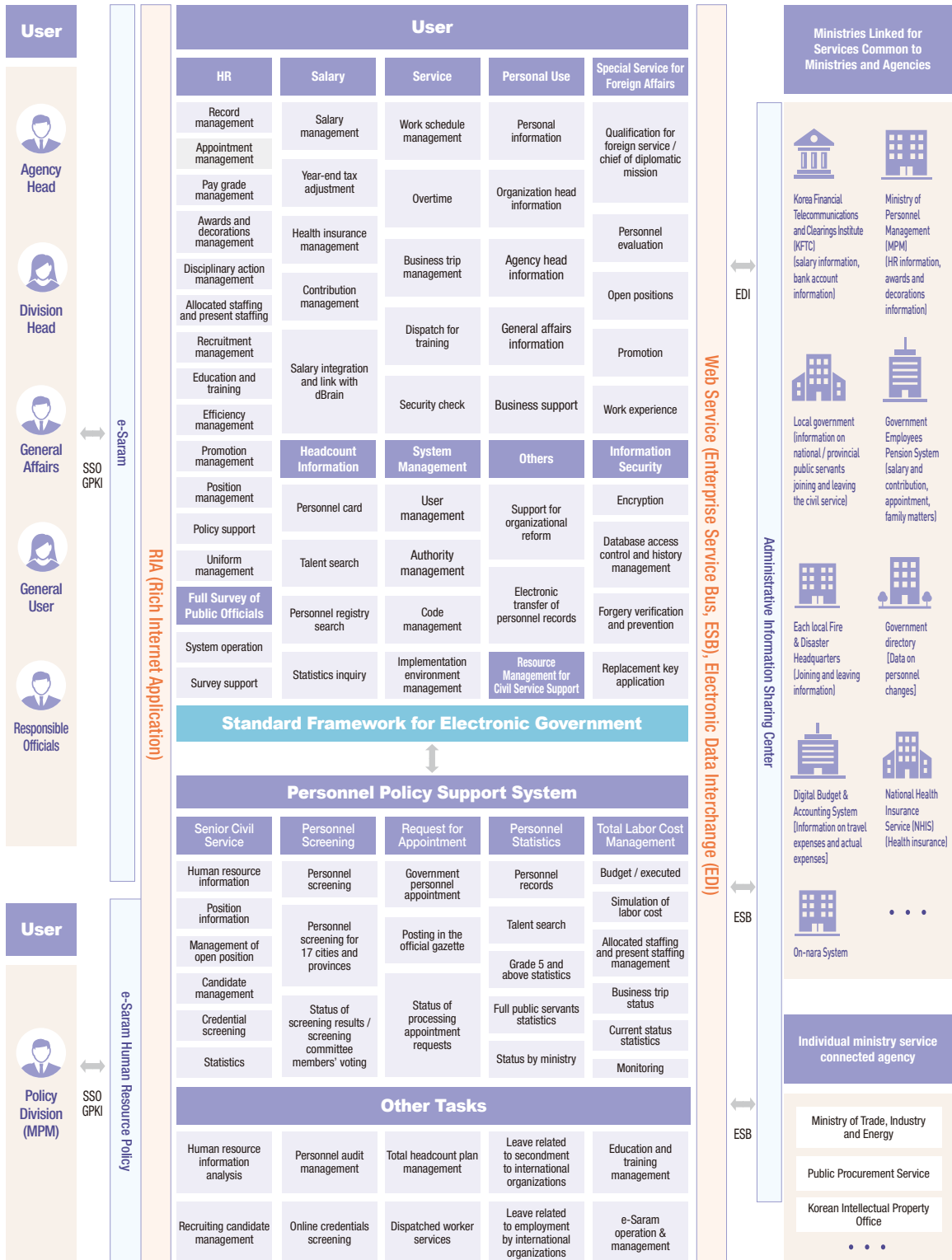


Management and Development of "e-Saram"

"e-Saram" implements strict security as it handles sensitive information in the internal HRM system of administrative organizations.

- The information sources including hardware and system software are commissioned to National Information Resources Service (NIRS) under the Ministry of the Interior and Safety, which is the integrated government data center.
- The firewall and intrusion prevention system as well as the security system is set up to allow access from within the administrative network (intranet). MPM consistently develops and incorporates application software for electronic HRM.

Composition of Functions and Services



Connection Between Systems

Each Standard HRM System for ministries and agencies and the HR Policy Support System for the central civil service management agency share key data for operations.

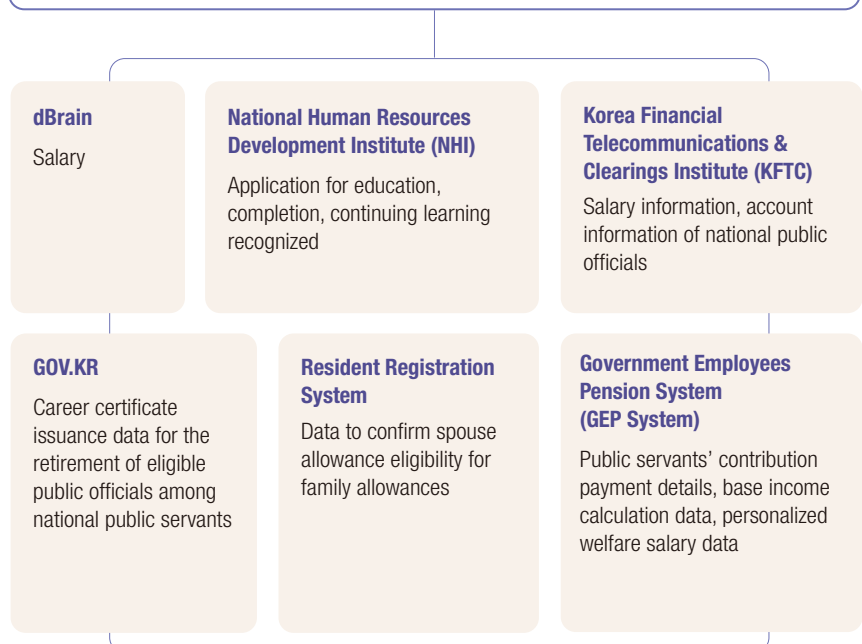
Information Resource Integration System

“e-Saram” is a cloud-based integrated information system that shares servers and databases, generating ministry-level HR information and integrating databases physically and logically.

Joint Utilization of HR Information

The accumulated HR information is jointly utilized by being linked with the business systems of different ministries including the National Human Resources Database (NHRDB), the Resident Registration System, National Human Resources Development Institute (NHI), Korea Financial Telecommunications & Clearings Institute (KFTC) and major administrative information systems.

Examples of Linkage between “e-Saram” and Other e-Government Systems



Standard HRM System

Manage the central administrative agency's human resource information in the database format and efficiently process the civil service management tasks for human resource, salary and service managers as well as public officials.

HR

Management of all individual background information and personnel records from appointment to retirement

- Individual personnel record management and certificate issuance
- Appointment management including HR appointment processing and record management
- Pay grade management including pay grade confirmation and regular promotion as well as education and training, awards and decorations, and recruitment management
- Division Code information, organizational reform and management of allocated staffing vs. present staffing

Salary

Salary services including allowances and deductions for public servants and administrative support staff and welfare management including health insurance

- Monthly salaries and separately paid salaries (performance bonus, compensation for unused annual leave, etc.)
- Year-end adjustments pursuant to the Income Tax Act

Services

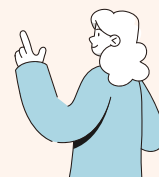
Work schedule, overtime, and business trip management

- Basic services including hours worked, and flexible schedule management including forms and work schedule management
- Application of overtime and approval management pursuant to the preliminary order policy for overtime
- Management of the number of days of annual leave used and compensation for unused annual leave

Connections

Open-ended information utilization system integrated for joint use of HR information

- Linkage with major government systems, including KFTC, dBrain, and the National Human Resources Database (NHRDB) run by the Ministry of Personnel Management
- Linkage with administrative information systems (ministry portals)



HR Policy Support System

The policy services are handled by the central civil service management agency (MPM) and analysis of current status and statistical data are provided for scientific and more effective HR policies to be established.

Senior Civil Service

Management of the pool of senior public officials and candidates and provision of support for the personnel affairs of senior public officials

- Management of position information including job positions and open-ended positions (Director- level position inclusive)
- Management of the results of recruitment for job positions and open-ended positions (Director- level position inclusive)
- Candidate management including training and competency assessment management
- Senior public officials' regular / frequent credential screening management and inquiries over current status and statistics

Personnel Screening

Provision of support for personnel screening management and online screening for the recruitment, promotion and appointment of the Senior Civil Service

- Inquiries related to personnel screening overviews of senior public servants and personnel screening data format
- Online screening, management of personnel screening results and ministry notification



Government Personnel Appointment

Provision of support for approvals and validation of Presidential appointments related to new recruitment and promotion of public officials eligible for appointment requests

- Data receipt and screening management of those eligible for appointment requests
- Government human resource appointments drafting, notification management and current status inquiry

Statistical Analysis

Processing of accumulated data into the format necessary for users and provision of diverse statistical data needed for decision-making

- Regular and frequent statistics provided by allocated staffing per class, and by occupation per allocated staffing
- Statistics provided on salary, service and balanced human resource matters
- Diverse analytical data provided by unstructured statistics

The Policy Managing Official of the Central Civil Service Management Agency (HR Policy Support Function)



When performing duties, the responsible official may utilize the current status human resource data of the government as a whole or of specific areas. Additionally, the responsible official may use “e-Saram” to revise human resource policy or conduct a simulation of the as-is and to-be of the salary table renewal to understand its impact and as a result save time and energy.

The system offers an outstanding feature with its information analytics service based on policy statistics which is an improvement from the existing fragmented information collection and statistics to analysis, assumption, result forecasting and policy incorporation of personnel patterns. Furthermore, HR data connection among ministries, HR screening for personnel processing of the government as well as appointment requests are available on the system. Other representative services include management of HR affairs, job positions and candidate competency assessment for the Senior Civil Service, operation and management of public official recruitment plans and appointment management of recruitment candidates.

Statistics Support Function

About 50 types of data on present statistical conditions of the members by class and types can be checked on a real time basis. Statistics on the duration of services and the time required for promotion are also provided.

Annual Leave Status by the Grades of General Service Officials

• Service Month & Year : 2020. 05  • Division : • Count Date & Time : Jun. 1, 2020, 13:53:14  Inquiry

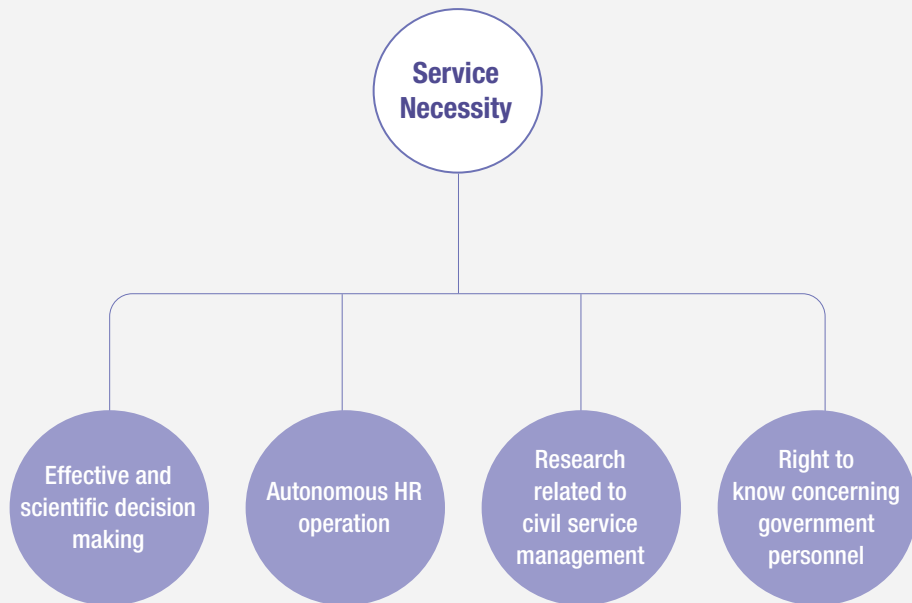
- Target information aggregated: the annual leave details as of the end of the last date of the month and year of service against those who are enrolled during the service month and year
- Unit: number of headcount, number of days & number of average days

Grade	Eligible number of staff	Total number of annual leave days given	Total number of annual leave days taken									
			Total	a half-day	1 day	2 days	3 days	4 days	5 days	6 days	7 days	...
Total	452	9,718,33	452	2	42	67	89	74	53	48	20	
Political Service	3	63	2					1			5	
Senior Civil Service	15	327	12		1	4	1	2	2			
Grade 3	5	135	8		2	1		5				
Grade 4	59	1,275	56		3	5	12	15	13	11	2	
Grade 5	127	2,455,32	116		14	19	25	15	20	15	14	
Grade 6	122	2,559,04	117		9	9	17	12	6	8	3	
⋮												

● Human Resource Statistics Service of Ministries

Large volumes of data on current status and on statistical analysis are needed to develop HR policy from a comprehensive government perspective. In this regard, “e-Saram” offers reliable statistical data by occupation, grade, organization, and age on a timely basis to facilitate effective and scientific decision making.

The HR statistics service is needed not only by the central civil service management agency but also for autonomous human resource operations to meet the attributes of different ministries. Furthermore, it is essential for research on civil service management and for encouraging the Korean general public’s interest and their right to know.



Service Officials by Ministry (Standard HRM System Function)

The officials in charge of personnel management of each agency can process all HR services including recruitment, promotion, salary, education and training, and welfare benefits with a single system, and the results are automatically reflected within the record management system.

Managers can handle overall human resource services of the affiliated staff including appointment, recording, awards and decorations, punishment, pay grade management, allocated staffing and present staffing, and human resource audit. Furthermore, overall administration of services including work schedule management, annual leave and compensation management, overtime management and night duty can be processed. Also, salary payment, health insurance, and contributions based on the services of the affiliated staff can be processed.

Benefits of the Function



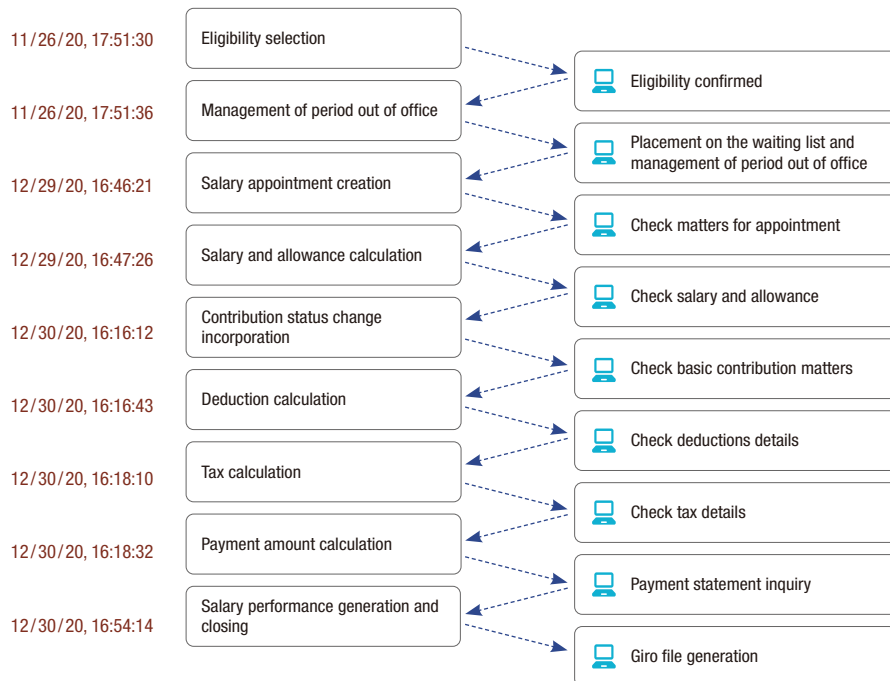
Salaries Function

Everything required to pay monthly salaries including personnel changes such as promotions, monthly salary and tax calculations, and bank account management can be performed within the system. The annual salary payment plan can be managed, including types of salaries paid monthly, salary payment date and automatic reflection of HR matters as well as monthly paid allowances.



Processing of Monthly Contracted Salary Payments

• Month worked : 2020.12
 • Total eligibility : 504
 • Present eligibility : 504



Monthly salary of the applicable staff in affiliation (ex. 1,000 persons) will be processed in batch following the above orders.

Division Head / Chief of Agency

The division head or agency head can use the system to manage their division more easily and efficiently than before. The human resource data of the affiliated staff can be checked directly and if necessary, utilize the talent search function to identify the right person for a specific task.

Key information required for the management of agencies including current human resource data of public servants, staff allocated and present statistics, education statistics and various human resource status indicators by affiliated agency or by division can be checked on a real-time basis on the system and overtime of division members, approval for leave or business trips and work efficiency of employees can be processed on the system.

Division Head Functions

What is most important for the Government Civil Service is its People

Personal | General affairs | **Division head** | Organization head

Gil-dong Hong is logged in | Work screen | Menu search

Employee inquiry | Work services | Member information | Member training | Member awards & Decorations | Others | Administration support staff | **Voice of employees**

Competency development division

- Member attendance log status
- Flexi-time work log status
- Member appointment status
- Member personnel summary card
- Member overtime status
- Approval box** Escalation box 57 / Waiting box 37

Overtime prior / post approval percentage +

Check transfer volunteers +

Division member list with photos +

Work schedule of members

Category	Oct. 11 (Wed.)	Oct. 12 (Thu.)	Oct. 13 (Fri.)
Work schedule	Gil-dong Hong Childcare hours	Gil-dong Hong Childcare hours	
Business trips/training			
Flexi-time	Hana Lee Staggered work hours Jina Sin Selective work hours Kyung-ah Lee Staggered work hours		Hana Lee Staggered work hours

The division members' work schedule could be checked on a real-time basis including overtime status, annual leave, and business trips on the division head's intranet screen

Wait box Home > Individual > Approval box > **Wait box**

Notified list excluded **Inquiry**

Inquiry period: 2019.4.11 - 2019.10.11

Overtime application Work Schedule application Business trip application Other application

※ The approval request notice email can be suspended on the screen for setting approval notice.

> List of approval wait

	Request	Submitted by	Date and time submitted	Approval status
<input type="checkbox"/>	[Work schedule application – annual leave] Hana Lee, Sept. 29, 2020	Hana Lee	Sept. 25, 2020 15:29:06	Approved
<input type="checkbox"/>	[Work schedule application – alternative leave] Jina Sin, Oct. 04, 2020	Jina Sin	Sept. 25, 2020 15:27:17	Approved

The approval waiting status can be confirmed from the approval box and the not-approved submissions could receive approval.

General Public Servant

General public servants can browse their basic human resource information and apply for changes in background information or directly make changes. If an individual public official changes and saves information relating to education, address, and phone number, the responsible human resource official confirms the details and reflects it in the system. Also, the individual may browse salary details or may directly apply for annual leave or business trips.

Individual public servants may register, inquire, or correct their personnel record information or register and manage their education outcomes. Individual services include work schedule logs, pre- or post-application of overtime, monthly overtime inquiry, and application for business trips and leave. In addition, applications for various certificates and online issuance, attachment of documentation and associated inquiry are available.

Application and Change of Work Schedule



Home > Personal > Service > Work schedule > **Application and change of work schedule**

Name	Affiliation	Class	Date of appointment to current position	Employment status
Gil-dong, Hong	ICT Management Division, Planning and Coordination Bureau	IT assistant junior official	Feb.09, 2018	Employed

Year 2019 ▾

Service period	Statutory number of days of annual leaves	Number of days of annual leave (actual service period)	Number of days of leave used (to be used)	Remaining number of days of annual leave	Available number of days of annual leave
1 year + 8 months	14 days	14 days (12 months)	9 days	5 days	4 days 03:00 hours

Work schedule application

Inquiry period 2020.01.01 – 2020. 12. 31 By category Total Approval status Approved In progress Excel Inquiry

Work schedule details Details of work schedule changes

Changes	By Category	Period used	Time used	Number (of days)	Hours	Reason
Changes	Annual leave	Sept. 18, 2020		1		
Changes	Annual leave	Aug. 19, 2020 – Aug. 23, 2020		5		
	Early leave (annual leave)	May. 13, 2020	12:00 – 18:00		5:00	Due to flu

Individuals enter their work schedule including business trip or vacation directly into "e-Saram" and the senior official also approves the request using "e-Saram"

PART
3

KEY RESULTS

Achievements of
“e-Saram”





Maximized Efficiency and Reliability of HR Management

The introduction of an IT system presented an innovative outcome in improving human resource management. More than anything, as the paper document-based manual business processes became computerized in the year 2000, efforts centered on correcting errors, missing information, and redundancy management have largely been reduced. This brought about a remarkable improvement of business efficiency in public sector human resource management.

Therefore, issues from repetitive processing of simple work have been resolved and overall work efficiency based on resources invested such as human resources, time and financial resources has been maximized. Along with this impact, the reliability of public officials' HR data was significantly enhanced.



Cloud-based Information Resources Integration System Established

Based on the existing electronic HRM system, “e-Saram” has been successful in developing an innovative integrated system. In 2011, the 57 ministries and agencies had their own servers, databases and “e-Saram” application systems independently. However, the separate systems have been integrated into a cloud-based information resource integration system and joint “e-Saram” services were offered to all ministries and agencies. Provided however, separate technological security systems have been rolled out to allow only the applicable ministries to access only their own ministries’ HR database.

The integrated system served as the basis for the efficient management of the vast information resources and raised business efficiency to the maximum level by incorporating data from ministries and agencies on a real-time basis and by aggregating statistics.



Examples of Responding to the Covid-19 Pandemic

By promoting “e-Saram” emergency services, urgent support is provided for “e-Saram” service functions pursuant to the Service Management Guidelines

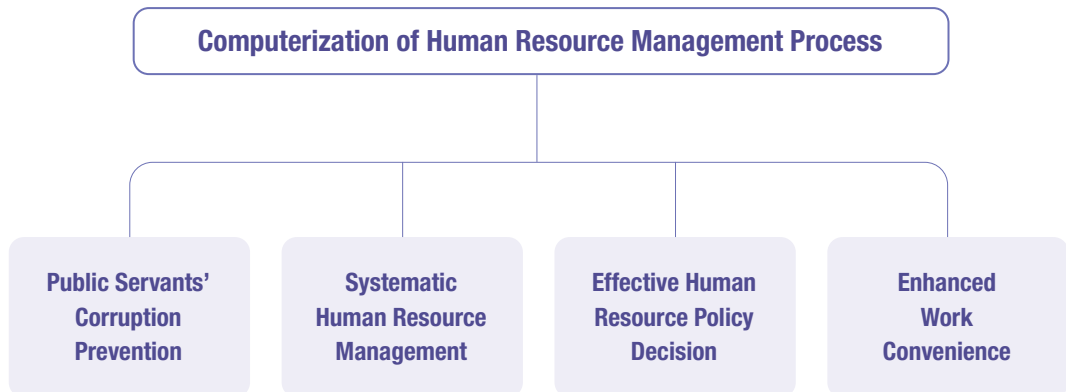
Through the Government Virtual Private Network (GVPN), managers are aided in processing civil service management

Speedy organizational reforms including providing support for the transfer of about 1,300 human resources en masse when the Korea Disease Control and Prevention Agency (KDCA) was set up

Fairness, Transparency and Convenience

Transparency and fairness in human resource management were secured by computerizing all human resource management processes from public officials' appointment to retirement. In particular, tasks processed in compliance with acts and regulations on managing human resources contributed to fair processing of issues including prevention of wrongful receipt of salaries and of public officials' corruption.

As data reliability improved remarkably, systematic HR management of public officials became possible and support was provided for policy decisions related to personnel management of public officials based on accurate data. Additionally, work convenience has been upgraded by offering civil service information based on the authority of individual public officials, division heads, and policy decision makers.





“e-Saram” Operating Expenses and Future Plans

Next Generation “e-Saram” Introduction Cost

Approximately, KRW **10** billion
(hardware, security device introduction expense excluded)

Operating Expenses (Maintenance)

Approximately, KRW **1.3** billion / year

Future Plan and Vision

By leveraging existing achievements, efforts are going to be placed to realize scientific and transparent civil service management through “Digital Innovation” in all areas of public offices and also to contribute to improving the productivity of the government



Move beyond the simple application of new technologies and materialize a digital human resource environment where both public officials and systems work together



Use AI system adoption to ensure competent talent is allocated by job duty, and to recommend educational content by individual



Adopt the Robotic Process Automation (RPA) to process simple and repetitive works

The civil service management system for public servants was not constructed overnight. As the river becomes wider over a thousand years and develops dignity with time, the system is polished up over a long period based on the environmental changes within the nation and era.

At the center of all systems lie “people.” The key owners who are devoted to the nation and the general public and who lead the government are public officials and this is how the HRM system of the government of the Republic of Korea became “e-Saram.”

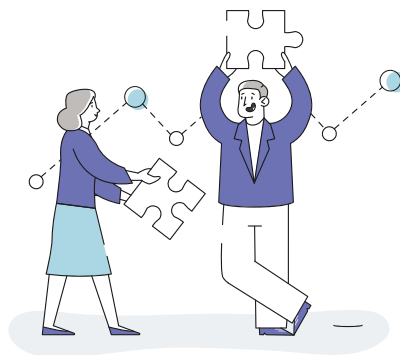
The backbone of “e-Saram” will serve as a foundation through which reliable public offices are materialized and represented by elements including fairness, transparency, expertise, convenience, openness, and diversity. A scientific and accurate HRM system assists with the most efficient work handling and supports a balanced non-discriminatory HR system and ultimately creates a more capable public office.

Therefore, “e-Saram” which has remained a leading global system through supplementation and improvement over the past 20 years, can proudly be presented as an innovation representing the government civil service management system. Although the social and institutional environment required by each country is often different, the system is expected to serve as a good benchmark responding to the needs of the times with its smart systems.



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Ministry of Personnel
Management

The Power that Unites the Republic of Korea



Performance Management

in the Civil Service



Ministry of Personnel
Management



The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





A Fair, Objective, Reasonable and
Flexible Performance Management Culture
that Fosters Collaboration

Performance Management

**PART
1**

Development of
Performance
Management
in the Civil Service

**PART
2**

Key Features of
Performance
Management
in the Civil Service

**PART
3**

Major
Achievements

ABOUT Performance Management

What is performance management in the civil service?



Performance management refers to the process through which an organization evaluates the competency and performance of its members and uses the evaluation results to improve its policies, allocate resources and determine compensation for the enhancement of organizational efficiency.

The Four Stages of Performance Management



The performance management process consists of performance planning, execution, evaluation, and feedback conducted through communication between the evaluator and the subject of evaluation.

How would you describe the process of performance management?



What are the implications of performance management?



Performance management promotes growth at the personal and organizational level – it enhances individual competencies and organizational performance, facilitates communication within the organization, and motivates people.

What is the overall structure of the performance management system?



Two Types of Performance Evaluation



The work performance rating, a key element of performance evaluation, is classifiable into “evaluation of performance agreements, etc. (for Grade 4 or above)” and “evaluation of work performance (for Grade 5 or below)”.

What are the criteria for evaluating performance agreements, etc.?



Evaluation of performance agreements, etc. is conducted once a year based on a civil servant's individual accomplishment of performance goals, divisional performance, qualifications, capabilities, etc.

Biannual Evaluation of Work Performance



Evaluation of work performance is conducted twice a year based on a civil servant's work performance, competence, and work attitude/divisional performance (optional).

What are the criteria for evaluating work performance?



How are the performance evaluation results used?



Performance-based Annual Salary for Civil Servants of Grade 5 or Above



Evaluation results are used for various personnel management purposes, including promotion, training and education, assignment, special promotion, and payment of performance-based compensation.

Evaluation results affect the payment of performance-based annual salary (for Grade 5 or above) and that of performance-based bonus (for Grade 6 or below).



How do the performance evaluation results affect compensation?



PART
1

HISTORY

Development of Performance Management
in the Civil Service



Overview of the Performance Management System

Definition of Performance Management

Performance management in the civil service refers to a process in which an organization sets its mission, vision, mid to long-term objectives, annual goals and performance indicators and manages performance and outcomes from the perspective of efficiency and effectiveness. An organization establishes strategic plans to accomplish its mission and carries out tasks through an efficient use of limited resources. Once the tasks are completed, it evaluates organizational competencies and performance accurately and uses the results of such evaluation to improve policies, allocate resources and determine compensation. Throughout this process, the organization aims to enhance overall efficiency.

Importance of Performance Management

The purpose of performance management is to enhance individual competencies and organizational performance. Performance management can bring positive results such as the promotion of active communication within an organization and development of talent. The process of performance management is made up of performance planning, interim review of the progress, communication between the evaluator and the person being evaluated, and final evaluation.

Performance management is a critical process enabling the growth of both individuals and organizations. By setting individual performance plans and goals, members of an organization realize how their work contributes to achieving the organization's mission. Regular monitoring and coaching by the evaluators help them improve competence. Also, final evaluation and feedback motivate them to reach for higher performance.

Legal Grounds

- ✔ **Evaluation:** Regulations on the Performance Evaluation, Etc. of Public Officials (Presidential Decree), Guidelines on the Performance Evaluation, Etc. of Public Officials (Rule)
- ✔ **Performance-based annual salary and bonus:** Public Officials Remuneration Regulations (Presidential Decree), Regulations on Allowances, Etc. for Public Officials (Presidential Decree), Guidelines on Remuneration, Etc. of Public Officials (Rule)

Performance Evaluation System

Evaluation of Work Performance



✔ Purpose

- Evaluate civil servants' work performance and job competencies regularly in a systematic manner
- Use evaluation results as a basis for promotion, payment of performance-based compensation, assignment, etc. and improve the efficiency of the overall organization

✔ Legal Grounds

- Article 51, Article 40, and Article 40, Paragraph 2, Subparagraph 4 of the State Public Officials Act
- Regulations on the Performance Evaluation, Etc. of Public Officials
- Guidelines on the Performance Evaluation, Etc. of Public Officials (MPM Rule)

✔ Subject of Evaluation

- Civil servants of Grade 5 or below in general service (including those in research and technical advisory service)
 - * Grade 1 or below for civil servants in postal service

✔ Timing of Evaluation

- Every June 30 and December 31
 - * A single annual evaluation is allowed if necessary (i.e. no evaluation on June 30)

Career Rating

Purpose

- Classify the career experience of a civil servant (including career experience from the private sector) into Types A, B, C, D, and non-civil service career based on the recentness and similarity to his or her current job class
- Calculate career rating points using a specific ratio for each career classification and use the result as a basis for promotion

Legal Grounds

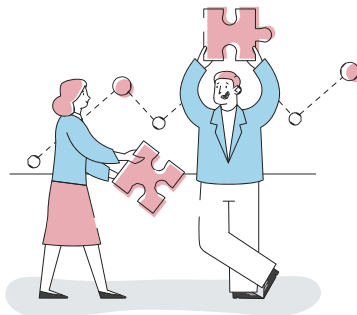
- Article 40 and Article 40, Paragraph 2, Subparagraph 4 of the State Public Officials Act
- Article 31 of the Decree on the Appointment of Public Officials
- Article 14 of the Regulations of the Appointment, etc. of Public Officials Engaged in Research and Technical Advisory Service
- Article 26 - 32 of the Regulations on the Performance Evaluation, Etc. of Public Officials
- Guidelines on the Performance Evaluation, Etc. of Public Officials (Rule)

Subject of Evaluation

- Civil servants of Grade 5 or below in general service, research service, and technical advisory service
- * Grade 2 or below for civil servants in postal service

Timing of Evaluation

- Regular rating: every June 30 and December 31 (biannual)
- Occasional rating: whenever changes are made to the list of candidates for promotion



Performance Evaluation System

Evaluation of Performance Agreements, Etc.

Purpose

- Evaluate personal and divisional performance as well as job qualifications and capabilities of civil servants of Grade 4 or above (including the Senior Civil Service)
- Determine one or more evaluation items; the evaluator and the subject of evaluation set performance goals and indicators
- Evaluate the progress of performance goals during the period of evaluation using the indicators or other evaluation criteria suitable for specific evaluation items and use the evaluation results for personnel management

Subject of Evaluation

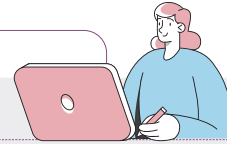
- Civil servants of Grade 4 or above in general service (including those in research and technical advisory service)
- Those who are deemed eligible for evaluation of performance agreements, etc. may also be subject to evaluation even in the case of Grade 5 or below

Legal Grounds

- Article 51, Article 40 and Article 40, Paragraph 2, Subparagraph 4 of the State Public Officials Act
- Article 20 of the Regulations on the Personnel Management of the Senior Civil Service
- Regulations on the Performance Evaluation, Etc. of Public Officials
- Guidelines on the Performance Evaluation, Etc. of Public Officials (Rule)

Timing of Evaluation

- At the beginning of each year based on the previous year's performance (by late January – early February)



Chronological Development of the Performance Management System

The Regulations on Personnel Management Affairs enacted in 1948 provided that appointment, dismissal and recommendation of a civil servant shall be based on his or her qualifications, capabilities, exam results, and work performance and a written opinion shall be provided for such decisions. However, performance management was not sufficiently effective as it was conducted inconsistently across ministries and agencies and detailed performance rating methods did not exist at the time.

Development of the Work Performance Rating System (1961 – 2005)

In October 1961, the first system for work performance ratings was put in place with the enactment of the Regulations on Work Performance Rating. Rating work performance, which had been inconsistently handled across ministries and agencies, became systematic and organized, and this laid the foundation for a performance rating system for enhanced efficiency in the civil service.

● The Career Rating System

Together with the work performance rating system, the government introduced a career rating system to use work experience in the civil service as a basis for decisions on promotion. The career rating system recognizes career experience relevant to the class to be promoted and reflects such experience in personnel management, under the assumption that job skills, such as proficiency and professional skills, improve with experience.

The career rating system was officially introduced with the enactment of the Regulations on Career Rating in November 1961. Afterwards, the Enforcement Decree on Career Rating, announced in January 1964, provided details on the implementation of the Regulations on Career Rating. In 1964, the government enacted the Rules on the Preparation of the List of Candidates for Promotion to provide the timing and methods for preparing a list of candidates for promotion.

Chronological Development of the Performance Management System

● Regulations on Performance Rating for Public Officials' Promotion

In April 1973, the government consolidated the legislation in connection with performance rating, i.e. the Regulations on Career Rating, the Enforcement Decree on Career Rating, and the Rules on the Preparation of the List of Candidates for Promotion, into a single law called the Regulations on Performance Rating for Public Officials' Promotion. Under the new career rating system, more weight was given to career experience in classes close to which a specific person is to be promoted and to experience from recent periods. This trend remains in today's performance rating system.

● Rules on Performance Rating for Public Officials

In July 1981, the government consolidated the Regulations on Performance Rating for Public Officials' Promotion and the Regulations on Work Performance Rating into the Rules on Performance Rating for Public Officials. The government reorganized the overall performance rating system for personnel management including promotion and made a series of revisions to the system afterwards.

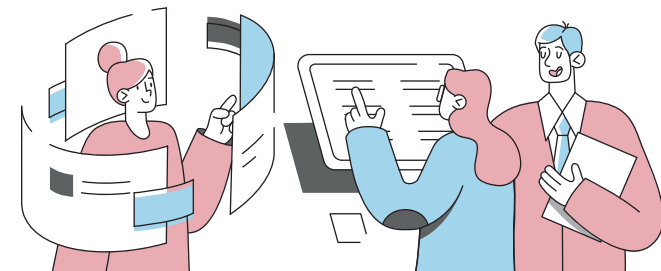
In 2004, as the central civil service management agencies were unified into the Civil Service Commission (CSC), the Rules on Performance Rating for Public Officials previously operated by the Ministry of Government Administration and Home Affairs were repealed. Instead, the CSC, assuming the new role of managing the performance rating system, enacted the Presidential Decree on Performance Rating for Public Officials and consolidated the legislation in connection with performance rating scattered across many rules and regulations including the Decree on the Appointment of Public Officials.



○ Regulations on the Performance Evaluation, Etc. of Public Officials

In December 2005, the government revised the Presidential Decree on Performance Rating for Public Officials to newly enact the Regulations on the Performance Evaluation, Etc. of Public Officials. Under the new Regulations, the work performance rating system was revised to include a two-pronged approach to ensure performance enhancement and capacity development in the civil service: 1) evaluation of performance agreements, etc. for civil servants of Grade 4 or above, and 2) evaluation of work performance for civil servants of Grade 5 or below.

Also, the government reorganized the performance rating system considerably by providing more autonomy for government organizations to design and operate their own work performance evaluation and career rating systems. The new Regulations also provided guidelines on the preparation of performance agreements, regular monitoring, performance interviews and results announcement to strengthen the performance evaluation process.





Chronological Development of the Performance Management System

Introduction and Operation of the Performance Evaluation System (2006 – Present)

The performance evaluation system in the civil service took its current form with the enactment of the Regulations on the Performance Evaluation, Etc. of Public Officials in 2006. Beginning from 2006, civil servants of Grade 4 or above are subject to an annual performance evaluation as of December 31. One of the following three areas, i.e. personal performance (the level of accomplishment of performance goals), divisional or organizational performance, and qualifications and capabilities, are assessed for evaluation.

● Evaluation of Work Performance

Civil servants of Grade 5 or below are subject to a biannual work performance evaluation. Before 2005, work performance, capabilities, and work attitude were the three mandatory evaluation items. From 2006 onwards, only work performance and capabilities remain mandatory, with work attitude and divisional performance being optional items. Also, the ratio between various evaluation items can be determined flexibly.

● Expanded Roles of the Work Performance Evaluation Committee

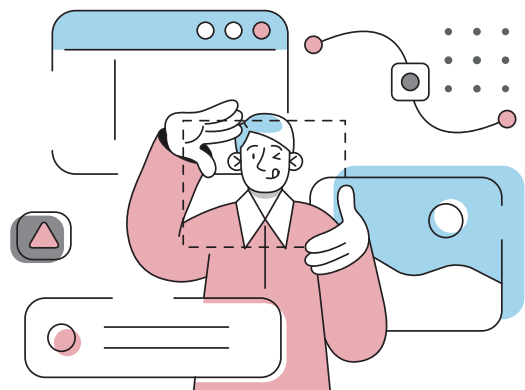
Before 2005, the Work Performance Evaluation Committee played a limited role of adjusting the results of evaluations. From 2006 onwards, the Committee's roles were expanded to include handling evaluation objection requests in order to accommodate more opinions in the process of performance evaluation.

● Revision of Evaluation Grading and Grade Quotas

Before 2005, civil servants were evaluated based on a four-grade scheme and each grade had a fixed quota, i.e. A (20%), B (40%), C (30%), and D (10%). In 2006, the scheme was revised to have three or more grades, with the highest grade given up to 20%, and the lowest around 10%. The government provided leeway for the heads of ministries to determine and modify the number of evaluation grades and quota for each grade.

● Increased Autonomy to Manage Performance Evaluation

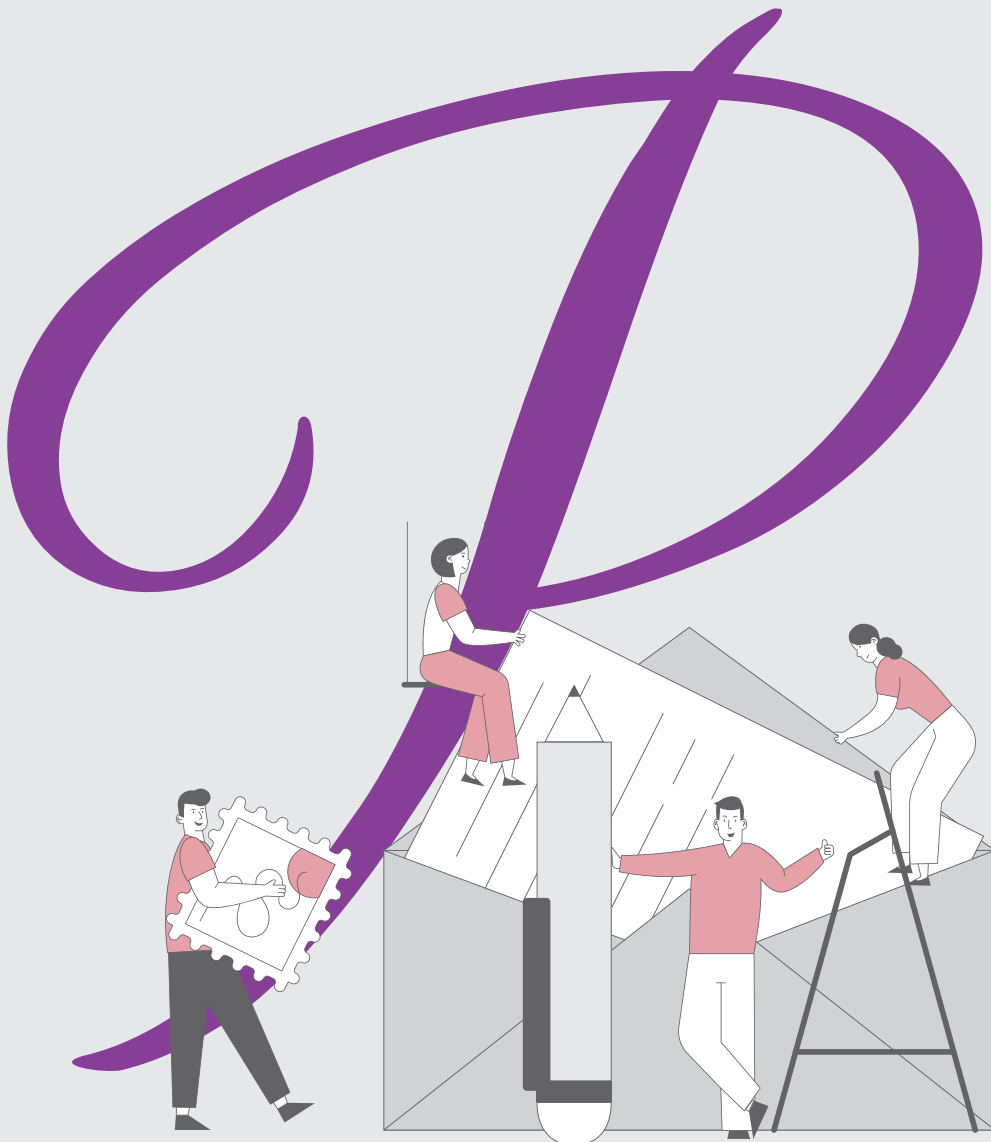
Prior to 2006, all evaluation methods and criteria were uniformly determined by relevant regulations. From 2006 onwards, the heads of ministries were empowered to determine and operate their own performance evaluation systems in consideration of each ministry's circumstances, provided that they follow basic evaluation guidelines. In addition, a new performance management cycle consisting of performance planning, regular monitoring, performance interviews, evaluation, announcement of results, objection requests, etc. was introduced to improve the transparency of evaluation and strengthen feedback.



PART
2

KEY FEATURES

Key Features of Performance Management
in the Civil Service

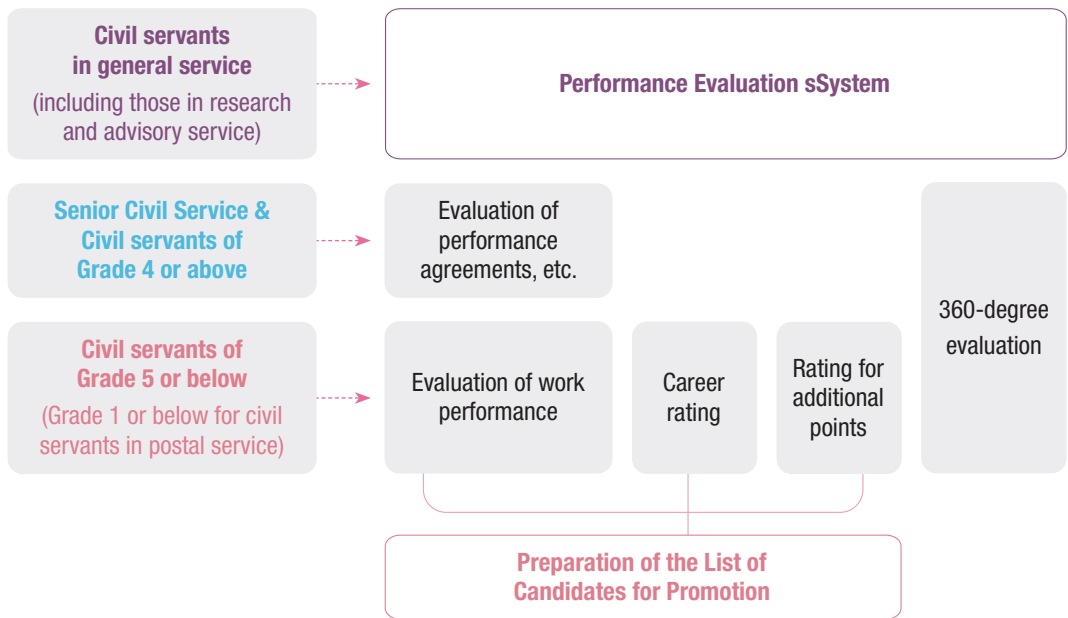


Performance Evaluation in the Civil Service

Performance Evaluation System

The work performance rating, a key element of performance evaluation, is classified into “evaluation of performance agreements, etc.” and “evaluation of work performance” depending on the class position of the subject of evaluation.

Performance Evaluation System under the Regulations on the Performance Evaluation, Etc. of Public Officials



Performance Evaluation in the Civil Service

Work Performance Rating

The work performance rating system is classified into evaluation of performance agreements, etc. (for civil servants of Grade 4 or above) and evaluation of work performance (for civil servants of Grade 5 or below) depending on the class position of the subject of evaluation. The rating is made based on the subject's personal and divisional performance, capabilities, etc.

Work Performance Rating System under Relevant Regulations and Guidelines

Evaluation of performance agreements, etc. for Grade 4 or above

Evaluation of personal performance (the level of accomplishment of performance goals) +
evaluation of divisional performance (diverse operational outcomes) +
evaluation of job competencies (qualifications or capabilities in connection with job performance)

Evaluation of work performance for Grade 5 or below

Evaluation of job performance + evaluation of job competencies +
evaluation of work attitude (optional) +
evaluation of divisional performance (optional)

Use of Evaluation Results

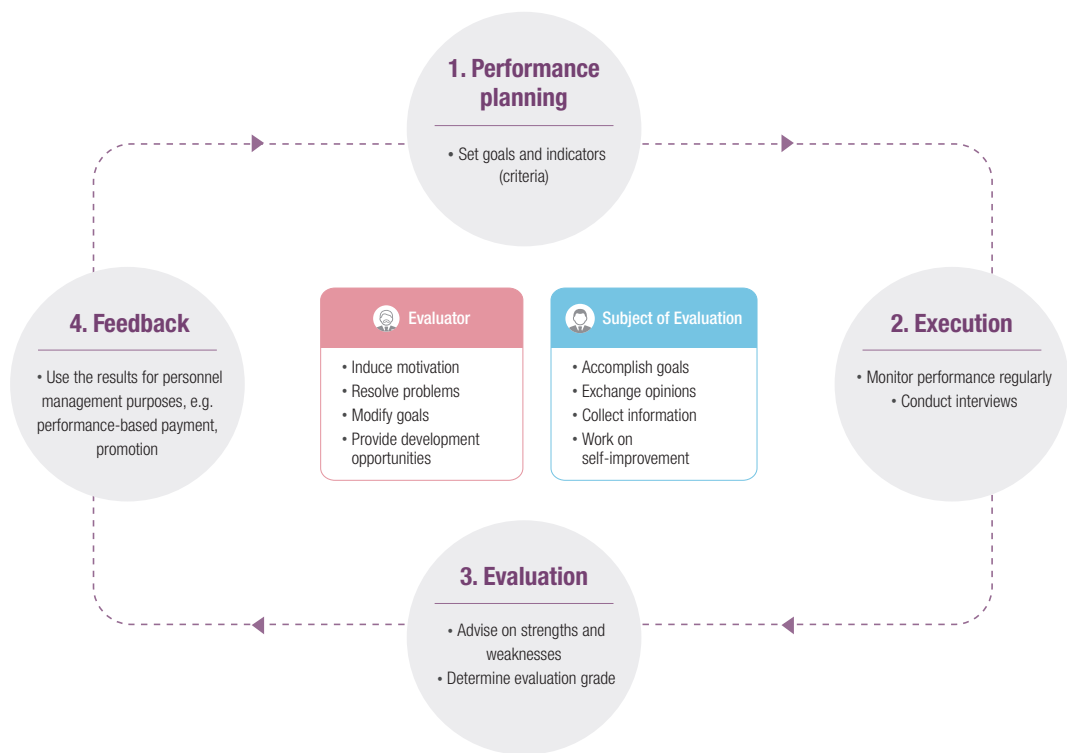
✔ Article 22 of the Regulations on the Performance Evaluation, Etc. of Public Officials

The results of the evaluation of performance agreements, etc. and of evaluation of work performance are used for various personnel management purposes such as promotion, education and training, assignment, special promotion, payment of performance-based compensation, etc.

Performance Management Process

The performance management process largely consists of four stages – performance planning, execution, evaluation, and feedback. The evaluator and the subject of evaluation communicate with each other throughout the entire process.

Basic Process of Performance Management

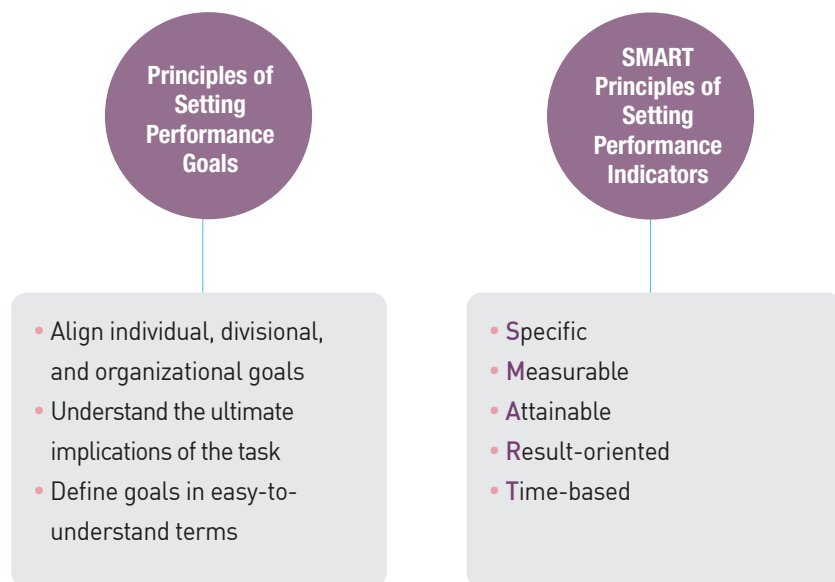


Performance Management Process

Performance Planning

At the performance planning stage, the evaluator and the subject of evaluation draw up performance plans and agree on the subject's performance goals and indicators for evaluation at the beginning of every year.

Principles of Setting Performance Goals and Indicators



Execution – Regular Monitoring

At the execution and monitoring stage, the evaluator checks and records the progress of accomplishment of performance plans regularly. If any weaknesses come to the evaluator's attention, he or she may advise potential solutions to the subject of evaluation. The monitoring records are used later as a basis for objective and fair evaluation. It is the evaluator's duty to monitor and record the subject's progress regularly, as monitoring gives the subject an opportunity to manage his or her work progress and make up for the weaknesses.

Execution – Performance Interviews

A performance interview is essential for objective and fair evaluation. In order to prevent the evaluator's bias from affecting evaluation results, all ministries and agencies make performance interviews mandatory. During performance interviews, the evaluator and the subject of evaluation discuss performance goals, execution process, and evaluation results and understand each other's positions. This process makes both sides more likely to accept the results of evaluation. It is recommended that performance evaluations are conducted three times, first for performance planning, second for interim review, and one last time before final evaluation.

Performance Management Process

Evaluation and Feedback

At the evaluation and feedback stages, the subject's performance is evaluated for final results and the results are used for various personnel management purposes including promotion and compensation. The Senior Civil Service (SCS) and civil servants of Grade 4 or above are evaluated based on their fulfillment of performance agreements, etc., and the results affect their future performance-based annual salary. Specifically, in the case of the SCS, evaluation results are used for qualification screening. Civil servants of Grade 5 or below are evaluated based on their work performance, and the results affect promotion and performance-based compensation.

Qualification Screening

An employer may perform qualification screening for a high-ranking civil servant who is unable to perform his or her duty appropriately, and depending on the screening results, the employer may dismiss the person ex officio. Qualification screening, which aims to promote competence within the SCS and the efficiency of the SCS operation, applies to the members of the SCS who are in general service or in foreign affairs service, currently employed, on a leave of absence or seconded.

Legal Grounds

Article 70-2 of the State Public Officials Act (Examination of Qualifications), Article 26-3 of the Foreign Service Officials Act (Screening for the Senior Civil Service) and Chapter 5 of the Regulations on the Personnel Management of the Senior Civil Service (Examination of Eligibility)

Subjects

- 1) Those who received the lowest grade in work performance ratings for more than two years
- 2) Those who have not been appointed to any position for more than one year without justifiable reasons
- 3) Those who received the lowest grade in work performance ratings for more than one year and have not been appointed to any position for more than six months without justifiable reasons

Performance Evaluation by Class

Evaluation of Performance Agreements, Etc. for Grade 4 or Above

Overview of Evaluation

The evaluator and the subject of evaluation discuss and agree on the subject's performance goals, indicators and other evaluation details. The evaluator assesses the subject's accomplishment of performance goals during the evaluation period using the indicators or other criteria suitable for specific evaluation items. The evaluation results are used for personnel management purposes.

Determination of Evaluation Items and Performance Goals

✓ Evaluation items

- Select one or more evaluation items from the subject's personal performance, divisional performance, or other job qualification and capabilities, considering the subject's position in the division, job classification, and job characteristics

✓ Subject and category

- Depends on the subject's class

✓ Performance goals

- Identify tasks required by the Performance Management Plan under the Framework Act on Government Performance Evaluation and set performance indicators for internal and external evaluation

Performance Evaluation by Class

● Key Evaluation Items

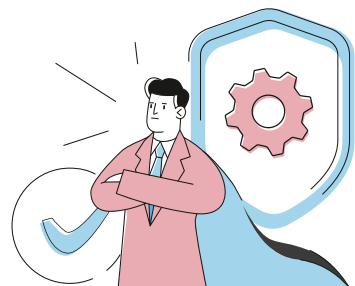
Civil servants of Grade 4 or above including the SCS enter into performance agreements on an annual basis. Evaluation of performance agreements is conducted at the beginning of the following year. The subject's fulfillment of performance goals, divisional performance, job qualifications and capabilities are key evaluation items, and ministries and agencies have the option to add or remove evaluation items.

● Absolute Evaluation vs. Relative Evaluation

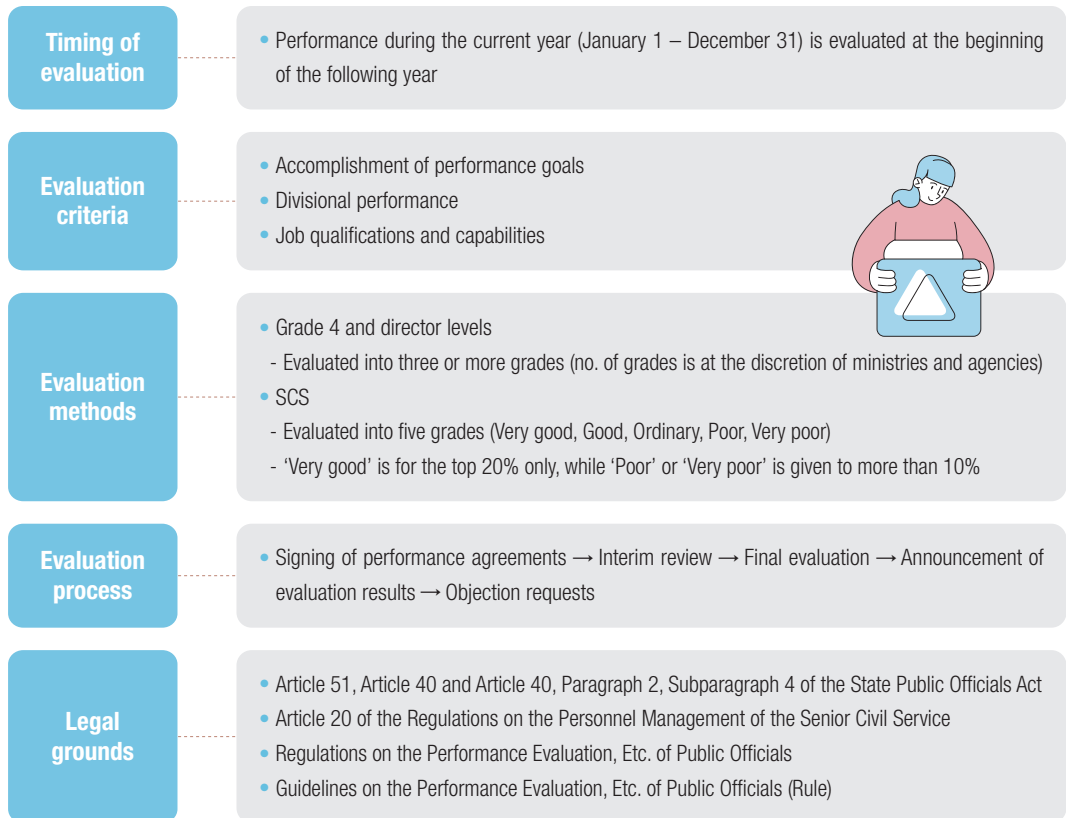
Ministries and agencies can handle performance evaluation of director level civil servants at their own discretion, provided the results of evaluation are divided into three or more grades (absolute grading is accepted). On the other hand, relative grading applies to evaluation of the SCS to ensure more accurate evaluation, and the evaluation results must be classified into five grades. In other words, the highest grade is only for the top 20%, while more than 10% is given either the lowest or the second lowest grades. The evaluation results of the SCS directly affect their grading for performance-based compensation.

● Additional Factors for Consideration

For director level civil servants or below, additional factors other than evaluation results may be taken into consideration in determining the grade for performance-based compensation. On the other hand, for the SCS, evaluation is conducted to directly determine performance-based annual salary in order to ensure greater work performance accountability among the members of the SCS.



Basic Process of Performance Management for Grade 4 or Above



● Use of Evaluation Results

The heads of ministries and agencies use the results of evaluation of performance agreements, etc. for various personnel management purposes, including promotion, education and training, assignment, special promotion and payment of performance-based compensation. For example, evaluation results are used when determining the payment of performance-based compensation, promotion screening, talent recommendation, screening of candidates for open competitive positions and public recruitment positions, etc.

Performance Evaluation by Class

Evaluation of Work Performance for Grade 5 or Below

○ Overview of Evaluation

Evaluation of work performance is conducted for civil servants of Grade 5 or below in general service (Grade 1 or below in the case of civil servants in postal service), research service, and advisory service. The subjects are assessed for their work performance and capabilities, and the evaluation results are used for personnel management purposes. Work attitude and divisional performance can also be considered for evaluation at ministries and agencies' discretion.

Items for Work Performance Evaluation

✔ **Work performance**

Work performance is evaluated based on performance plans established at the beginning of the year, tasks performed during the evaluation period, etc.

✔ **Job competencies**

Planning skills, communication skills, drive, and cooperative capabilities are considered when evaluating job competencies.

✔ **Work attitude / divisional performance**

In case work attitude and divisional performance are selected as additional evaluation items, criteria can be flexibly determined.

※ To keep a balance between different evaluation items, one item cannot exceed 70% of total evaluation results. Work attitude and divisional performance can account for up to 10% and 30% of total results, respectively.

● Evaluation in Three Stages

Evaluation is performed in three stages. In the first stage, the evaluator conducts an evaluation for each member of the division. In the second stage, the manager of the bureau (i.e. a higher unit of the division) conducts evaluation for the bureau members based on the division evaluator's assessment, grades them in relative terms and submit the results to the Work Performance Evaluation Committee. In the third stage, the Work Performance Evaluation Committee evaluates all subjects in relative terms by grades submitted by the evaluation units and determines their final grades and ranking.

Once evaluation is completed, the results are announced to the subjects to ensure evaluation is conducted in a transparent and objective manner. In cases where the subject raises an objection to the results, he or she may make an objection request. If the objection is considered valid, evaluation results may be modified.



Performance Evaluation by Class

Organization and Roles of the Work Performance Evaluation Committee

✓ Roles

- Calculate the grades of work performance evaluation based on the results submitted by the evaluation unit
- Handle modification, objection, or other similar requests

✓ Establishment

- Established within each organization which independently prepares a list of candidates for promotion

✓ Organization

- Consist of five or more members who are seniors or supervisors of the subject of the evaluation, designated by those who have the right to appoint or recommend appointment



● Evaluation Factors

The heads of relevant ministries can determine the evaluation factors for each evaluation item in consideration of the characteristics of the subject's class, division or service field. This is to ensure that the evaluation is conducted in an objective manner by considering the relevance of the subject's duty performed within the evaluation.

● Evaluation Unit

Evaluation is conducted for each evaluation unit categorized by class. However, the heads of relevant ministries may modify the evaluation units in consideration of the similarities of the subjects' job, the number of persons in each class, etc.

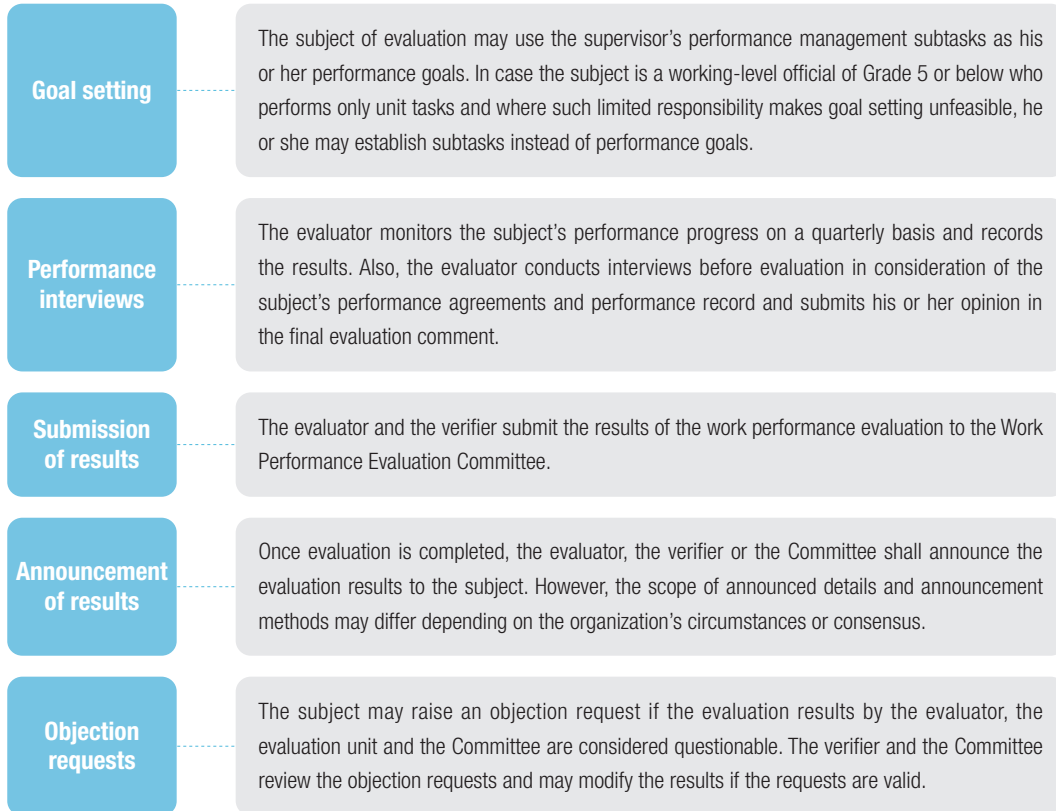
● Evaluation Grades

Evaluation results are divided in three or more grades. The highest grade goes to the top 20% and the lowest grade to the bottom 10% of all subjects evaluated. However, ministries and agencies can adjust these ratios at their discretion.



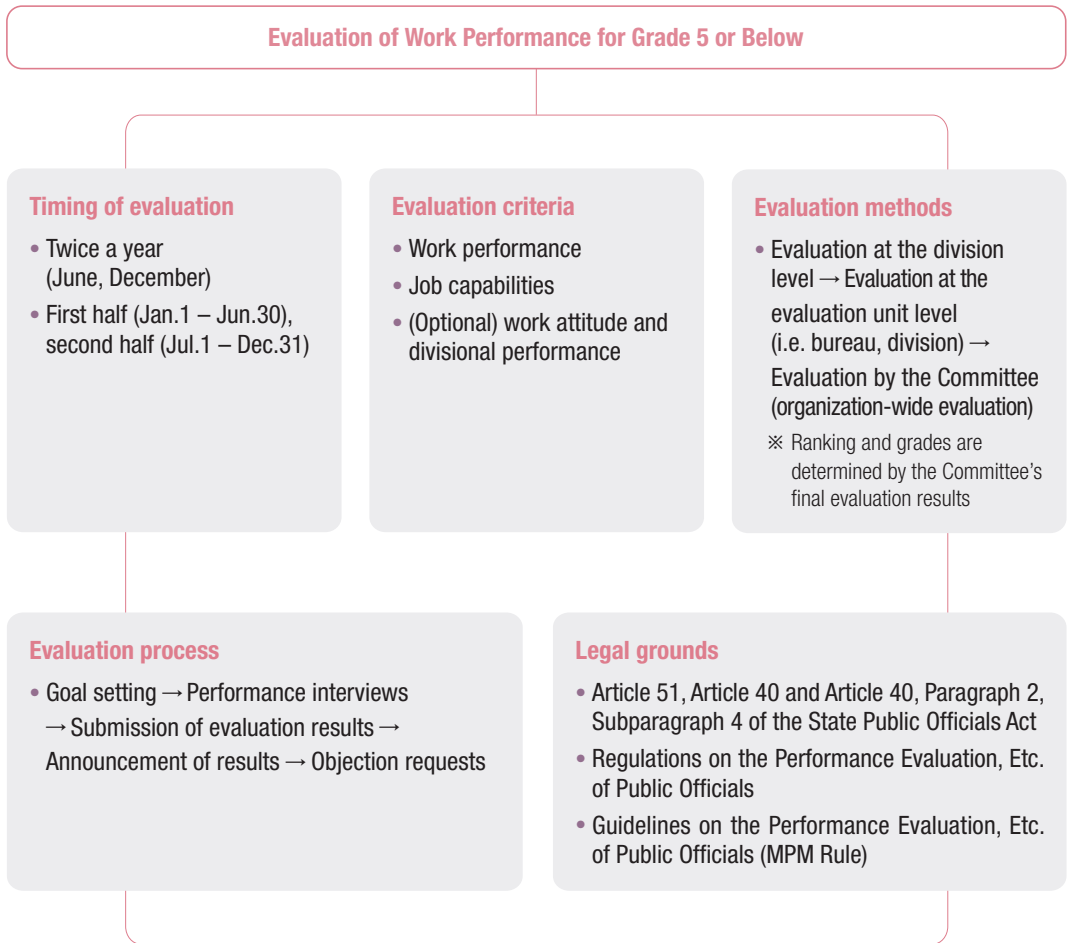
Performance Evaluation by Class

● Evaluation Process



● Use of Evaluation Results

The heads of ministries review the strictness and fairness of the evaluation results and use the results for the subject's work performance rating, promotion, appointment and assignment. The results of work performance evaluation are used for various personnel management purposes, including promotion, education and training, assignment, special promotion and payment of performance-based compensation.





Career Rating · Rating for Additional Points · List of Candidates for Promotion

Evaluation Subjects and Methods

Career Rating

- Twice a year (June 30, December 31)
- Subjects: civil servants of Grade 5 or below who meet the minimum number of years required for promotion as of the career rating date
- Evaluation methods: the subject's experience in the civil service, the private sector, etc. during the designated period is converted to rating points based on similarity with the subject's current class position
 - ※ 100% for positions of the same class, 60% for positions below the current class, 60 - 100% for Ph.Ds., certificates, similar career experience, etc.

Rating for Additional Points

- Additional points are awarded to those included in the list of candidates for promotion (for Grade 5 or below)
- The heads of the relevant ministries provide additional points up to a maximum of five points using the criteria and rating items they have determined
 - ※ Licenses in connection with the job, experience at special locations or in special positions, outstanding performance, etc.

Preparation of the List of Candidates for Promotion

- Twice a year (January 31, July 31), or the last day of the month following the month in which regular rating is conducted
- Subjects: civil servants of Grade 5 or below who meet the requirements for promotion
- Rating methods: work performance evaluation results (80 - 95%) + career rating results (5 - 20%) + additional points
- Period subject to rating: Grade 5 (3 years +), Grades 6 - 7 (2 years +), Grade 8 or below (1 year +)
- Use of the candidate list: candidates are screened for promotion in the order from the top candidate on the list

Use of the List of Candidates for Promotion

The final grades determined by the Work Performance Evaluation Committee are reflected on the list of Grade 5 or below candidates for promotion. The final grades are calculated by adding up the work performance evaluation score (perfect score is 70) and the career rating score (perfect score is 30). The work performance evaluation score can be reflected up to 80 - 95%, and the career rating score to 5 - 20%. Up to five additional points may be awarded based on certain criteria such as experience at special posts or possession of licenses. A list of candidates for promotion is prepared based on the final grades calculated, and the Promotion Review Committee reviews and selects successful candidates. Hence, the results of the work performance evaluation directly affect the prospect of promotion.

360-degree Evaluation

Purpose of 360-degree Evaluation

The purpose of 360-degree evaluation is to complement the results of evaluation, which are inevitably influenced by the supervisor, by considering a wide range of opinions from the subject's peers, subordinates, and civil service users and to use such information for capacity development. For this reason, 360-degree evaluation requires the subject's peers and subordinates to participate and evaluate the subject's performance, attitude, leadership, etc. The results of 360-degree evaluation are used for key personnel management purposes including capacity development, education and training, promotion, job transfer, payment of performance-based compensation, etc.

Evaluation Guidelines

The Ministry of Personnel Management (MPM) provides the guidelines on 360-degree evaluation to help ministries and agencies prepare and operate the evaluation on their own. The heads of the ministries and agencies determine the details of evaluation, including whether 360-degree evaluation is to be conducted, evaluation methods and process, and use of evaluation results.

Legal Grounds

- Article 28 of the Regulations on the Performance Evaluation, Etc. of Public Officials
- Guidelines on the Performance Evaluation, Etc. of Public Officials (MPM Rule)



Performance Management Card System

Purpose of Performance Management Card

The "Performance Management Card" system is part of the civil servants' individual personnel records. The purpose of the performance management card is to monitor and record diverse performance data of an individual on an annual basis and use it to build a personnel management system that focuses on performance and competencies.

Subjects and the Use of Performance Management Card

The performance management card system was introduced in July 2005. On a performance management card, key fulfillment of individual performance agreements, supervisors' opinions, final evaluation results and other details are recorded. Such information is used to determine the subject's promotion, assess applicants for vacant positions, or recommend talent to government posts.

Civil servants in general service (including contract-based civil servants) and those in special government service are subject to performance management card evaluation. Performance management cards are only managed electronically, not manually.

Legal Grounds

- Regulations on Personnel Records, Statistics and Personnel Management Affairs for Public Officials
- Rules on Personnel and Performance Records and Electronic Personnel Management for Public Officials



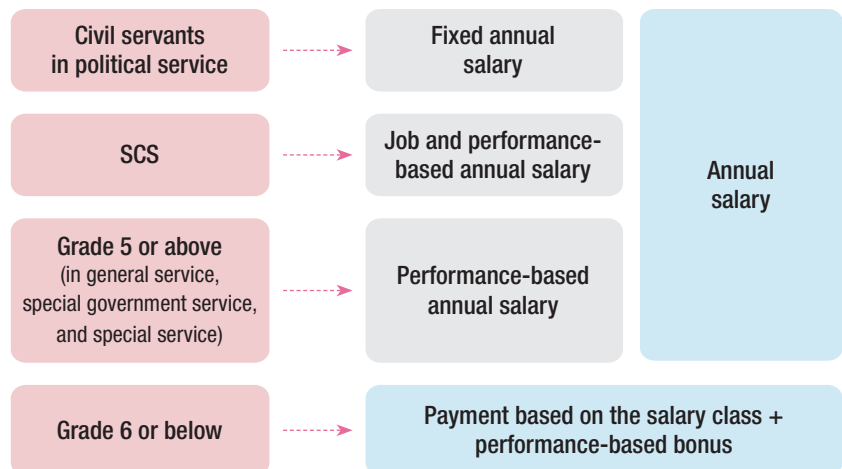
🎯 Compensation Based on Performance Evaluation

Compensation Scheme in the Civil Service

Civil servants in political service, the members of the SCS, and civil servants of Grade 5 or above are paid an annual salary. Previously, the annual salary scheme was applied to civil servants of Grade 4 or above only, but beginning from 2017, Grade 5 is included in the scheme.

Specifically, civil servants in political service are paid an annual salary, with the amount fixed according to each position. The members of the SCS receive a combination of job-based payment and performance-based annual salary. Civil servants of Grade 5 or above are paid a performance-based annual salary. Meanwhile, civil servants of Grade 6 or below are paid based on the salary class, a system that determines compensation based on the number of years in service, and also paid a lump-sum performance-based bonus.

Principles of Setting Performance Goals and Indicators



Compensation Based on Performance Evaluation

Monetary Compensation and Non-monetary Personnel Benefits

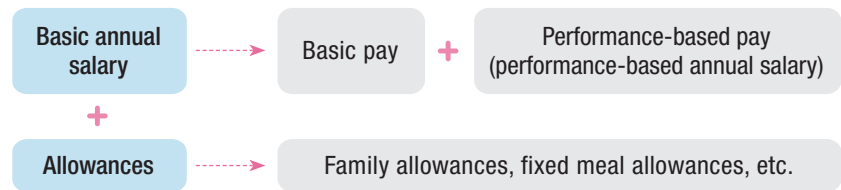
	SCS	Grades 3 and 4 at director level	Grades 4 and 5 in plural class position	Grade 6 or below
Monetary compensation	<p>Performance-based annual salary</p> <ul style="list-style-type: none"> Based on the results of evaluation of performance agreements, etc. S Grade (20% or less) A and B Grades (determined by ministries and agencies) C Grade (10% or more) 	<p>Performance-based annual salary</p> <ul style="list-style-type: none"> Use the results of evaluation of performance agreements, etc. as reference S Grade (20%) A Grade (30%) B Grade (40%) C Grade (10%) 	<p>Performance-based annual salary</p> <ul style="list-style-type: none"> Use the results of evaluation of work performance, etc. No. of grades (more than three) and the rate of payment are determined by ministries and agencies <ul style="list-style-type: none"> ※ No mandatory percentage requirement for the lowest grade 	<p>Performance-based bonus</p> <ul style="list-style-type: none"> Use the results of evaluation of work performance, etc. No. of grades (more than three) and the rate of payment are determined by ministries and agencies <ul style="list-style-type: none"> ※ No mandatory percentage requirement for the lowest grade
Non-monetary personnel benefits	<ul style="list-style-type: none"> Awards, job transfer to a desired post, opportunities for education and training, special promotion (for Grade 5 or below), etc. 			



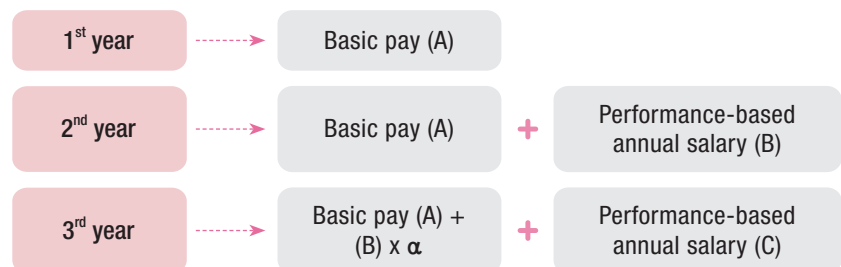
Performance-based Annual Salary (the SCS and Civil Servants of Grade 5 or Above but Below Director Level)

The job and performance-based annual salary scheme for the SCS consists of job-based payment and performance-based annual salary. The performance-based annual salary scheme for Grade 5 or above but below director level consists of a basic annual salary and a performance-based annual salary. The basic annual salary includes basic pay, while the performance-based annual salary is determined based on the individual's performance results. The performance-based annual salary is determined based on previous year's performance, and part of the amount rolls over to the following year's basic annual salary.

Compensation Scheme (Basic Annual Salary + Allowances)



Accumulation of Performance-based Annual Salary



🎯 Compensation Based on Performance Evaluation

Performance-based Bonus (Civil Servants of Grade 6 or Below)

Civil servants of Grade 6 or below are paid compensation based on the salary class along with a lump-sum performance-based bonus every year. The performance-based bonus is calculated as a base amount determined by class multiplied by the rate of payment determined by the performance grade.

● Standard Payment Criteria for Performance-based Bonus

S, A, B, and C grades are distributed to 20%, 40%, 30%, and 10% of total evaluation subjects, respectively, and the rate of payment ranges from 0% to 172.5%. These rates may be adjusted within certain limits at ministries and agencies' discretion.

Table for Payment Criteria of Performance-based Bonus (Example)

Evaluation grade	S	A	B	C
Grade quotas	20%	40%	30%	10%
Rates of payment by grade (%) (based on 'base amount')	172.5%	125%	85%	0%

Performance-based Bonus = Base Amount × Rate of Payment by Performance Grade

Case Example

If a Grade 6 official has received a rating of A for the previous year's performance:

- The official's current year performance-based bonus = KRW 3,711,400
(base amount as of 2021) X 125%



○ Payment of Performance-based Bonus

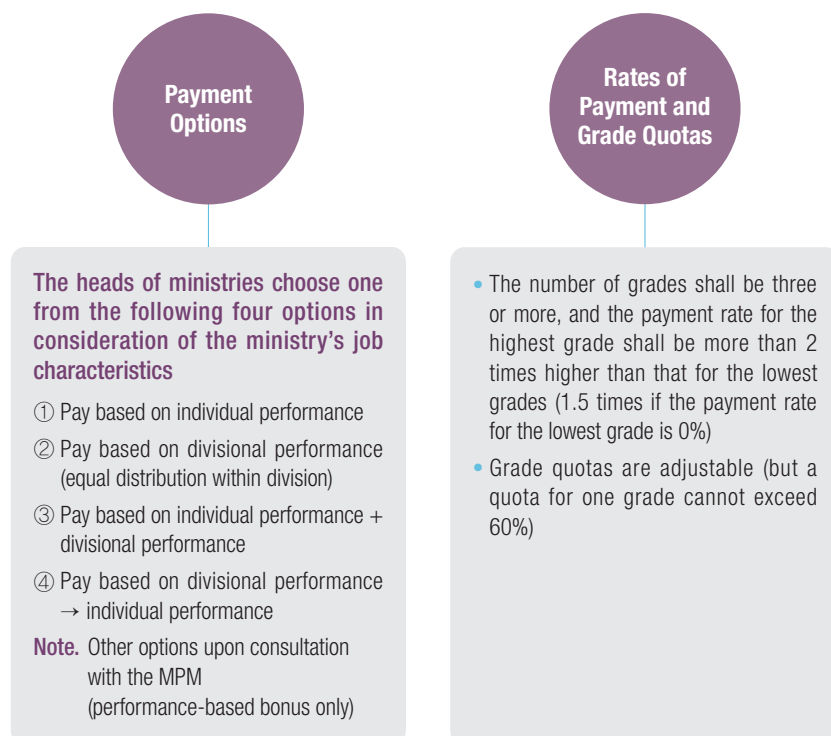
While a performance-based bonus may be paid based on individual performance, ministries and agencies may also choose to pay the bonus based on divisional performance at their discretion or upon consultation with the MPM.

For instance, it is possible that half of the bonus pool is distributed to divisions based on divisional performance, which is to be evenly divided among members of the division, and the other half to individuals based on individual performance. It is also possible to distribute the entire pool based on divisional performance and then for the division distribute the received amount evenly among its members.

○ Adjustment to the Rates of Payment and Grade Quotas

Ministries and agencies may choose not to follow the standard payment criteria and determine their own rates of payment and grade quotas, provided they meet the following conditions.

Independent Management of Performance-based Compensation



PART
3

ACHIEVEMENTS

Major Achievements



Major Achievements

The country's performance management system has shown remarkable development since the establishment of the MPM. In particular, the MPM has provided more autonomy for ministries and agencies in handling performance management according to their needs to facilitate smooth adoption of performance-based personnel management. Also, the MPM has successfully supported ministries and agencies' competency development.

Increased Autonomy in Performance Evaluation

In 2019, the MPM increased the autonomy of ministries and agencies in managing the payment of performance-based compensation. In 2020, it further enabled ministries and agencies to determine work performance rating methods at their discretion. The MPM has enhanced the performance management system by continuously listening to ministries and agencies to establish a flexible system that meets the needs and job characteristics of ministries and agencies.



2019 — • Increased autonomy in managing the payment of performance-based compensation

2020 — • Enabled discretionary work performance rating methods

Proactive Support for Ministries and Agencies' Competency Development Efforts

The MPM has carried out a wide range of activities to support the development of evaluator competency, including the development of e-learning courses for evaluators and managers, evaluator education for director-level officials at ministries and agencies, preparation and distribution of guidelines on performance interviews, etc. Also, beginning from 2017, the MPM has designed and implemented performance evaluations and performance-based compensation schemes meeting the needs of ministries and agencies based on customized consultations on performance management. Over the past four years, 11 ministries have established customized evaluation and pay schemes.

Major Achievements

Improvement of the Evaluation System to Enhance Compliance

The MPM has expanded the use of 360-degree evaluation across all personnel management areas. It also published the Operations Manual for 360-degree Evaluation of Civil Servants, which explains the process of 360-degree evaluation and various evaluation models by purpose, to promote the use of the 360-degree evaluation system. Other measures have also been taken to improve the performance evaluation system, including the introduction of a self-evaluation method aimed at enhancing compliance.

360-degree Evaluation and Self-evaluation

✔ **Wide use of 360-degree evaluation**

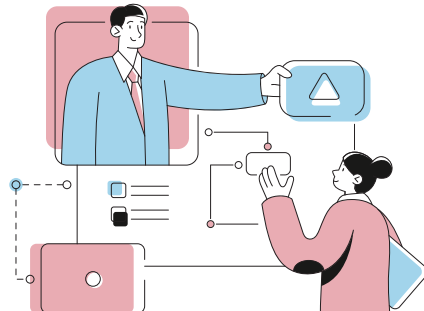
- Expanded the use of 360-degree evaluation across all personnel management areas

✔ **Distribution of the Operations Manual for 360-degree Evaluation**

- Explained the process of 360-degree evaluation
- Provided various evaluation models by purpose

✔ **Improvement of the performance evaluation system**

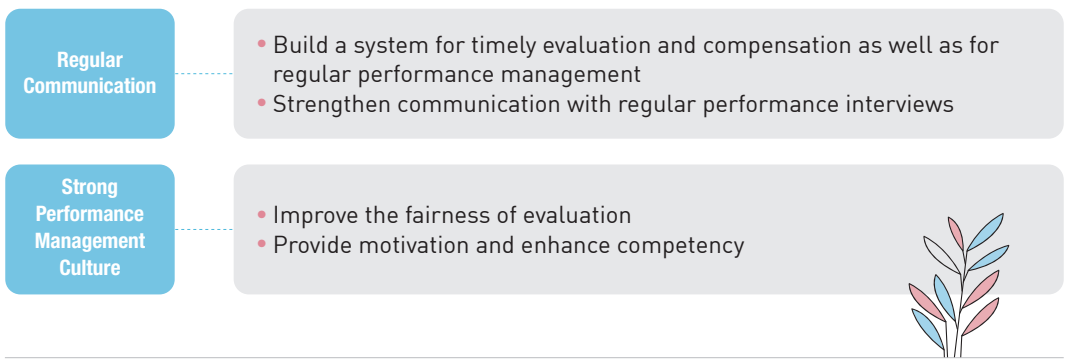
- Introduced self-evaluation methods, etc.



🎯 Future Plans and Directions

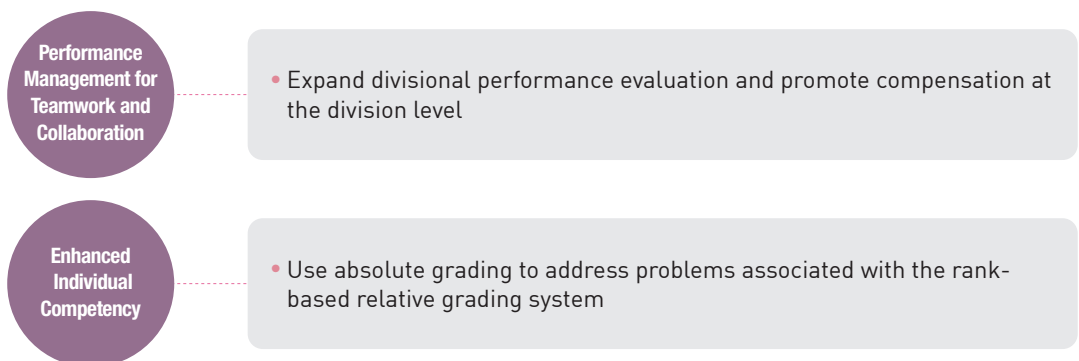
Feedback-oriented Performance Management Culture

The MPM plans to establish a system for timely evaluation and compensation as well as for continual performance management by reinforcing occasional evaluations and to strengthen communication through regular performance interviews. The MPM plans to improve the fairness of evaluation, provide motivation to civil servants and enhance their competency, which will eventually foster a strong performance management culture.



Performance Management for Enhanced Collaboration

In order to shift from individual-centered performance management that promotes competition to team-centered performance management that values collaboration, the MPM plans to scale up divisional performance evaluation and compensation at the division level. Also, the MPM aims to focus on promoting collaboration and enhancing individual competency by addressing the weaknesses in the existing system (e.g. using absolute grading to address the adverse effects of rank-based relative grading).





Final Remarks

It takes a balance of a multitude of factors for an organization to grow. Appropriate measurement of performance and compensation is one of such factors which play an important role in increasing the efficiency of the organization. This explains why performance management is essential in the civil service.

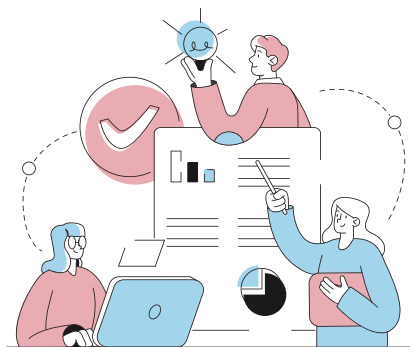
'Communication' is one of the keys to good performance management. The evaluator and the subject of evaluation engage in active communication with each other whilst setting performance plans and goals, accomplishing the goals, and monitoring the process. This promotes the development of a culture of communication across the entire organization.

Performance management also motivates individual civil servants. Throughout the process of goal setting, execution, evaluation and feedback, performance management creates a virtuous cycle where individuals are motivated to work towards better results and strive to develop personal competency. This lays the foundation for both individuals as well as the organization to achieve growth.

With ministries and agencies given increased autonomy in designing and operating their own performance management systems, the Korean government's performance management is increasingly operated in a flexible manner. In addition, recently, transparent evaluation based on communication as well as performance management and feedback that foster collaboration have emerged as important objectives, and the government is making continuous efforts to achieve them. It is expected that the government's endeavors to improve the system will have a positive impact on the management of government organizations.

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Ministry of Personnel
Management

The Power that Unites the Republic of Korea



uman Resource Development

in the Civil Service



Ministry of Personnel
Management



The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





Development and Growth of Talent
to Build Expertise and
Future-oriented Capabilities

Human Resource Development

**PART
1**

History of
HRD
in the Civil Service

**PART
2**

HRD and
Operation of
L&D Programs

**PART
3**

L&D Programs
for
Foreign Officials

**PART
4**

Future Plans
and
Directions

ABOUT Human Resource Development



Q. What types of L&D programs are offered to civil servants?

There are four major types of L&D programs – basic programs, specialized programs, other programs, and self-development learning.



Four Types of Learning and Development (L&D) Programs for Civil Servants



Q. Can you explain what basic programs are?

Basic programs aim to orient new recruits and promoted officials to basic capabilities required for their new positions.



Q. How would you describe specialized programs?

Specialized programs educate existing officials in job skills and knowledge to enhance expertise in each job service.

Q. Do you have L&D programs for foreign officials?

The MPM has customized L&D programs for foreign governments and those provided in partnership with KOICA. These programs are designed and delivered to meet the needs of participating countries.

The L&D programs for foreign officials provide content that best meets the needs of the participating countries!



Government E-Learning Platform



Q. What is the Government E-Learning Platform?

The Government E-Learning Platform is an integrated e-learning system that enables the central and local governments, national universities, etc. to utilize content on a shared system.



Diverse Functions of E-Learning



Q. What functions does e-learning serve?

E-learning allows learners to access quality content in video and e-book format through computers and mobile devices. It also enables user discussion and information sharing.

Q. What are the MPM's future priorities in HRD?

The MPM's key priorities involve building an HRD platform based on artificial intelligence and big data as well as online L & D infrastructure.



Three Characteristics of the HRD Platform



Q. What are the key characteristics of the HRD platform?

The HRD platform will provide real-time video lectures and recommend customized content based on learners' job profiles and experience. Also, its open architecture will enable participation from private content providers.

HISTORY

History of HRD in the Civil Service



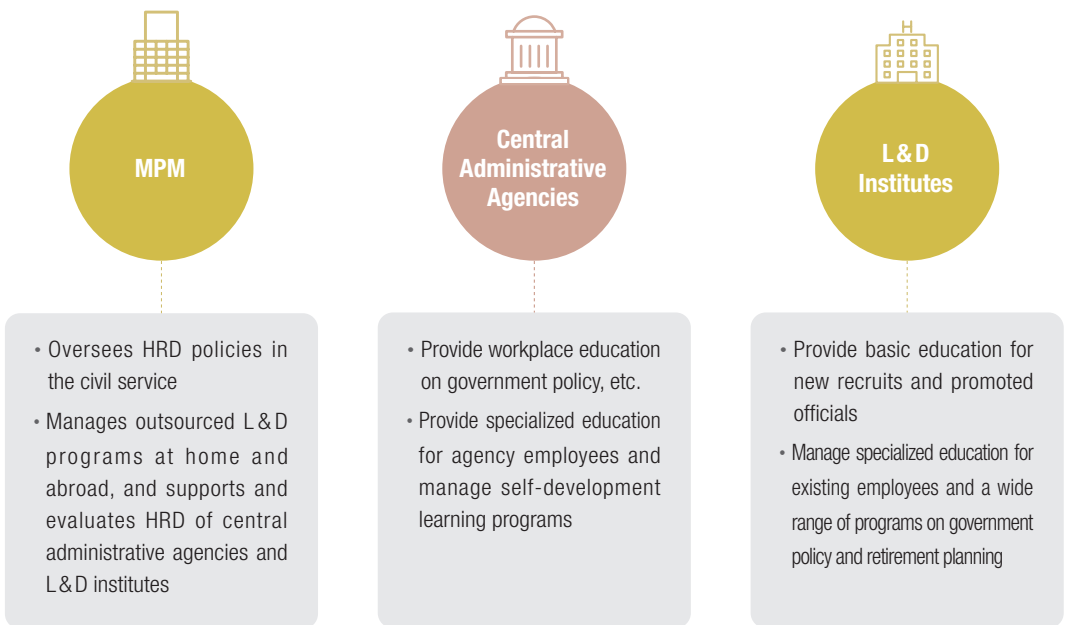
Purpose of HRD in the Civil Service

- Under Article 1 of the Act on the Capacity Development of Public Officials, HRD shall enable civil servants to develop a public service mindset, professional expertise and future-oriented capabilities to better serve the country. HRD supports civil servants in developing a strong sense of duty, future-oriented capabilities and expertise.

Operational Structure and Legal Grounds

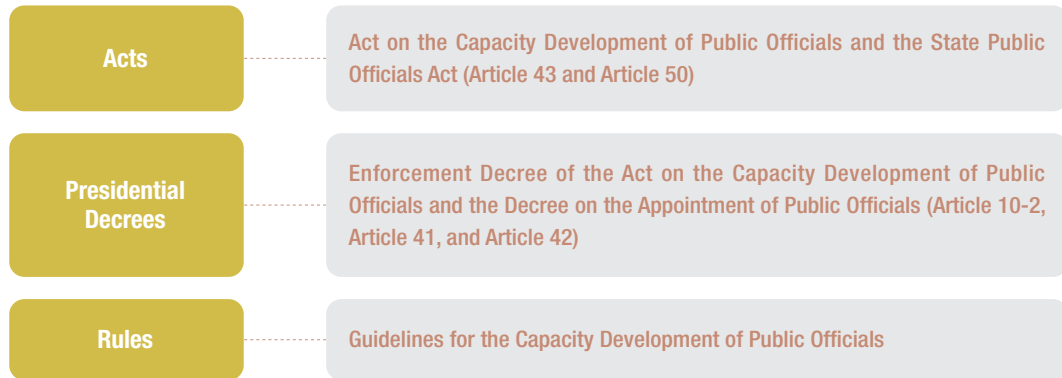
Operational Structure

Policy-making and general administration of human resource development (HRD) in the civil service are the responsibility of the Human Resource Development Division in the Ministry of Personnel Management (MPM). The Division sets the direction for HRD policies, prepares plans, manages outsourced education at home and abroad, and supports central administrative agencies and L & D institutes' HRD activities. Central administrative agencies carry out workplace education and specialized education for agency employees in-house, and L & D institutes such as the National HRD Institute provide basic education for new recruits and promoted officials.



Operational Structure and Legal Grounds

Legal Grounds



Relevant Provisions from the Act

• Article 50 (Training) of the State Public Officials Act

- ① All public officials and public officials on probation shall have training and self-development learning mandated by this Act to develop a public service mindset required as public servants of the nation, future-oriented capabilities and expertise required to perform their duties effectively.
- ③ The heads of agencies and public officials with supervisory roles shall provide continuous training so that employees can uphold public service values and improve future-oriented capabilities and expertise.



Development of Relevant Laws and Institutions

The development of relevant laws and institutions for civil servant training and education is largely divided into four periods.

During the first period (formation), the government provided training in the absence of specific legal grounds. Legal and institutional grounds were established beginning from the second period (development), starting with the enactment of the Public Officials Training Act and the establishment of the Central Officials Training Institute. In the third period (expansion), the government enacted the Public Officials Education and Training Act and began to diversify its training programs under the Five-year Development Plan for Public Officials Training. Lastly, in the fourth period (maturity), the structure of education and training institutes as well as educational programs and content were comprehensively reorganized and they continue to this day.



Major Changes by Period

Formation 1949 – 1961	<ul style="list-style-type: none">• Established the National Officials Training Institute• Established training institutes for civil servants in specialized service and operated specialized programs
Development 1961 – 1973	<ul style="list-style-type: none">• Created legal and institutional grounds, e.g. enactment of the Public Officials Training Act• Reinforced legal and institutional grounds, e.g. establishment of the Central Officials Training Institute
Expansion 1973 – 1998	<ul style="list-style-type: none">• Diversified the training programs under the Five-year Development Plan for Public Officials Training• Provided intensive training for agency employees and improved the quality of training programs• Transitioned the focus of training from basic programs to specialized programs• Provided legal grounds for overseas training and launched programs for foreign officials
Maturity 1998 – 2007	<ul style="list-style-type: none">• Reorganized civil servant training and introduced user-centered programs• Scaled down basic training by job level and transitioned to competency-oriented learning• Established the E-Learning Center for Public Officials and established a continuous learning system
Present 2016 –	<ul style="list-style-type: none">• Established the National HRD Institute• Started the dual campus system consisting of Jincheon main campus and Gwacheon branch campus



Formation and Development of HRD

Formation (1949 – 1961)

Education and training for civil servants began in earnest with the foundation of the National Officials Training Institute (NOTI) on March 21, 1949. Right after the establishment of the Republic of Korea, the government saw the need to put in place a training system for civil servants to further national stability and proclaimed the Decree on the Organization of NOTI (Presidential Decree No. 69). NOTI, the country's first modern training center for civil servants, was established as such under the Regulation.

○ Operation of NOTI

Before the Public Officials Training Act in 1961, NOTI had been operated under the Regulation on NOTI (Prime Minister's Decree No. 16) enacted in June 1949 without the support of other relevant laws. The Regulation provided guidelines on training courses, the purpose of training and training institutes. However, the country was suffering under financial hardship at the time, having just been liberated from Japanese colonial rule, and training for civil servants, despite its well-intentioned start, received little support from the government. No state budget was allocated to NOTI at the time of its establishment, and it received only a meager allocation after a few years. Under these circumstances, NOTI barely maintained its existence.

○ Limitations on Playing a Visible Role

Under the Presidential Decree, NOTI was under the supervision of the Prime Minister and the Minister of Government Administration served as its president. The Decree prescribed that NOTI shall have a president, superintendents, professors, lecturers, secretaries, administrative officers, and clerks, and that superintendents directly assisting the president shall manage the Institute. However, NOTI had no more than three members since its establishment, and no professors or lecturers were ever employed to handle training. This resulted in limitations on NOTI playing a visible role.

○ Training Institutes for Civil Servants in Specialized Service

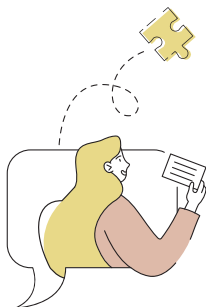
During this period, diverse training institutes for civil servants in special service were in operation. The first of such was the Academy for Postal and Telegraph Service established in 1946, and the School for Tax Officials and the School for Meteorology, each founded in 1949. Thereafter, the Academy for Prison Officers was established in 1951, the Professional Police Academy in 1954, the Training Center for New Life Leaders in 1956, the National Training Center for Social Work Leaders in 1957, and the Training Center for Transportation Services in 1959.

Development (1961 – 1973)

Whereas training for civil servants had been less than systematic throughout the first period, it started to take better shape under the government of the Third Republic with support from the government. In October 1961, NOTI was abolished, and the Central Officials Training Institute (COTI) was established under the newly enacted Establishment of the Central Officials Training Institute Act. In November 1961, the Public Officials Training Act was enacted to be the legal and institutional framework for civil servant training.

○ Establishment and Operation of COTI

Under the Establishment of the Central Officials Training Institute Act, COTI was organized into four divisions, and central and local administrative agencies could establish training institutes for their employees when necessary. The Act also provided legal grounds for domestic and overseas secondment and outsourced education. The president of COTI was delegated increased roles and authority and could provide guidance on matters in relation to training to the heads of training institutes, excluding military training centers.

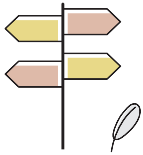




Formation and Development of HRD

● Enactment of Public Officials Training Act and Development of Civil Servant Training

With the enactment of the Public Officials Training Act, the government was allowed to plan, change and evaluate training from a holistic and systematic point of view. During this period, civil servant training notched up noticeable improvements from the NOTI period in terms of size, systemization, and content. In the 1960s, as tensions between South and North Korea escalated, anti-communist theory emerged as an important topic in training programs, and economics education was strengthened. Also, with the Five-year Economic Development Plan introduced in 1962, the government provided more education on administrative management to keep up with the rapid pace of growth.



Expansion (1973 – 1998)

In 1973, the government repealed the existing Public Officials Training Act that had served as the legal and institutional grounds for civil servant training, and newly introduced a new Public Officials Training Act. During this period, education on new administration techniques and intensive training for new recruits were the focus of the government's training policy.

● Intensive Education for Agency Employees

The heads of administrative agencies were given increased responsibility to provide mandatory job training for employees of their agencies once every five years. Previously, such training responsibility had been referenced in the law but not strictly enforced. Also, administrative agencies introduced on-the-job training (OJT) programs to help cultivate appropriate attitudes and enhance the job skills of employees, and incorporated employees' training outcomes in personnel management.

● Improved Quality of Training Programs

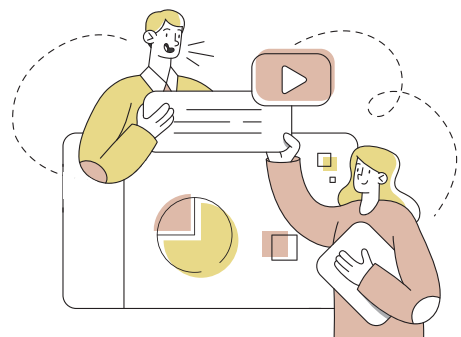
To ensure COTI had competent teaching staff, the government allowed secondment of civil servants of central administrative agencies to COTI for a designated period of time. Also, training by external institutes became available, and civil servants had more access to education in specialized areas which had not been provided by government training institutes due to low demand.

● Legal Grounds for Overseas Training

In 1978, the Public Officials Training Act was revised to provide legal grounds for overseas training. Under the revised Act, the heads of central administrative agencies could second employees of their agencies to overseas training institutes or to outsourced training at home and abroad after consultation with Minister of Government Administration, when secondment or outsourcing is deemed necessary. In 1979, the Regulation on Special Training for Public Officials was introduced to provide concrete legal grounds for domestic outsourced education and government-sponsored overseas training.

● Training Programs to Develop Public Service Mindset

Under the Mid to Long-term Development Plan for Civil Service Training, the government took a wide range of actions on a continual basis. In 1983, the government introduced training programs to develop a public service mindset among civil servants and transitioned the focus of training from improving the efficiency of administration to promoting service-oriented attitudes in the civil service.



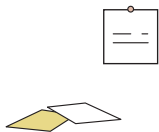


Formation and Development of HRD

○ Transition to Specialized Training

In 1992, the government pursued radical change by transitioning the focus of its training system from basic training to specialized training to keep up with the trend of specialization and diversification of government service. As a result of this decision, the basic training courses were shortened, and short-term training programs by job service were expanded.

From 1993 onwards, approval of training institute training plans was delegated to the heads of central administrative agencies in an effort to decentralize the system. In November 1993, the government rolled out long-term training courses for senior level officials, starting with a one-year training program for directors in central administrative agencies that prepares them for the new role of director-general.



○ Programs for Foreign Officials

As the training system took shape, COTI started to provide training programs for foreign officials, beginning with program for high-ranking civil servants from the Malaysian government in 1984. Under the government's Northern Policy, additional programs were made available to civil servants from China and Mongolia.

Maturity (1998 – 2007)

In 1998, the People's Government was inaugurated amid the Asian Financial Crisis, and the new administration carried out government reorganization and massive reform in the public sector. Changes to the civil servant training system in January 1999 were part of such reforms.

○ Reorganization of the Training System

Under the government-wide reorganization plan, training institutes were consolidated, and the staff was downsized. Also, the government modified the way training budgets are prepared in order to enhance the efficiency of management of training institutes. Training courses were classified into paid programs and free programs, and budgets for the former were prepared by training institutes and those for the latter by ministries and agencies, i.e. users of the training programs.

● Introduction of User-centered Training Programs

The new administration made a significant change to training methods to improve the quality of civil servant training. The focus of training shifted from general education to training that targeted specialized subjects. In addition, while previous training provided limited educational content at a pre-determined time and place, the new training method involved user-centered learning where users can choose content based on their needs and obtain access when and where they want it.

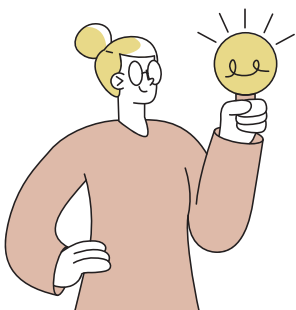
Use of study groups also emerged as an important part of training. Study groups were self-initiated and thus proved more effective than mandatory training programs.

● Reduction of Basic Training by Job Class

With specialized training being the focus of training programs since 1992, the government scaled down basic training by job level, which had been a major part of the training programs. Except for basic training for new recruits for Grades 5, 7, and 9 and for promoted officials for Grades 5 and 7, all other basic training programs were discontinued.

● Establishment of E-Learning Center for Public Officials

As the transition to the information society accelerated, the importance of proper training was once more emphasized and e-learning and self-directed learning emerged as new paradigms. To keep up with such trends, COTI established the E-Learning Center for Public Officials and started to provide training based on distance learning methodologies.



Formation and Development of HRD

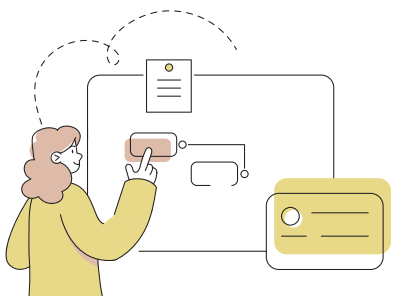
○ Transition to Competency-oriented Learning

After the inauguration of the Participatory Government in 2003, the Republic of Korea started to recover from a long economic recession and the demand for civil servant training increased significantly. One of the government's ambitious agenda items at the time was government innovation, and the administration pursued innovation in the training system by expanding training courses, increasing budgets, and building additional training centers. It also revamped training programs in a way that ensured the core competencies of civil servants would be strengthened and transitioned from training focusing on specific job skills to competency-oriented learning.

○ Establishment of Continuous Learning System

With the amendment of the Enforcement Decree on the Public Officials Training Act in July 2006, the government brought about radical change in the training methodologies and content that had continued since the 1960s. The government believed that competency in the civil service was essential for national development in the information age, and civil servant training required a fundamental change to develop competency.

Under the amended Enforcement Decree, the number of training hours for civil servants in general service of Grade 4 or below increased from 40 hours to 100 hours per year. Time spent on self-initiated learning and research were recognized as training hours, and the heads of divisions were made responsible for employees' training performance. Also, the number of training hours was reflected in employee promotion. These efforts helped government entities turn into learning organizations.



Current Status of Civil Servant Training (2016 –)

From the 2010s, government administration faced increasing diversity and complexity. In addition, the public had high expectations regarding the civil service and believed that it should be more trustworthy and that civil servants should have expertise and future-oriented capabilities to perform well in a competitive global environment.

○ Launch of National HRD Institute (January 2016)

To meet the raised expectations of the public, the government reorganized COTI as the National Human Resources Development Institute (NHI) in January 2016 to a fresh start. The reorganization reflects the government's move from a traditional notion of training and education to a new concept of "human resource development." Since its launch, the NHI has successfully fulfilled its role of nurturing civil servants who will bring change and lead innovation in society.

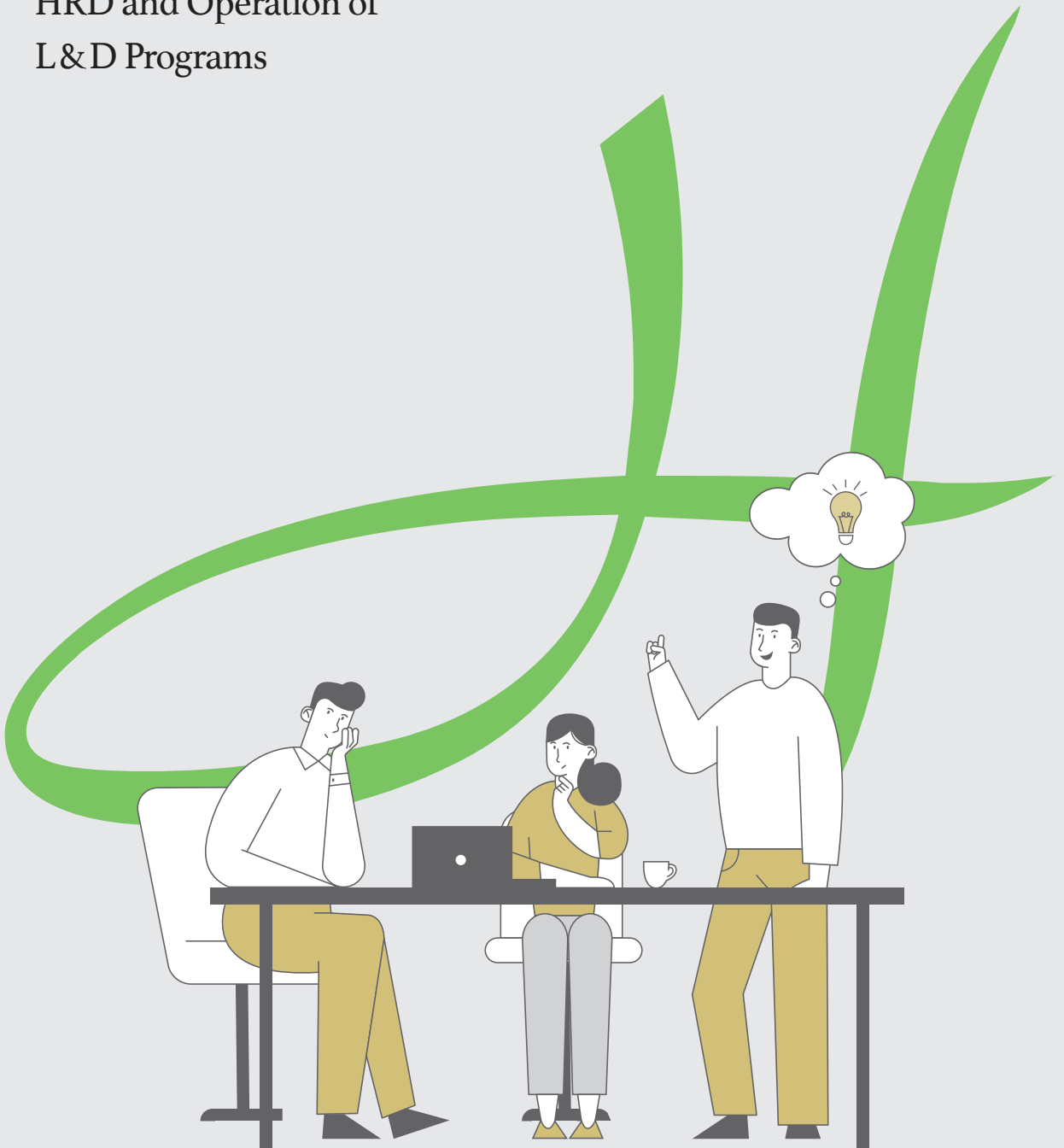
○ Relocation to Jincheon and Dual Campus System (November 2016 –)

Under the Balanced Regional Development Plan, the NHI was relocated from Gwacheon, a city adjacent to Seoul, to Chungbuk Innovation City in September 2016. The relocated campus officially opened in November 2016, and dual campuses have been in operation since then. The dual campus system ensures efficiency of operation, with Jincheon main campus performing key functions such as competency development education (e.g. education on public service values for manager-level officials) as well as research and development and Gwacheon branch campus performing auxiliary functions such as global education and management of information technology. In 2017, the NHI put state-of-the-art lecture equipment and facilities in place to provide high quality education and continues to serve as a national hub of human resource development.

PART
2

HRD & OPERATIONS

HRD and Operation of
L&D Programs



Domestic L & D Programs

Purpose of Domestic L & D Programs

The purpose of domestic L&D programs is to introduce new knowledge and technology to the civil service, improve civil servants' job skills, and establish a public service mindset among civil servants so that the civil service can better perform in a changing administrative environment and meet the increasingly complex and diverse demands for public service.

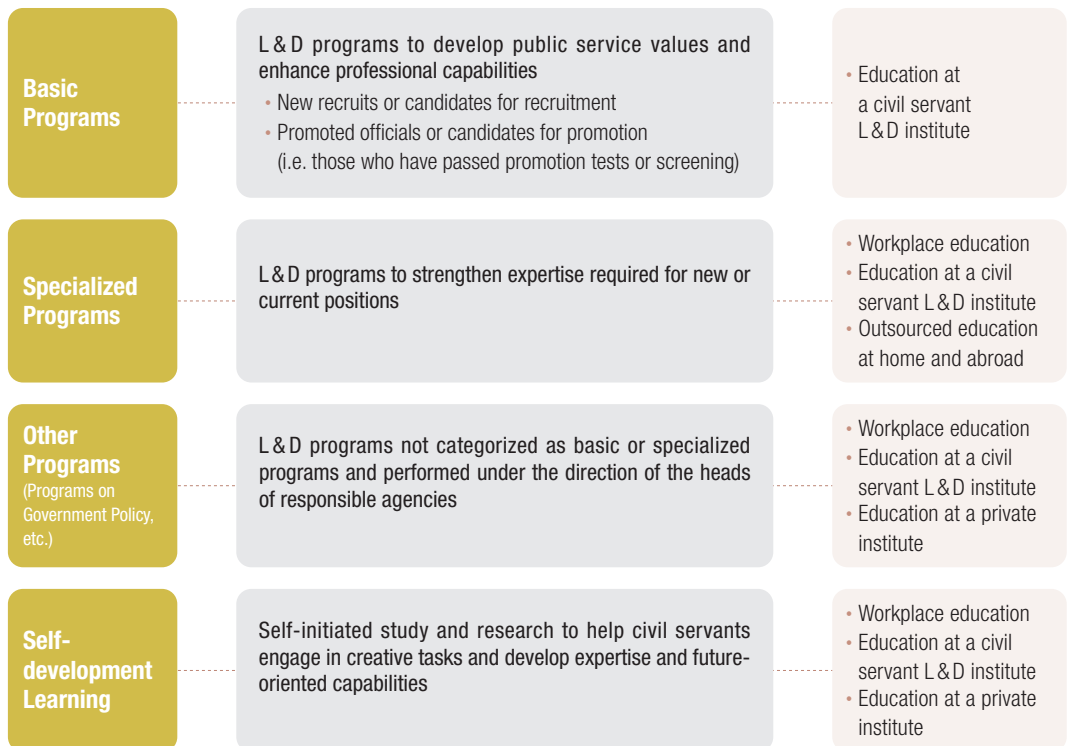
Types of Domestic L & D Programs



L & D programs for civil servants are largely classified into basic programs, specialized programs, other programs, and self-development learning.

Types of HRD Programs

(Article 7 of the Enforcement Decree of the Act on the Capacity Development of Public Officials)





Domestic L & D Programs

○ Basic Programs

New recruits to government posts take basic programs to learn basic attitudes as civil servants and job skills required for their positions. Basic programs aim to develop basic capabilities of civil servants by each job level. In most cases, basic programs are administered at civil servant L&D institutes, but also at workplace or outsourced institutions. Education for new recruits and promoted officials are typical examples of basic programs.

Education for New Recruits

- Education for new recruits by civil servant L&D institutes
- Education in public service attitudes, understanding of public service, basic capabilities, etc.

Education for Promoted Officials

- Education for promoted officials by civil servant L&D institutes
 - Leadership education by each job level, basic capabilities, etc.
- * Administered upon promotion to deputy director (Grade 5), director (Grades 3 and 4) and the Senior Civil Service

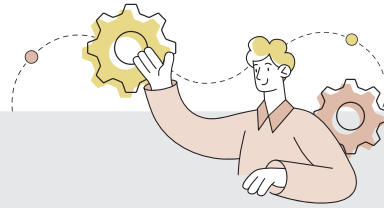
Note

Long-term educational programs for directors and directors-general aim to help future key leaders of the country suggest and realize organizational changes and innovative visions. The programs also encourage them to create added value based on a wide range of knowledge in economics, society and culture, and play a leading role on the global stage.

○ Specialized Programs, Other Programs and Self-development Learning

Specialized programs refer to L&D programs that provide education to existing officials in job skills and knowledge to strengthen their expertise in each field of service. Specialized programs are administered in the form of self-study, workplace education, education at civil servant L&D institutes or outsourced education. Other programs, including education in government policy, aim to cover administrative philosophy, government policies, civil service mindset, and general knowledge. Workplace education at the agency level, education at civil servant L&D institutes and outsourced education options are available for other programs. Aside from these L&D activities, public officials also engage in diverse self-development learning and research to develop creativity and professional expertise.

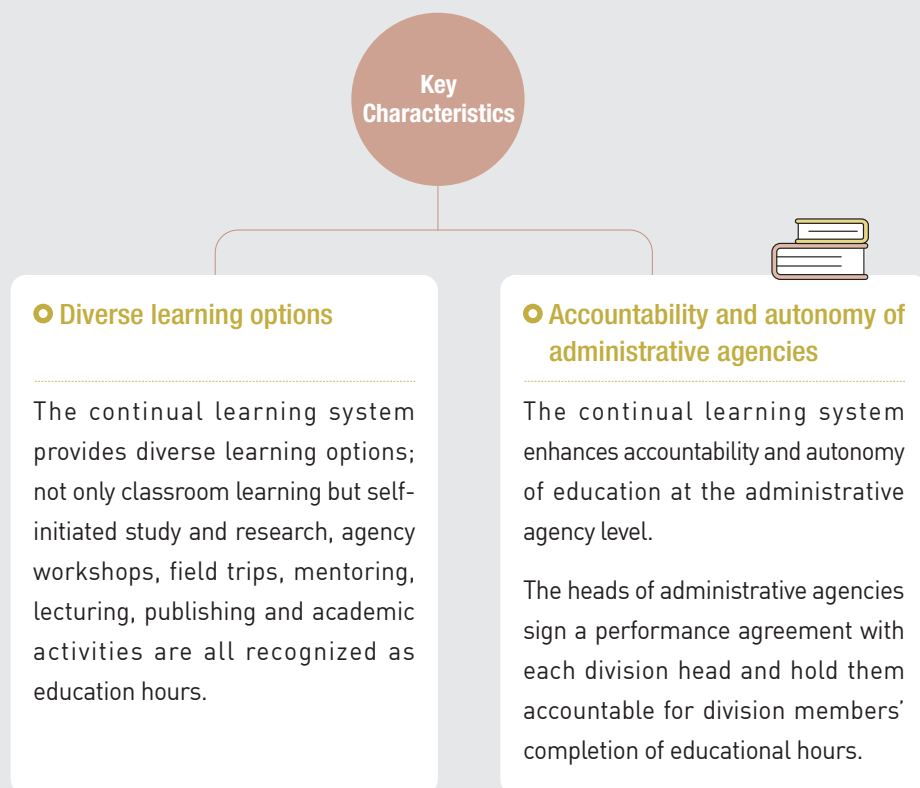




What is the Continual Learning System?

The government introduced the continual learning system to better adapt to the needs of a knowledge-based, life-long learning society and to improve its competitiveness by turning the civil service into a learning organization. Legal grounds for the continual learning system were provided by the Enforcement Decree of the Public Officials Education and Training Act (presently, the Act on the Capacity Development of Public Officials) in July 2006, under which 100 hours of education per year became mandatory beginning from 2007. Considering specific job roles and educational conditions, however, the heads of central administrative agencies may adjust the mandatory education hours to 80.

Civil servants of Grade 4 or below shall complete 100 hours of education and self-study, and their educational performance shall be reflected in promotion. If one fails to complete the required hours, he or she shall be excluded from promotion screening and tests.



Domestic L & D Programs

Procedures for Education

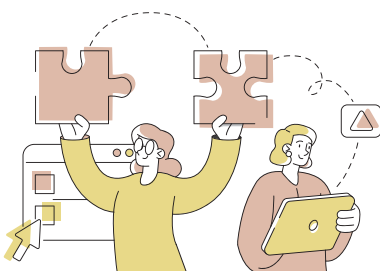
The procedures for domestic L&D programs consist of conducting an education demand survey, planning the selection of trainees for domestic outsourced education, screening candidates, recommending candidates to L&D institutes, selecting trainees, conducting outsourced education, issuing a secondment order, paying for education expenses, reporting the progress of education, and trainees' mandatory service.

● User-centered Education

Before any domestic or overseas outsourced education is planned, an education demand survey is conducted for civil servants in all government ministries and agencies. Also, education is designed to meet the needs of users by selecting L&D projects and institutes in each field of service in order to enhance the competitiveness of government service.

● Selection of Candidates for Outsourced Education

Ministries and agencies screen and recommend trainees for long-term outsourced L&D programs with the Education Screening Committee reviewing the applicants' project records and research plans. Applicants to L&D programs shall apply for education in a field that is relevant to their job service and their agency's functions, and project records submitted shall also be relevant to the applied field. The Education Screening Committee selects and recommends candidates based on the applicants' qualifications and the relevance of the projects. In the case of short-term programs (e.g. outsourced education by private institutes), applicants review the course description and submit applications, and the education divisions of the respective ministries and agencies select and recommend candidates for the program.



Overseas L&D Programs

Purpose of Overseas L&D Programs

The purpose of overseas L&D programs is to train professionals who are proficient in international affairs and can respond to the needs of future society. Overseas L&D programs enable the government to learn and adopt advanced knowledge, information and systems in a systematic way and develop administration competencies. Also, they induce active motivation in administrative organizations by improving the competency of civil servants.

Types of Overseas L&D Programs

Overseas L&D programs are categorized into long-term (i.e. six months or longer) and short-term (less than six months) courses.



Long-term Programs

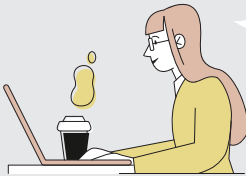
- Director and director-general programs: directors-general and directors improve their policy development skills (one-year course)
- General programs: Grades 4-9 civil servants develop their policy management skills (one to two-year course)

Short-term Programs

- Programs for individuals: civil servants of Grade 9 or above study ministries and agencies' current agenda and policy schemes (less than six months)
- Programs for small teams: civil servants of Grade 9 or above organize 'research teams' and engage in group study (two weeks - two months)
- Programs for groups: Grades 4-9 civil servants receive education at L&D institutes (less than two weeks)

Overseas L&D Programs

Testimonials from Overseas Education Participants



"The course was a valuable opportunity for me to represent my country, meet civil servants participating from various countries, and talk about each other's work, lives, and cultures. I hope global exchange programs such as this course further continue."

 000

Deputy Director at the Financial Services Commission

"I am always thrilled to participate in overseas education because I get to learn about a wide range of advanced administrative systems and become more familiar with the cultures of foreign countries, which helps me improve my job skills and gain a global perspective."

 000

Assistant Deputy Director at the Korea Meteorological Administration



"The week-long course gave me a chance to experience the host country's culture, study its personnel management system and think about problems and potential solutions for our country's civil service and HRD system."

 000

Assistant Deputy Director at the Ministry of Environment

Operation and Administration of L&D Programs

Administration of L&D Programs

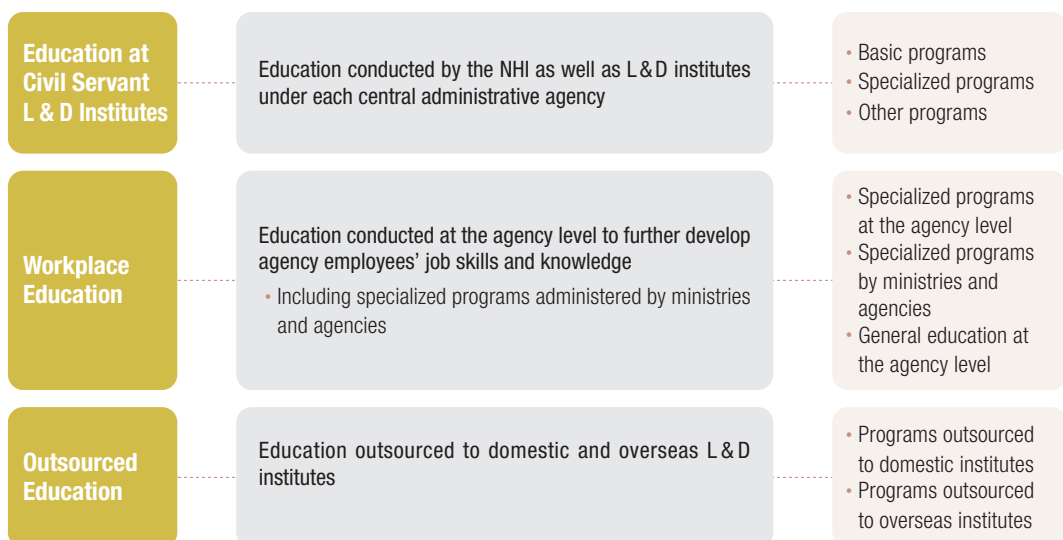
The MPM establishes national HRD policies, and the NHI provides education for civil servants of Grade 5 or above and supports other L&D institutes' educational activities. Central administrative agencies and 33 civil servant L&D institutes, including the NHI, provide specialized education that suits the characteristics of each agency. For civil servants in local service, the Ministry of the Interior and Safety (MOIS) and the Ministry of Education (MOE) establish HRD policies at the local level, and the Local Government Officials Development Institute as well as metropolitan and provincial L&D institutes provide relevant education.

○ Diverse Types of Outsourced Education

Education outsourced to domestic colleges and graduate schools aims to improve trainees' job skills through research projects relevant to their field of service. Foreign language education is designed to nurture professionals in international affairs and sharpen the competitiveness of the civil service in terms of foreign language proficiency. Meanwhile, education outsourced to private institutes encourages trainees to learn new knowledge, technology and expertise from the private sector and improve job skills. Also, it aims to educate civil servants on the current policy environment and agenda and enhance the quality of the civil service through open and competitive L&D programs.

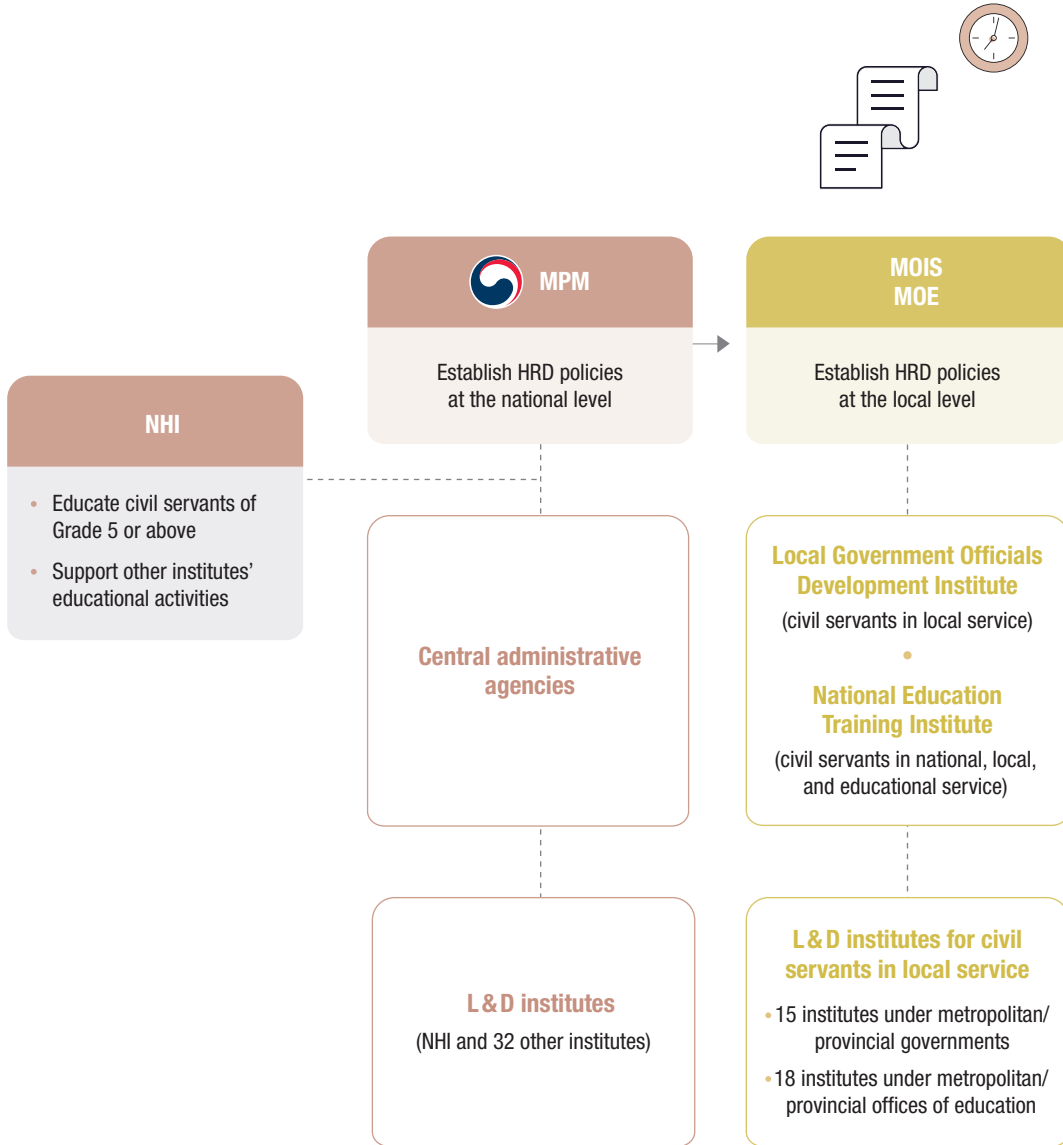
Education by Types of Administration

(Article 2-5 of the Enforcement Decree of the Act on the Capacity Development of Public Officials)



Operation and Administration of L&D Programs

Organizational Structure of L&D Administration



Civil Servant L&D Institutes

○ National Human Resources Development Institute

The NHI, an organization under the MPM, is responsible for educating public officials in the Republic of Korea. It was established in 1949 as the NOTI and has provided L&D programs for civil servants ever since.

NHI's HRD Strategy

• **VISION** | Develop good human resources, provide education with care

• **MISSION** | Educate key talent who will lead the future



HRD Strategy

1 Internalize administrative philosophy and public service values to improve government performance

2 Enhance policy response capacity to lead the 4th Industrial Revolution

3 Develop core competency at each job level to foster competent civil servants

4 Expand global education and networks to promote the "Korean Wave" in civil service

5 Improve capabilities to serve as the "public HRD hub"



Public HRD Hub



L&D



Research and Development



Exchange and Cooperation



L&D Infrastructure

Core Values

Excellence

Creativity

Collaboration

Commitment

Operation and Administration of L&D Programs

Summary of NHI Operation for 2020

Total 1,556 programs / (No. of trainees) 321,706, (Total man-days)* 134,662

- Offline programs: (2019) 72 programs → (2020) 72 programs
- E-Learning : (2019) 1,262 programs (+222) → (2020) 1,484 programs**

L & D Programs		Actual figures for 2019			Estimates for 2020		
		No. of Programs	No. of Trainees	Total Man-days	No. of Programs	No. of Trainees	Total Man-days
Total		1,334	412,849	138,588 excluding e-learning	1,556	321,706	134,662 excluding e-learning
Offline programs subtotal		72	8,005	138,588	72	7,706	134,662
Basic programs	Subtotal	11	3,724	122,473	11	3,725	119,645
	Director-general programs	2	149	14,476	2	144	13,520
	Director programs	1	477	1,908	1	600	2,400
	Grade 5 programs	3	2,349	90,856	3	2,166	85,220
	Grades 6-9 programs	5	749	15,233	5	815	18,505
Programs on administrative philosophy & public service values	Subtotal	9	514	1,381	8	495	1,225
	Programs on public service values	2	101	312	1	60	120
	Programs on government policy	7	413	1,069	6	435	1,105
	Policy agenda workshops				1	TBC	TBC
Public leadership programs	Subtotal	3	1,113	3,516	2	1,130	3,620
	Programs for Senior Civil Service candidates	1	324	1,220	1	350	1,340
	Programs for director candidates	1	753	2,188	1	780	2,280
	Programs for G5 candidates	1	36	108			
Global programs	Subtotal	14	526	5,027	15	461	4,582
	Global competency programs	6	285	2,924	6	280	2,510
	Programs for foreign officials	8	241	2,103	9	181	2,072
Programs on job skills and competency	Subtotal	35	2,128	6,191	36	1,895	5,590
	General job skills programs	9	611	1,751	11	675	2,065
	IT programs	26	1,517	4,440	25	1,220	3,525
E-Learning	E-Learning subtotal	1,262	404,844		1,484	314,000	
	E-Learning	1,262	404,844		1,262	314,000	

※ Programs for foreign officials may change depending on negotiations with participating countries (excluding local programs)

* Total man-days: no. of days spent for education × no. of trainees (excluding e-learning)

** No. of e-learning programs may change depending on circumstances

L & D Institutes for Civil Servants

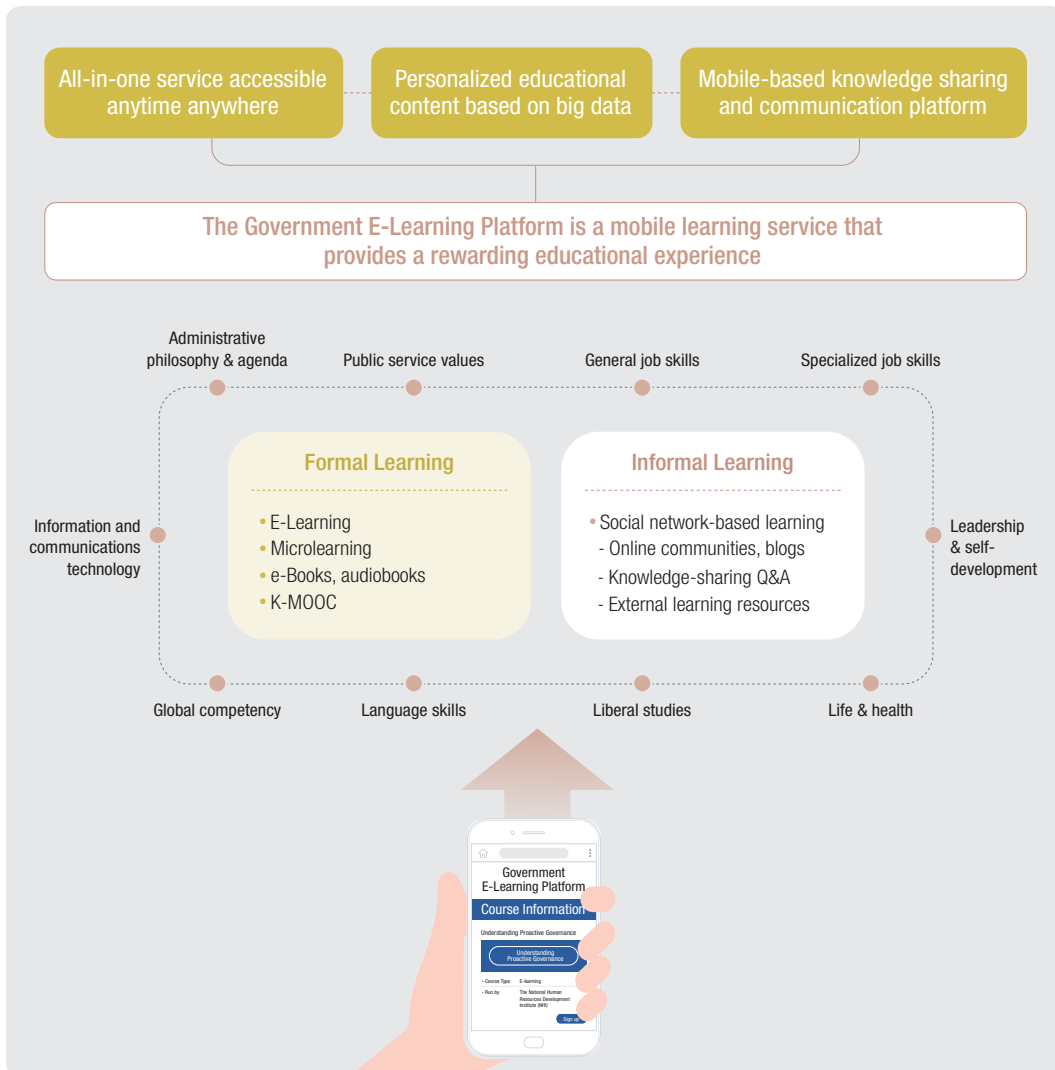
	Affiliation	Name of Institute(s)	Key Roles	
Independent Institutes	Presidential Security Service	Security Training Institute	Educate professionals in security and protection	
	Board of Audit and Inspection	Auditing and Inspection Training Institute	Educate professionals in audit and inspection	
	Anti-Corruption and Civil Rights Commission	Civil Service Integrity Training Institute	Provide education in anti-corruption and integrity in the civil service	
	Ministry of Science and ICT	Korea Post Training Institute	Educate professionals in postal service	
	Ministry of Education	National Education Training Institute	Educate professionals in education	
	Ministry of Foreign Affairs	Korea National Diplomatic Academy	Educate professionals in diplomacy and conduct research on diplomatic security	
	Ministry of Justice	Institute of Justice	Educate professionals in legal administration	
	Ministry of Personnel Management	NHI	Provide basic and specialized education for civil servants	
	Ministry of the Interior and Safety	Local Government Officials Development Institute	Local Government Officials Development Institute	Provide education for local civil servants
			National Civil Defense and Disaster Management Training Institute	Educate professionals in civil defense and disaster management
	Ministry of Agriculture, Food and Rural Affairs	Food and Agriculture Officials Training Institute	Educate professionals in food and agriculture	
	Ministry of Environment	National Institute of Environmental Human Resource Development	Educate professionals in environmental affairs	
	Ministry of Land, Infrastructure and Transport	Land, Infrastructure and Transport Training Institute	Educate professionals in land, infrastructure and transport affairs	
	Ministry of Oceans and Fisheries	Oceans and Fisheries HRD Institute	Educate professionals in oceans and fisheries affairs	
	National Tax Service	National Tax Officials Training Institute	Educate professionals in national tax affairs	
	Korea Customs Service	Customs Border Control Training Institute	Educate professionals in customs service affairs	
	Public Procurement Service	Public Procurement Training Institute	Educate professionals in procurement service affairs	
	Statistics Korea	Statistics Training Institute	Educate professionals in statistical service affairs	
	National Police Agency	Police HRD Institute	Police HRD Institute	Educate police force
			Korea Police Investigation Academy	Provide specialized education for investigators and security officers
			Central Policy Academy	Educate new recruits, combat police and auxiliary police
	National Fire Agency	National Fire Service Academy	Educate professional firefighters	
	Korea Coast Guard	Korea Coast Guard Academy	Educate professional coast guard	
	Korea Forest Service	Forest Service Training Institute	Educate professionals in forest service	
	Korea Meteorological Administration	Meteorological Training Institute	Educate professionals in meteorology	
	Korean Intellectual Property Office	International Intellectual Property Training Institute	Educate professionals in intellectual property affairs	
Rural Development Administration	Rural Development HRD Institute	Provide education in agricultural technologies		
Affiliate Institutes	Ministry of the Interior and Safety	National Archives of Korea's Archive Management Training Center	Educate professionals in archive management affairs	
	Ministry of Culture, Sports and Tourism	National Library's Librarian Training Division	Educate professional librarians	
	Korea Ministry of Government Legislation	Government Legislation Training Institute	Educate professionals in government legislation	
	Military Manpower Administration	Military Manpower Training Institute	Educate professionals in military administration	
	Defense Acquisition Program Administration	HRD Division	Educate professionals in defense acquisition	
	National Police Agency	Korea National Policy University	Educate high-ranking police officers	

※ Affiliate institutes: specialized L & D institutes established in affiliation with central administrative agencies

Government E-Learning Platform

Summary of Government E-Learning Platform

The Government E-Learning Platform is an integrated e-learning system that supports self-learning and provides 'mobile learning services' enabling learners to access educational content whenever and wherever they want it. It aims to maximize the efficiency of learning by providing a wide range of content and to train civil servants who will lead change and innovation in the future. The Government E-Learning Platform is particularly efficient as it enables the central and local governments to share systems and content.



History (1998 – 2020)

1998 – 2006	<ul style="list-style-type: none"> Expanded the service to include evaluation and online survey functions Improved the operating system to include an online community and enabled joint use among nine organizations (e.g. Korea National Institute of Health under the Ministry of Health and Welfare) Planned and executed the implementation of e-learning service
2007 – 2010	<ul style="list-style-type: none"> Upgraded e-learning service with database integration and increased joint use Enabled joint use among 138 organizations including the National Tax Service
2011 – 2012	<ul style="list-style-type: none"> Implemented a smart learning system and a shared platform for joint user organizations Improved access to the e-learning system and controlled the disclosure of personal information on the website
2013 – 2015	<ul style="list-style-type: none"> Implemented a next-generation integrated E-Learning service (Phase 1) Developed/improved new content (mobile compatible) and migrated the administration system's operating software to the cloud Migrated the e-learning service's operating software to the National Computing & Information Service's cloud platform
2016	<ul style="list-style-type: none"> Launched the NHI, announced the plan for the Government E-Learning Platform (Oct.5), and started developing the Platform (Phase 2) Enabled joint use among 86 organizations and 107 L&D divisions
2017	<ul style="list-style-type: none"> Launched the Government E-Learning Platform (Feb.14) Established an all-in-one, integrated learning system covering a wide range of services (i.e. access to content by joint user organizations, programs on language and on information technology, etc.)
2018	<ul style="list-style-type: none"> Increased language programs and introduced e-book and microlearning courses Upgraded mobile learning-based service, improved the system with mobile optimization, and increased mobile content
2019 – 2020	<ul style="list-style-type: none"> Launched a website for language programs only and started personalized service Improved blended programs and increased flipped-learning course offerings Increased microlearning service (14,000 language and knowledge-based learning services)

Government E-Learning Platform

Operation of Government E-Learning Platform

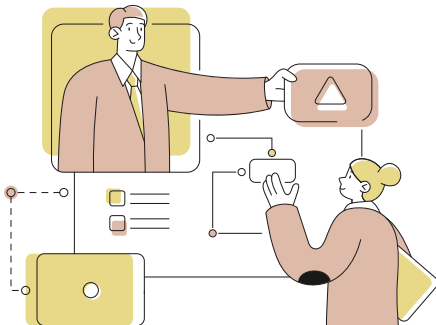
The Government E-Learning Platform provides one-stop service where users can access to all E-Learning courses provided by government organizations as well as national and local L&D institutes, take classes online and download content. To facilitate E-Learning service, the government established an all-in-one platform optimized for tablets and mobile devices in cooperation with public and private L&D institutes. Also, the government encourages the creation of a nationwide knowledge ecosystem.

● A Wide Range of Programs Consisting of High-Quality Content

The Government E-Learning Platform provides programs on public service values, administrative philosophy, leadership and job skills. Programs developed by private institutes, such as those on language, economy and business administration, liberal studies, and international affairs are also available. For instance, Gov-MOOC provides videos of offline classes and seminars, and microlearning courses allow users to select and learn about topics of interest. There are also e-book (including audiobook) courses and open courses where users can take classes without registration.

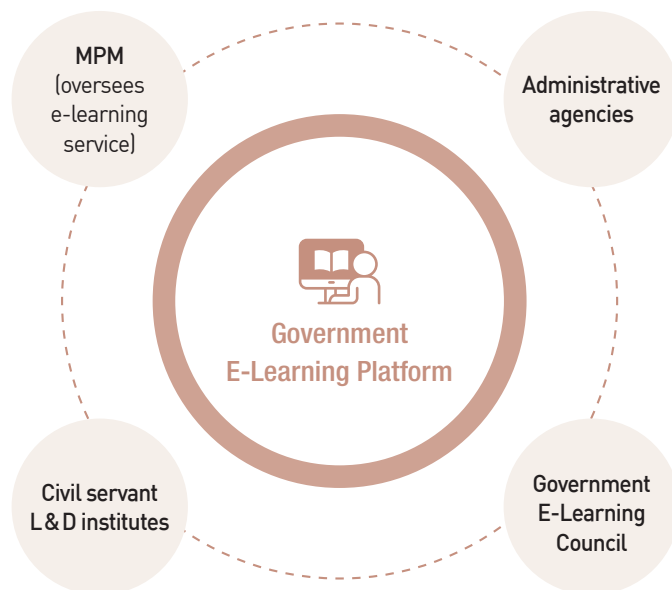
● User-centered Service

One of the advantages of e-learning is the ability to provide personalized service without place and time restrictions. The online courses on the Government E-Learning Platform offer a wide range of programs on administrative philosophy, public service values, administrative and job skills, and liberal studies, and users can choose courses that best suit their interests.



Support for Joint Use

The NHI supports user organizations' joint use of e-learning content and systems through the Government E-Learning Platform and provides guidelines on the standardization of E-Learning services. The Government E-Learning Platform has been effective in economizing on the use of budgetary resources by preventing redundancy in content and service development. It also has standardized e-learning systems and enhanced their efficiency.



The NHI, central and local administrative agencies, L & D institutes under metropolitan and provincial governments, and national universities are key joint user organizations. Some ministries and agencies jointly use content regarding relevant common job skills, while others make use of the Government E-Learning Platform when no in-house L & D system is present.

PART
3

PROGRAMS for FOREIGN OFFICIALS

L&D Programs for Foreign Officials



Purpose and Characteristics of L&D for Foreign Officials

Purpose of L&D

L&D for foreign officials aims to support the advancement of developing countries and promote bilateral understanding and cooperation through the exchange and sharing of Korea's knowledge and experience in national development and economic growth as well as various policies and best practices in connection with public administration and government innovation.

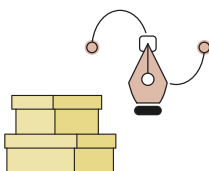
Types of L&D

L&D programs for foreign officials are largely divided into customized programs and programs provided in partnership with KOICA. Customized program expenses are covered by the governments of participating countries, while KOICA programs are fully sponsored by the Korean government as part of its Official Development Assistance (ODA).

Key Characteristics

All L&D programs are designed based on the needs and wants of participating countries. The curricula consist of educational content that best meets the purpose of education, and the most recent teaching methods are utilized to deliver the best results.

Considering that most participants are from developing countries, key topics of L&D programs have included Korea's experience in economic development, case studies in overcoming national crises, and best practices and strategies regarding government innovation such as personnel management reform. Recently, however, some programs go beyond introducing Korea's experience and cases, and aim to help foreign officials develop particular problem-solving skills in light of their respective domestic issues.



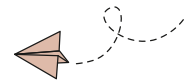
Current Status of L&D for Foreign Officials

Current Status

Starting with the program for Malaysian officials conducted in 1984, the government has provided customized programs for foreign officials. As of 2020, 2,870 foreign officials from 14 countries have completed the customized courses. Meanwhile, about 2,427 foreign officials from 135 countries have participated in the KOICA programs since 1987.

List of L&D Programs for Foreign Officials (2017 – 2019)

List of Programs in 2017



(8 programs conducted 9 times, 183 participants)

Category	Program Name	Period	No. of Participants
Customized programs	4 programs conducted 6 times		121
	The 78th Program for Malaysia	Apr.3 - Apr.14	20
	Program for Vietnam (Program165)	Jun.7 - Jun.16	19
	The 79th Program for Malaysia	Jul.19 - Jul.28	20
	Public Administration Program for Japan	Sep.25 - Sep.29	12
	Program for Russia	Sep.26 - Sep.30	30
	The 80th Program for Malaysia	Oct.23 - Nov.3.	20
KOICA programs	2 programs conducted 2 times		42
	Global Public Administration Innovation Program	Apr.13 - Apr.29	21
	Global Public HRD Program	Jun.22 - Jul.8	21
DEEP programs for Uzbekistan	1 program conducted once		20
	The 1st Master's Program	Nov.20 - Dec.1	20

List of Programs in 2018

(9 programs conducted 13 times, 255 participants)

Category	Program Name	Period	No. of Participants
Customized programs	5 programs conducted 6 times		133
	Program for Singapore	Mar.13 - Mar.15	29
	Program for ASREAN	Apr.2 - Apr.6	22
	Program for Vietnam (Program165)	May.28. - Jun.8	16
	Program for Russia	Sep.3 - Sep.8	30
	Program for Vietnam (NAPA)	Sep.19 - Sep.20	22
	Program for Japan	Oct.15 - Oct.19	14
KOICA programs	3 programs conducted 3 times		52
	Global Public Administration Innovation Program	Apr.19 - May.5	18
	Global Public HRD Program	May.17 - Jun.2	20
	Global Public HRD Program (EROPA)	Aug.30 - Sep.15	14
DEEP programs for Uzbekistan	1 program conducted 4 times		70
	Program for APA Faculty	May.9 - May.18	15
	The 2nd Master's Program	Jun.14 - Jun.22	20
	The 3rd Master's Program	Jul.18 - Jul.27	20
	Competency Development Program for Senior Civil Servants	Nov.19 - Nov.28	15



Status of L&D for Foreign Officials

List of Programs in 2019

(8 programs conducted 14 times, 241 participants)

Category	Program Name	Period	No. of Participants
Customized programs	4 programs conducted 7 times		130
	The 81st Program for Malaysia	Apr.1 - Apr.12	20
	The 82nd Program for Malaysia	Jul.1 - Jul.12	19
	The 83rd Program for Malaysia	Sep.23 - Oct.4	19
	Program for Russia	May.13 - May.17	13
	Program for Japan	Sep.2 - Sep.6	9
	Program for Thailand	Jun.12 / Sep.10	50
KOICA programs	3 programs conducted 3 times		41
	Global Public HRD Program	Apr.11 - Apr.27	11
	Global Public Administration Innovation Program	Jun.6 - Jun.15	15
	Competency Development Program for Royal School of Administration of Cambodia	Jul.14 - Jul.27	15
DEEP programs for Uzbekistan	1 program conducted 4 times		70
	Program for APA Faculty	Apr.24 - May.3	15
	The 4th Master's Program	Jul.3 - Jul.12	20
	The 5th Master's Program	Aug.21 - Aug.30	20
	Competency Development Program for Senior Civil Servants	Nov.27 - Dec.6	15



List of Programs in 2020

(2 programs conducted 2 times, 45 participants)

Category	Program Name	Period	No. of Participants
KOICA programs	2 programs conducted 2 times (online)		45
	Competency Development Program for Royal School of Administration of Cambodia	Apr.1 - Apr.12	15
	Talent Management Program for Indonesia	Nov.2 - Nov.13	30

Outcome of L & D for Foreign Officials

L & D for foreign officials has been effective in helping the participants build capabilities through sharing Korea's experience in national development, and promoting positive and amicable relations with the participating countries. The L & D programs have served as a small but important foundation for expanding exchanges and cooperation between Korea and the international community.

Case Example

Participants from Malaysia voluntarily organized an alumni group after returning to their home country. The alumni group has played an important role in promoting bilateral relations between Korea and Malaysia in diverse forms.



Against the backdrop of the Covid-19 pandemic in 2020 that suspended almost all personnel exchanges between countries, the government launched real-time virtual learning programs to continue to provide L & D for foreign civil servants.



PART
4

NEXT STEPS

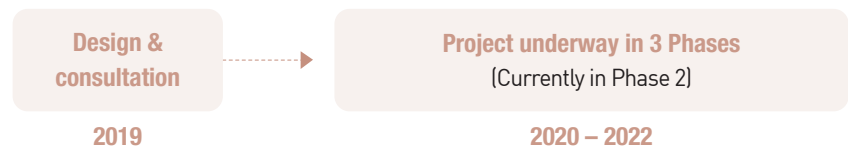
Future Plans and Directions



Summary of HRD Intelligent Open Platform Project

The MPM is carrying out a project to build an Intelligent Open Platform for HRD (HRD Platform) that utilizes state-of-the-art technology such as artificial intelligence (AI) and big data. The project is part of the government's policy to establish a data-based HRD system. Platform design and consultation were completed in 2019, and development is currently underway for a period of three years from 2020 to 2022.

Progress of HRD Platform Project



In 2020, most offline courses were suspended due to Covid-19 concerns, and the importance of having a digital infrastructure in place for non-face-to-face learning received widespread attention.

In light of this situation, the MPM has been trying to facilitate non-face-to-face learning, such as real-time virtual learning, to develop and lead a new HRD paradigm for the post-Covid-19 era. Also, it is making a concentrated effort to build a platform that would enable users to access high-quality content supplied by the private sector and recommend customized content to them.





Innovative Changes through the HRD Platform

Cost Savings and Continuity of Learning

The HRD Platform is designed to recommend, provide and share customized content using big data and AI. The MPM expects that the HRD Platform will be adopted across all government organizations and shared by both users and content providers, reshaping education in many ways. Particularly, real-time virtual learning with enhanced security and two-way communication has the potential to save costs and ensure continuity of learning. While offline courses are not practically feasible amidst health crises such as the Covid-19 pandemic, virtual learning may replace them without compromising the quality of education and also economize on learners' travel time and expense once the government builds an HRD Platform that enables two-way communication and big data analysis.

Open Architecture Enabling the Growth of Private Content Providers

The MPM plans to encourage the participation of private content providers by lowering the entry barrier to the public L&D market and expects this will promote the growth of private providers. So far, content providers have supplied their content to civil servant L&D institutes mostly on a contract-by-contract basis. The problems with this content supply chain are that it requires too much time, makes it hard to keep up with the rapid churn of the knowledge cycle, and has done little to help private providers enter the market.

The HRD Platform is designed with an open architecture so that anyone meeting certain criteria will be able to easily provide L&D content. This will not only present opportunities for many private content providers to directly market their material but also help them prepare better content using diverse analysis data provided through the HRD Platform. For example, if an analysis finds that there is a supply shortage of L&D resources in a particular field, private providers can develop relevant content, supply it directly through the HRD Platform and let civil servants access it. This will help private providers to generate more profit, as a good reputation in the public sector can induce further business growth.

Customized L&D Content

The HRD Platform will provide users with easy and prompt access to job-related content. In addition, it will recommend customized content using new technology such as AI.

On the HRD Platform, users will be able to access a wide range of policy data from international organizations and government-sponsored research centers as well as up-to-date information from private institutions. Users can also act as content providers. Users are allowed to develop L&D materials in their field of expertise or share useful content with their colleagues. All this will result in a huge increase of L&D resources, including content from private providers, enabling the HRD Platform to recommend optimal content to users after considering their job service and experience.

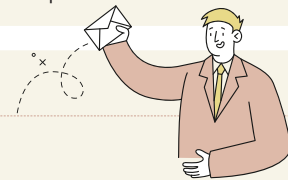
Advantages of the HRD Platform

Customized L&D content

- Applies big data and AI
- Recommends personalized content
- Encourages participation from both users and content providers

Open architecture platform

- Open to private content providers
- Hosts quality content provided by private sector
- Provides diverse analysis data



Real-time video learning with two-way communication

- Enhances security and enables two-way communication
- Saves time and cuts costs
- Ensures continuity of learning



Conclusion

Over the past several decades, the world has witnessed the most remarkable advancement in human history. Innovations in knowledge, technology, and information systems have been the key drivers for such advancement, which adds greater momentum to a changing environment.

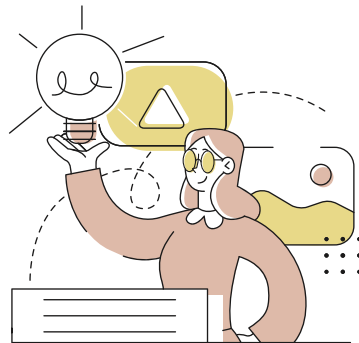
It is essential for the public HRD system to keep up with this rapid pace of advancement. It is also essential for civil servants to equip themselves with expertise and flexibility required in today's environment. For this reason, the Korean government has made multiple efforts to help civil servants build future-oriented capabilities and grow into competent professionals.

Considering the circumstances, shifting the focus of learning and development from basic education to education targeting specific job skills is a natural development. In the same vein, so is building digital infrastructure for non-face-to-face learning in order to save time and cut costs and improve the effectiveness of learning and development. As such, it is encouraging that the government's recent projects show tangible results. Particularly, many see the new project for the HRD Platform as the key policy task in HRD and hope it will play an important role in creating a future-oriented civil service.

This proactive approach is one of the reasons why the international community favors Korea's civil servant learning and development programs. Korea's future-oriented HRD system will help civil servants from across the world develop problem-solving skills and expertise that are necessary in today's rapidly changing environment.

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Ministry of Personnel
Management

The Power that Unites the Republic of Korea



The

Senior
Civil Service



Ministry of Personnel
Management



The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





Openness and Competition, Performance and Accountability,
and Competency Development of the Senior Civil Service
to Improve the Competitiveness
and Quality of Administrative Service

The Senior Civil Service

**PART
1**

Introduction and
Development

**PART
2**

Key Aspects and
Features

**PART
3**

Major
Achievements

ABOUT The Senior Civil Service



Q. What does the Senior Civil Service refer to?

The Senior Civil Service (SCS) refers to a corps of high-ranking civil servants at the director-general level or above at administrative agencies.



Q. Who is eligible to become a member of the SCS?

Civil servants of Grades 3 and 4 in general service and civil servants of Grade 4 or above in research/advisory service can be promoted to become a member of the SCS. Also, experienced civilian professionals can be recruited to open competitive positions in the SCS.

Past Issues with Personnel Management



Q. What were the issues with personnel management of high-ranking civil servants before the introduction of the SCS?

Previously, public personnel management had been a grade and seniority-based system, which resulted in closed recruitment for government posts, limitations on developing core talent, and ineffective performance management and evaluation, etc. The SCS was introduced to address these issues.



Q. What was the government's aim in introducing the SCS?

The government introduced the SCS to build a competent civil service by deploying talent at the deputy minister or director-general level across government, while promoting openness and competitiveness, and strengthening performance accountability.

Requirements to Become a Member of the SCS



Q. What are the requirements to become a member of the SCS?

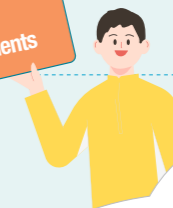
A candidate for the SCS shall complete candidate development programs and pass competency assessment.



Q. Why is competency assessment required to become a member of the SCS?

Systematic assessment of a candidate's competency enables selection of the right people for key government posts and promotes the reliability and fairness of the selection process.

Major Achievements



Q. What are the major achievements after the introduction of the SCS?

The introduction of the SCS promoted the openness of senior government posts to the public and private sectors, increased performance and accountability of personnel management of high-ranking civil servants, and enhanced senior civil servants' job competency.



Q. Do other countries have an equivalent to the SCS?

Major OECD countries, including the US, the UK, Australia and Canada, introduced the SCS early on. Korea introduced the SCS in 2006.

Introduction of the SCS to the Korean Civil Service in 2006



PART
1

HISTORY

Introduction and Development





Background of the Introduction of the SCS

Background

Since the United States introduced the Senior Executive Service for the first time in 1978, many OECD countries including the United Kingdom, Australia, and Canada have followed suit. The Republic of Korea introduced the Senior Civil Service (SCS) on July 1, 2006 to improve the competitiveness of government service by deploying high-ranking civil servants to the right positions across government and promoting openness and competitiveness through job and performance-based personnel management.

Past Issues with Personnel Management of High-ranking Civil Servants

Previously, there were four issues with personnel management of high-ranking civil servants. First, personnel management depended heavily on grade and seniority; second, many government posts were closed to outside recruits and job transfers between ministries were limited; third, there were few competency assessment or capability development programs available to high-ranking civil servants; and fourth, performance management was not effective enough to ensure accountability.

● Grade and Seniority-based Personnel Management

Personnel management based on grade and seniority was effective for ensuring individual job security and predictability of promotion, but in a rapidly changing environment, it could not guarantee the competitiveness of the overall civil service. Under the previous system, civil servants were paid based on their grades and years of service, not on the importance or complexity of their jobs or performance results. Frequent job rotation disturbed the development of professional skills and continuity of work. Also, qualifications and requirements were not clearly defined for each job position, making it difficult to recruit the right people.



Background of the Introduction of the SCS

● Closed Recruitment for Government Posts

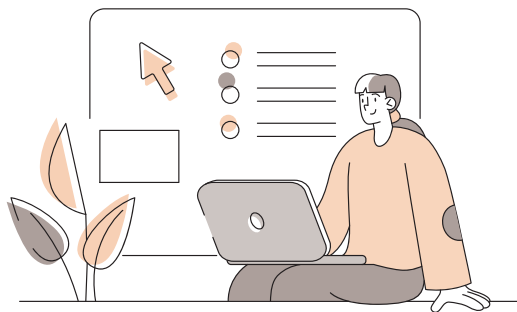
Closed recruitment for government posts acted as a limitation on maximizing the potential of the civil service. Particularly, it was not easy to utilize human resources across government as vacancies were only filled by civil servants within the same ministries and agencies. In addition, people from the private sector found it hard to join the civil service, and even if they did, conditions were not favorable for them to realize their full potential.

● Limitations on Developing Core Talent

One of the issues in the past was that finding and developing talent for senior government positions was not a priority of the government. There was little research systematically conducted on qualifications and requirements for senior government positions. Also, an effective system to assess qualifications and requirements objectively and nurture relevant talent was not in place.

● Ineffective Performance Management and Evaluation

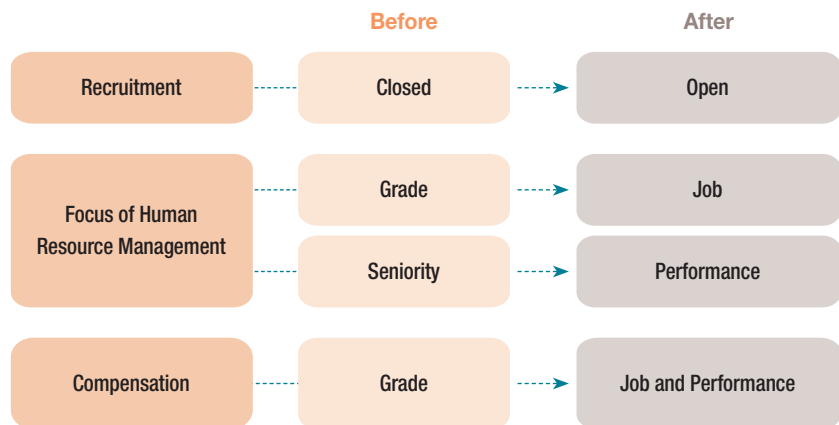
Due to the absence of a system to manage and evaluate senior civil servants' performance in a systematic manner and determine their compensation based on performance results, senior civil servants had little motivation to focus on performance improvement.



Purpose of the Introduction of the SCS

The government introduced the SCS to address the aforementioned issues. The introduction of the SCS shifted the focus of the government’s personnel management from grade to job, and from seniority to performance. Recruitment for government positions became more open, and compensation was no longer based on grade but on performance results. The government expects that the SCS will eventually make the government more competitive and improve the quality of administrative service.

Changes Made by the Introduction of the SCS



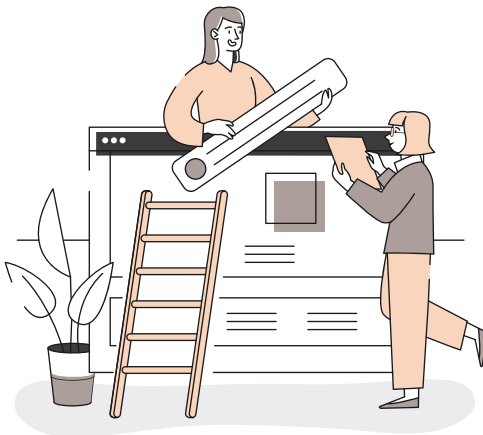
Preparation for the Introduction Before 2003

○ Plan and Preparation for the Introduction of the SCS

The Korean government had spent a considerable amount of time planning and preparing for the introduction of the SCS. During the Kim Young-sam Administration, the government reviewed plans to designate civil servants of Grade 3 or above as policy-making positions. After the Kim Dae-jung Administration was inaugurated, the government introduced a few aspects of the SCS, such as open competitive positions and performance-based compensation.

○ Decision to Introduce the SCS

The SCS was officially introduced under the Roh Moo-hyun Administration, i.e. the Participatory Government. The administration established the Roadmap for Personnel Management Innovation to carry out comprehensive government innovation, and decided to adopt the SCS as part of such efforts.



The History of the Introduction of the SCS



Kim Young-sam Administration (Feb. 1993 – Feb. 1998)

- Reclassified the grade scheme in the mid-1990s
- Reviewed plans to exclude civil servants of Grade 3 or above from the grade scheme and classify them separately as policy-making positions
- ☑ Introduced the plural class system for working-level positions

Kim Dae-jung Administration (Feb. 1998 - Feb. 2003)

- Carried out government reform to overcome the Asian financial crisis in the late 1990s
- ☑ Introduced the open competitive position recruitment and performance-based compensation schemes

Roh Moo-hyun Administration (Feb. 2003 - Feb. 2008)

- Prepared a detailed timeline of the introduction of the SCS as part of government innovation under the Roadmap for Personnel Management Innovation
- Analyzed jobs and held public hearings to prepare for the introduction
- ☑ Introduced the SCS

Formation (2003 – 2007)

● Job Analysis and Personnel Exchange

In 2003, the government conducted analysis of about 1,400 jobs at the director-general level or above at central administrative agencies. Experts from private consultancies, academia, and public ministries and agencies formed a taskforce to conduct job analysis, which lasted until 2006. In addition, the government carried out personnel exchange programs for about 30 director-general level positions from January 2004 to June 2006.

Case Examples

- Director-general at Local Finance Bureau, Ministry of the Interior
-
- Director-general at Water Resource Bureau, Ministry of Construction & Transportation
-
- Transport and Logistics Reviewer at the Ministry of Construction & Transportation



- Director-general at Fiscal Reform Bureau, Ministry of Planning and Budget
-
- Director-general at Water Supply and Sewerage Bureau, Ministry of Environment
-
- Director-general at Shipping and Logistics Bureau, Ministry of Oceans and Fisheries

● Preparation for Legal Grounds

In December 2005, the government enacted the amended State Public Officials Act to provide legal grounds for the SCS. Subordinate laws were enacted and amended afterwards, and the SCS was launched on July 1, 2006.

Process of Preparation for Legal Grounds

- May 10, 2005 | A proposal for amendment of the State Public Officials Act to provide legal grounds for the SCS was approved at the Cabinet meeting
- May 18, 2005 | The proposal was submitted to the National Assembly
- December 8, 2005 | The proposal was approved at the National Assembly's plenary session
→ July 1, 2006 | Formation of the SCS was officially confirmed
- May 30, 2006 | 11 relevant enforcement decrees including the Regulations on the Personnel Management of the Senior Civil Service were approved at the Cabinet meeting

Summary of the SCS System

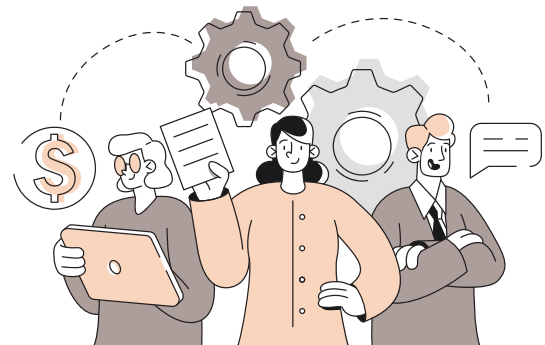
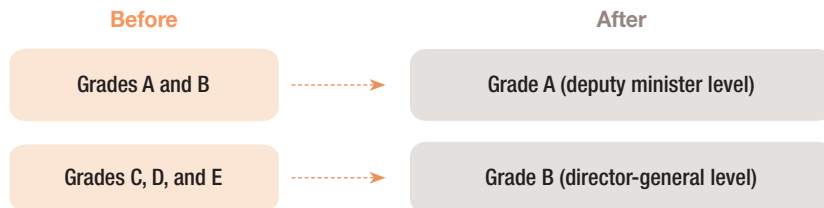
<p>Subjects</p>	<ul style="list-style-type: none"> • Civil servants at the deputy minister and director-general levels at central administrative agencies ☑ 1,305 civil servants in 2006 → 1,544 civil servants in 2020
<p>Recruitment</p>	<ul style="list-style-type: none"> • General positions (positions filled at minister's discretion) + Open competitive positions + Positions recruited through job postings
<p>Process</p>	<ul style="list-style-type: none"> • Candidate development program → Competency assessment → Qualification screening
<p>Job Grades</p>	<ul style="list-style-type: none"> • Two grades (A and B) ☑ Reclassified from five grades since 2009
<p>Compensation</p>	<ul style="list-style-type: none"> • Basic pay + Job-based pay + Performance-based pay
<p>Evaluation</p>	<ul style="list-style-type: none"> • Evaluated into five grades ☑ Very Good, Good, Ordinary, Poor, Very Poor
<p>Dismissal</p>	<ul style="list-style-type: none"> • Qualification screening of those who receive low performance ratings or are not appointed to any position ☑ An official may be dismissed if considered unable to perform his or her duty appropriately



Adjustment and Adaptation (2008 – 2012)

● Reclassification of Job Grades

There had been concerns that the five job grades (i.e. A – E) of the SCS were too segmented to enable flexible personnel management. In 2009, under the Lee Myung-bak Administration, the government reclassified the job grades into two grades.

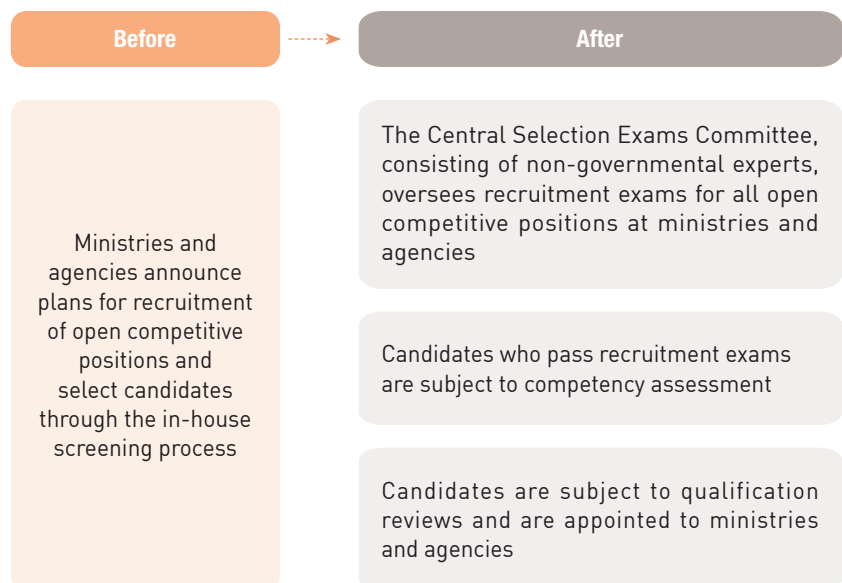


Expansion and Improvement (2013 – Present)

● Revision of the SCS to Attract Talent from the Private Sector

The government revised the systems relating to the SCS to attract more talent from the private sector. In July 2014, the Ministry of Personnel Management established the Central Selection Exams Committee, consisting of non-governmental experts, to ensure fairness of recruitment for open competitive positions and promote expertise. Under the new system, the Central Selection Exams Committee conducts the selection process for all open competitive positions and recommends candidates to ministries and agencies.

Change of Recruitment of Open Competitive Positions





Summary of the SCS

● Definition of the SCS

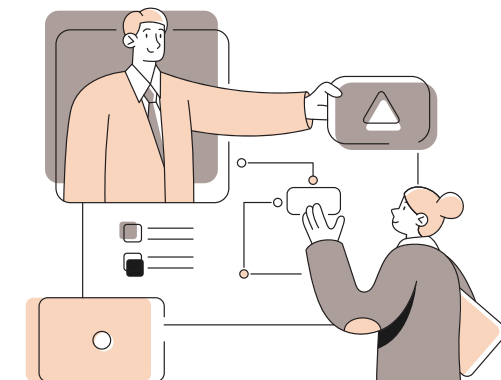
The SCS refers to a corps of civil servants assigned to positions of high importance and accountability in general service, special administrative service, and special service, currently employed, on a leave of absence or seconded, including those at the deputy minister, director-general or equivalent level at government agencies.

● Composition

The SCS corps consists of civil servants in general service, special administrative service, and special service. Civil servants in special service refer to foreign service officers, and civil servants in special administrative service refer to assistants and secretaries.

● Becoming a Member of the SCS

A civil servant can become a member of the SCS by way of promotion, recruitment, or job transfer (for those in research/advisory service).



Option 1

To promote civil servants of Grades 3 - 4 to the SCS, relevant ministers shall select twice or up to three times the number of candidates through the Ordinary Promotion Screening Committee, list them in terms of priority and request their screening to the Senior Civil Servant Appointment Screening Committee of the Ministry of Personnel Management (MPM). The Senior Civil Servant Appointment Screening Committee selects qualified candidates in consideration of their suitability for the position, capability, personality and aptitude, and relevant ministers recommend the selected candidates for promotion based on the screening results.

Option 2

To hire experts from the private sector (e.g. professors, researchers, and business people) or former civil servants, recruitment exams for experienced professionals are conducted to select qualified people. Relevant ministers shall select twice or up to three times the number of candidates and list them in terms of priority through document screening and interviews. Then, the candidates are reviewed by the Senior Civil Servant Appointment Screening Committee and relevant ministers recommend the selected candidates for hiring. When recruitment is for open competitive positions, the Central Selection Exams Committee oversees the recruitment process.

○ Compensation

Compensation to the members of the SCS is based on basic annual salary, which consists of basic pay and job-based pay, and performance-based annual salary.

Senior Civil Servant Appointment Screening Committee

- The MPM established the Senior Civil Servant Appointment Screening Committee to verify the fairness and objectivity of the promotion and recruitment process and candidate eligibility for the SCS. The Committee consists of more than five but less than nine members including one committee chair.

PART
2

SCS in DETAIL

Key Aspects and Features

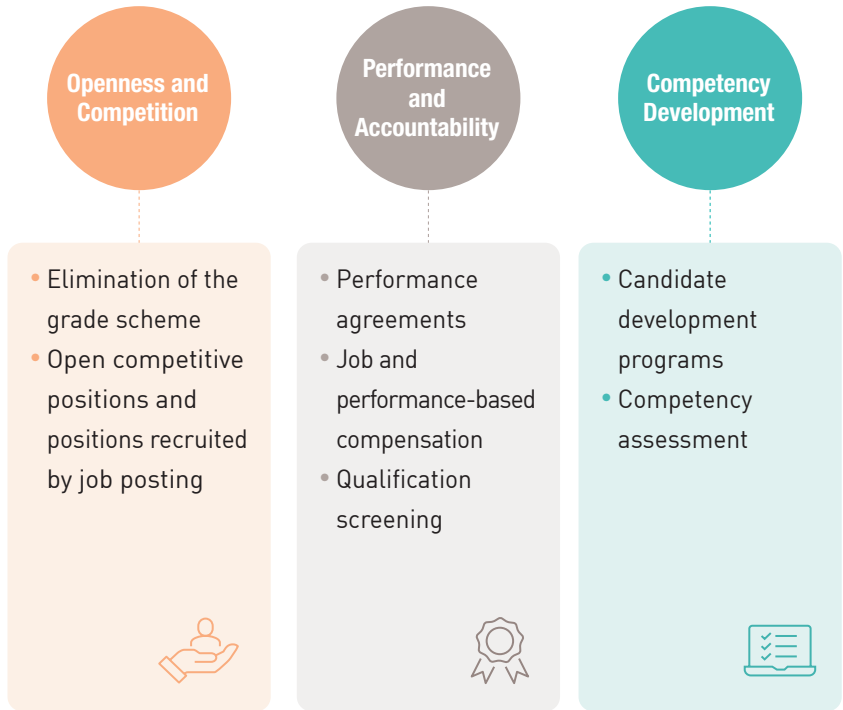




Key Aspects of the SCS

Three Key Aspects of the SCS

The three key aspects of Korea's SCS are openness and competition, performance and accountability, and competency development.





Openness and Competition

Assignment of Job Grades

● Purpose

Under the SCS, job grades were assigned to each position based on its importance and accountability, enabling free transfer between positions within the SCS.

● Assignment of Job Grades

The government conducted job analysis of civil servants to be included in the SCS and assigned job grades to each position based on its importance and accountability. For certain positions newly created in the SCS, the government also analyzed their importance and accountability and assigned either Grade A or B depending on the results of the analysis.

Number of Senior Civil Servants by Job Grades (as of the end of 2020)

Leave of absence, etc.
8.94%

138

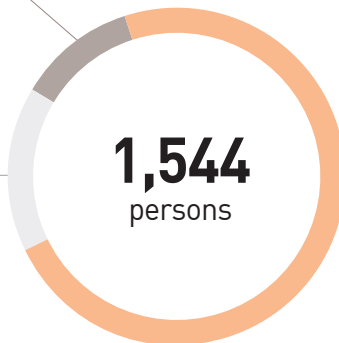
Grade A
15.93%

246

1,544
persons

Grade B
75.13%

1,160



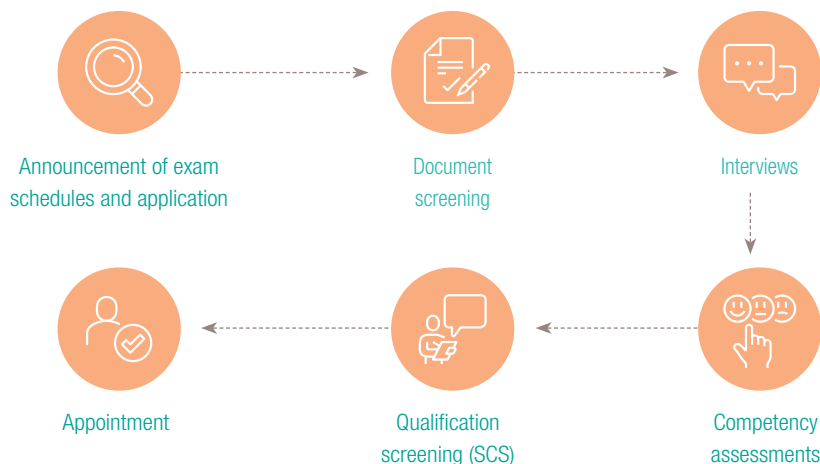
Open Competitive Positions

The open competitive position system is a recruitment scheme designed to select the most qualified persons from the public and private sectors through open competition.

Expansion of the Open Competitive Position System

In February 2000, the government designated 130 deputy minister and director-general level posts as open competitive positions. In 2011, it expanded the program further to mandatorily include director level posts. Currently, up to 20% of total Senior Civil Service and director level positions are filled through the Open Competitive Position System, and each ministry can determine the rate at its discretion and usually fills around 10% or more posts using the System. As of the end of 2020, 174 Senior Civil Service posts at 39 ministries and agencies were designated and recruited through the Open Competitive Position System.

Selection Process for Open Competitive Positions



● Employment Period of Open Competitive Positions

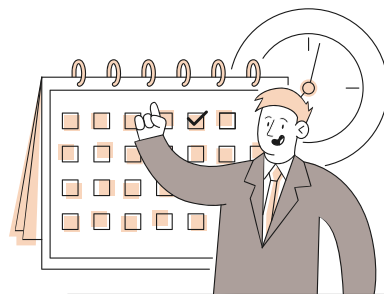
Unless there are special provisions in other laws and regulations, the heads of relevant ministries determine the employment period. The mandatory period is a minimum of two years but less than five. If the person appointed is from the private sector, the initial employment period must be at least three years unless specifically determined otherwise (for instance, if the appointed person requests his or her employment period be less than three years or is unable to work for three years under relevant laws).

● A Wide Range of Incentives

The government provides a wide range of incentives to civil servants if their work performance during the initial employment period proves outstanding. Such incentives include extension of the employment period up to five years, appointment to a higher grade, transfer to general service positions, etc. These incentives aim to serve as the institutional grounds to attract gifted talent from the private sector.

● Open Competitive Positions Only for Experienced Civilian Experts

The government also designates some of the Open Competitive Positions to be open to private applicants only. This System aims to take advantage of the expertise and professional experience of the ample human resources in the private sector. As of the end of 2020, 52 Senior Civil Service posts were designated and recruited through this System.



Performance Appraisal for SCS Members

● Performance Evaluation of the SCS

Members of the SCS are evaluated based on their fulfillment of performance agreements, etc. 'Evaluation of performance agreements, etc.' refers to a system through which the evaluators, who are typically vice ministers or deputy ministers, and members of the SCS agree upon a performance agreement, determine evaluation items and indicators, evaluate the progress of performance and use the evaluation results for personnel management purposes including promotion and payment of performance-based compensation.

● Evaluation Process

The process of evaluation consists of signing of performance agreements, interim review of the progress, and final evaluation. The evaluator shall make sure to conduct interim reviews and record the subject's progress regularly, and carry out interviews with the subject. The evaluator assesses the level of accomplishment of performance goals by the subject and produces evaluation results. Evaluation results are recorded as personnel data and can be used for personnel management purposes.

● Five Evaluation Grades

Performance results are evaluated into five grades – very good, good, ordinary, poor, and very poor. In case the evaluator gives either the highest or lowest grade to the subject, detailed reasons for such decision must be provided. A distributive grading scheme applies to evaluations, with the highest grade (i.e. very good) given up to 20%, and low grades (i.e. poor, very poor) not less than 10% of subjects.





Performance and Accountability

○ Guidelines on Giving the Lowest Evaluation Grade

Previously, many evaluators hesitated to give the lowest grade when evaluating the subject's performance. To deal with this problem, in 2016, the MPM set guidelines on giving the lowest evaluation grade, and expanded the scope of ministers' discretion to remove poor-performing senior civil servants from their positions.

Regulations on the Performance Evaluation, Etc. of Public Officials

✔ Article 10 (Evaluation Methods)

- ⑤ When evaluating performance agreements, etc. of the Senior Civil Service, relevant ministers shall determine the distribution ratios of each evaluation grade. In this case, the highest grade shall go up to the top 20% of all subjects evaluated and the two lowest grades (referring to 'poor' and 'very poor' as defined under Article 20-2 of the Regulations on the Personnel Management of the Senior Civil Service) to more than the bottom 10% of all subjects evaluated.

Regulations on the Personnel Management of the Senior Civil Service

✔ Article 20 (Work Performance Rating for the Senior Civil Service)

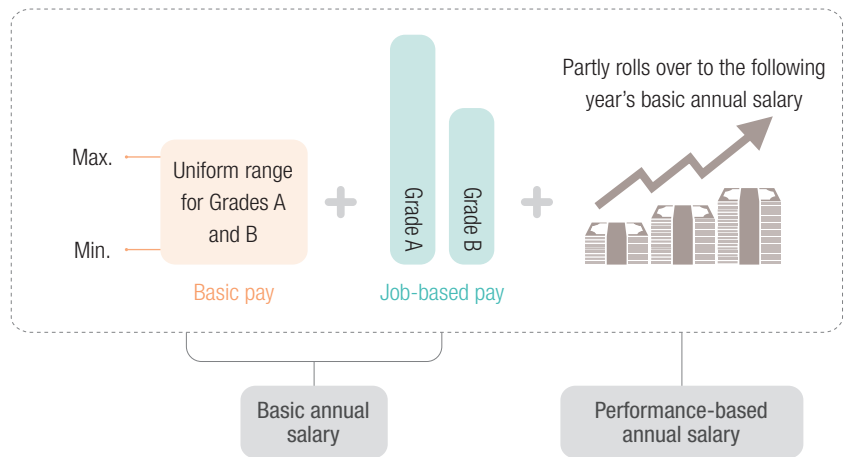
- ① Work performance rating of senior civil servants serving in positions in the Senior Civil Service shall be in accordance with the provisions on evaluation of performance agreements, etc. provided under Article 4 of the Regulations on the Performance Evaluation, etc. of Public Officials (hereinafter referred to as "Regulations on the Performance Evaluation").
- ② Evaluation of performance agreements, etc. shall be rated as very good, good, ordinary, poor, or very poor based on the subject's accomplishment of performance goals measured by objective indicators.
- ③ Notwithstanding Article 10-3 of the Regulations on the Performance Evaluation, if a senior civil servant fails to accomplish his or her performance goals, lacks competency, is involved in irregularities, or neglects his or her duty, relevant ministers give the lowest grade defined under paragraph ② above. Details of failure to accomplish performance goals, lack of competency, irregularities or neglect of duty shall be determined by relevant ministers in accordance with the criteria prescribed by the Minister of Personnel Management.

Job and Performance-based Annual Salary

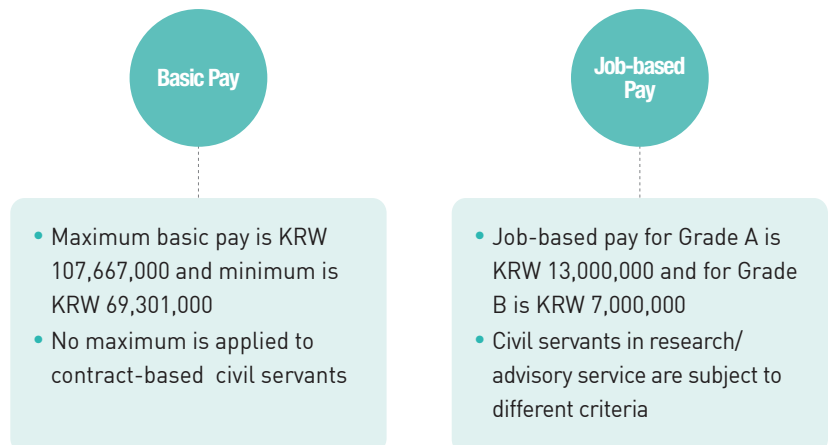
● Performance-based Compensation

With the introduction of the performance-based annual salary scheme, the government made sure good performance is well compensated by enabling part of previous year's performance-based pay to be rolled over to the following year's basic annual salary.

Structure of the Performance-based Annual Salary Scheme



Example of Basic Pay and Job-based Pay (as of 2021)



Qualification Screening System

● Purpose of Qualification Screening

The qualification screening system enables ex officio dismissal of a senior civil servant, who is found unable to perform his or her duty appropriately. The government introduced the qualification screening system to promote performance accountability of the SCS.

● Process of Qualification Screening

Relevant ministers shall immediately request a qualification screening when an appropriate reason arises. Upon request, the Senior Civil Service Appointment Screening Committee determines whether the subject of the screening is qualified for the position, and passes a resolution as 'qualified', 'unqualified', or 'qualified on condition'. If the subject is determined 'unqualified', relevant ministers recommend ex officio dismissal of the subject. If the subject is determined 'qualified', he or she may retain the position in the SCS. If the Committee finds that the subject can improve his or her work performance and competency through learning and development, the Committee can issue a 'qualified on condition' opinion. In this case, the subject's learning and development outcomes are evaluated for re-screening.



Summary of Qualification Screening

✔ Legal Grounds

Article 70-2 of the State Public Officials Act and Chapter 5 of the Regulations on the Personnel Management of the Senior Civil Service

✔ Subjects of Qualification Screening

If a civil servant's performance evaluation and period of non-appointment fall into either of the following three conditions:

- Received the lowest work performance grade for more than two years
- Not been appointed to any position for more than one year without justifiable reason
- Received the lowest work performance grade for more than one year and not been appointed to any position for more than six months without justifiable reason

✔ Screening Process

Relevant ministers request a qualification screening to the Senior Civil Service Appointment Screening Committee whenever a reason arises, and the Committee passes a resolution on qualification upon the concurrence of a majority of registered committee members

✔ Screening Criteria

The subject's qualification is determined based on his or her work performance, competency and personal qualities

✔ Screening Results

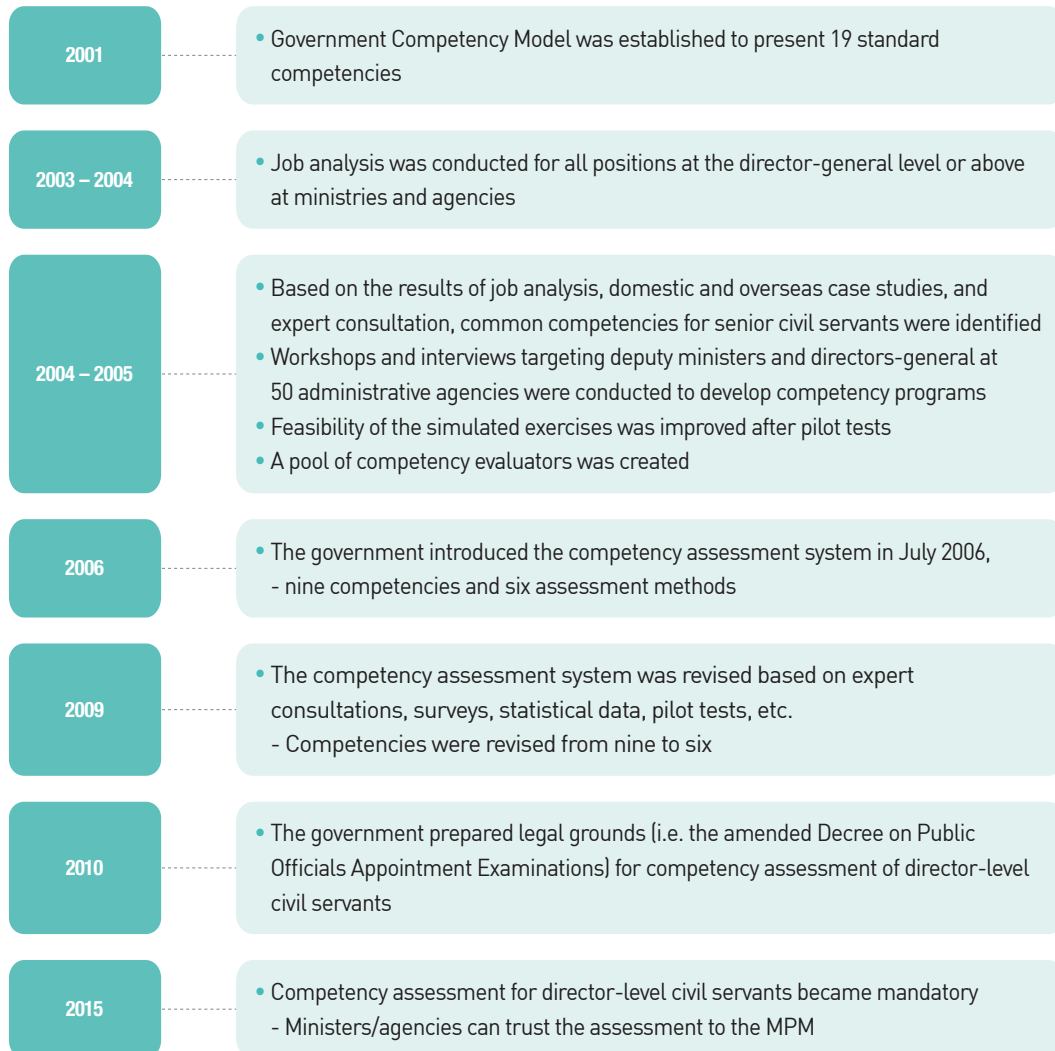
Screening results are either 'qualified', 'unqualified', or 'qualified on condition'

- If 'unqualified', relevant ministers can recommend ex officio dismissal of the subject
- 'Qualified on condition' is given if the subject is expected to be able to improve his or her work performance and competency

Competency Assessment

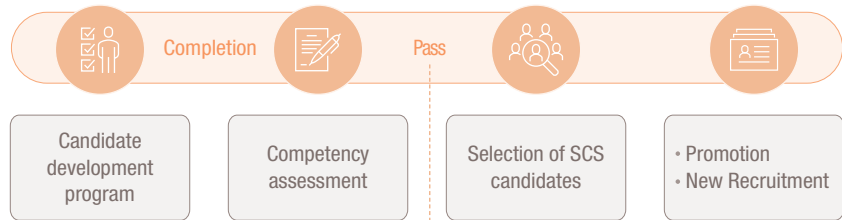
The competency assessment system ensures that the most qualified people are selected for the posts in the SCS by thoroughly verifying if a candidate has competencies required as a senior civil servant.

Competency assessment administered by the MPM is carried out in the form of a simulation exercise that puts the subject under actual or simulated work scenarios. A team of evaluators assesses how the subject plays his or her role in the simulated situation based on the subject's verbal and non-verbal communication and reports submitted.



Operation of Competency Assessment

● Process of Competency Assessment



Re-assessment is available if the subject fails the competency assessment

● Subjects of Competency Assessment

A civil servant expected to be newly hired or promoted to a position in the SCS is subject to competency assessment.

Candidate Development Programs

- Basic education programs for prospective members of the SCS (Article 8 of the Regulations on the Personnel Management of the Senior Civil Service)
- Purpose: develop core competency and leadership required by a senior civil servant
- Subjects: civil servants of Grade 4 or above at ministries and agencies (including those in research/advisory service)



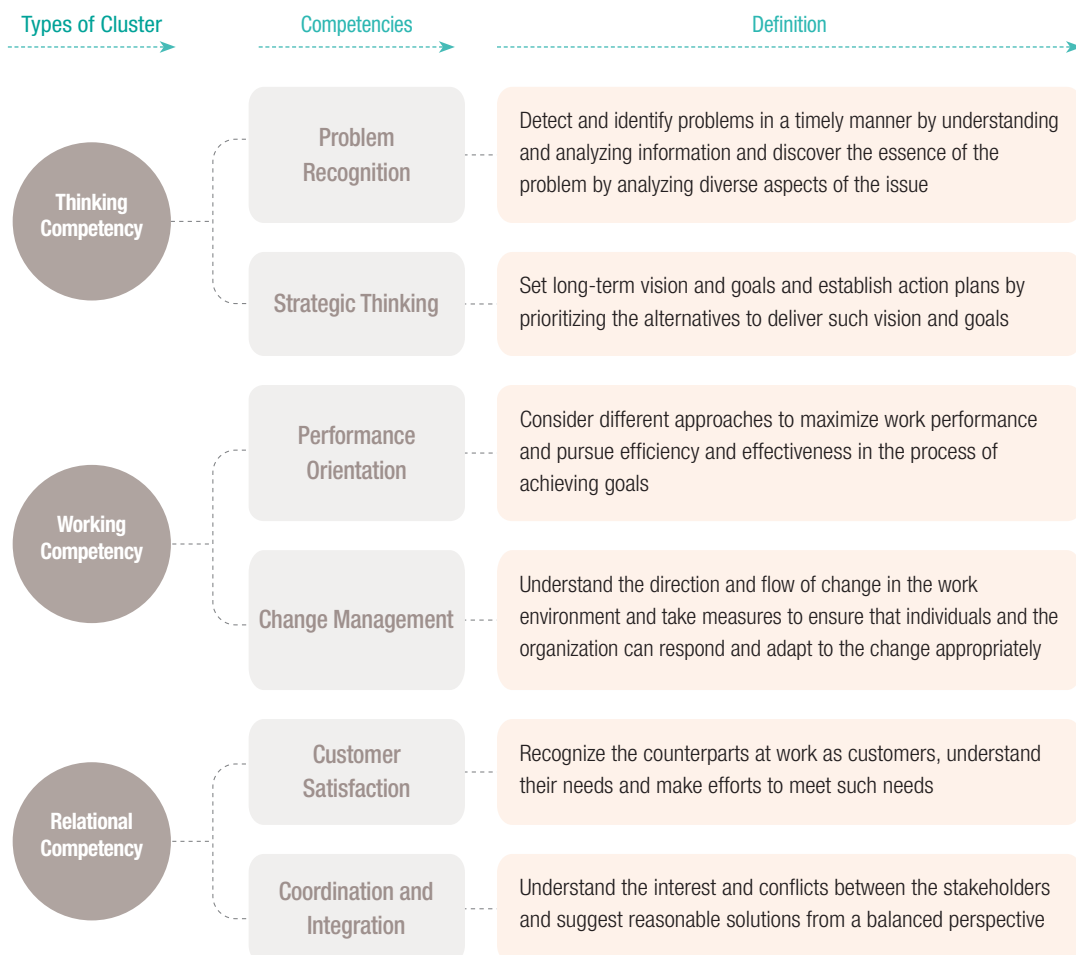


Competency Development

○ Competencies Subject to Assessment

Based on the job analysis of senior government posts, domestic and overseas case studies, and expert review opinions, the government identified six types of competencies required by a senior civil servant. The six competencies are largely grouped into three clusters, i.e. thinking, working, and relational competencies.

The SCS Competency Model



● Assessment Methods

The subject is presented with simulation exercises that are similar to actual work conditions, and a number of evaluators assess the characteristics of the subject's behavior in a given situation. Various assessment methods are employed to assess each of six competencies, including 1:1 role play, 1:2 role play, in-basket test and group discussion.

Examples of Four Simulation Exercises

Types of Simulation Exercise	Simulated Conditions (Example)	Time
1:1 Role Play	Media interviews on current issues, announcement of government measures, coaching subordinate staff, etc.	<ul style="list-style-type: none"> Preparation: 30 mins Assessment: 30 mins
1:2 Role Play	Coordinating overlapping work responsibilities between divisions and ministries	<ul style="list-style-type: none"> Preparation: 30 mins Assessment: 30 mins
In-basket Test	Providing solutions to a diverse range of current issues (the subject writes the proposed solutions on the provided answer sheet)	<ul style="list-style-type: none"> Preparation: 50 mins Assessment: 30 mins
Group Discussion	Identifying common issues experienced by divisions and ministries and resolving a conflict of interest	<ul style="list-style-type: none"> Preparation: 40 mins Assessment: 50 mins



Competency Development

● Evaluators of Competency Assessment

The government appoints former members of the SCS or persons with extensive knowledge and experience in personnel management or competency assessment as evaluators of competency assessment.

● Passing Competency Assessment

The evaluators measure each of six competencies on a scale from one to five, adjust the score during the evaluators' meeting and determine the final score. The subject passes competency assessment if the final average score of each competency is graded as 'ordinary' or above (average score of 2.5).

● Re-assessment in Case of Failure

In cases where civil servants fail the competency assessment, relevant ministers shall provide necessary support for the civil servant's competency enhancement. Those who have failed competency assessment at previous attempts may undergo re-assessment, and there is no limit to the number of re-assessments. However, if a civil servant has failed two assessments consecutively, the person can take a re-assessment after six months from the date of the latest assessment; if a candidate fails the test three times, he/she can take the test again after one year from the third/failed test.

● Feedback on Competency Assessment

Once competency assessment is complete, the subject is provided with the result of assessment (i.e. pass or fail), the level of competency, strengths and weaknesses in each competency, and suggestions for further competency development. Such feedback aims to help the subject to identify his or her current competency level and weaknesses and use it as a reference for further development.

● Expected Outcome of Competency Assessment

Competency assessment, where outside experts verify the overall competency of a candidate for a senior government position, enables the government to select and assign qualified people to policy decision-making and management positions and promote reliability and fairness of the candidate selection process.



PART
3

ACHIEVEMENTS

Major Achievements





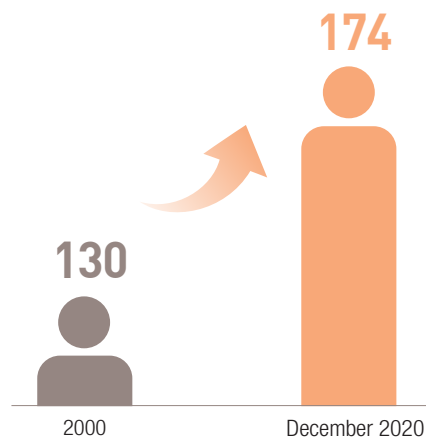
Major Achievements

The introduction of the SCS has brought many benefits. Recruitment for senior government posts has become more open to people from the private sector, and job transfer among ministries has become more readily available. In addition, personnel management of senior civil servants has become more performance-oriented, and job competencies of senior civil servants have been enhanced.

Openness of Senior Government Positions

The number of open competitive positions at the SCS level was 130 when the government first introduced the open competitive position system in 2000. By the end of 2020, 174 senior positions at 39 ministries and agencies were designated as open competitive positions.

Number of Open Competitive Positions



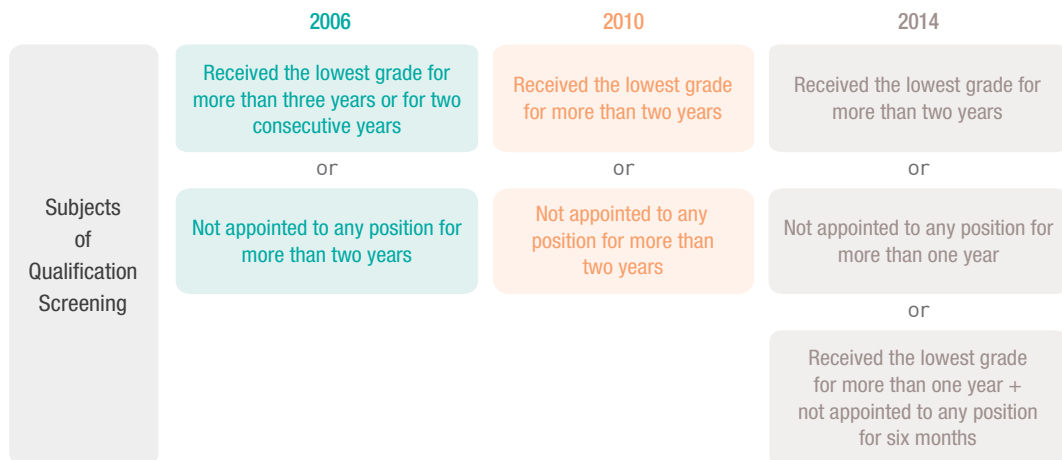


Major Achievements

Performance-oriented Personnel Management of Senior Civil Servants

With the introduction of the SCS, the government has been able to strengthen performance management of senior civil servants. It changed the basis of evaluation from an absolute grading to a distributive grading scheme, and prepared guidelines on giving the lowest evaluation grade to those who failed to accomplish their performance goals or had been subject to disciplinary actions as a result of irregularities. Also, the government has continuously strengthened the requirements for qualification screening to provide the grounds for dismissal of civil servants who exhibit poor performance or have not been appointed to any position for a specified number of years.

Strengthened Requirements for Qualification Screening



Enhanced Competency of Senior Civil Servants

Since 2006, a total of 4,861 people have passed the Competency Assessment tests; annually, an average of 300 people become candidates for the SCS. In 2009, the government revised its competency model and assessment methods to promote the validity and reliability of the assessment system. In 2015, in an effort to foster intra-governmental cooperation, the government made it mandatory to have work experience at other ministries or agencies to apply for qualification screening. These measures enabled the government to verify the candidate's core competency in an objective manner and establish a fair and systematic personnel management system.



Closing Remarks

The Korean government carried out thorough analysis and preparations for the introduction of the SCS. As can be seen from the precedents in advanced countries, the competitiveness of senior civil servants plays a pivotal role in determining the overall competitiveness of the public sector.

Before the government introduced the SCS, there had been a number of issues in the public sector, including the grade and seniority-based personnel management system, closed recruitment for senior government posts, and selfish behavior at ministries and agencies, often cited as a culprit for lowering the competitiveness of the public service. To tackle these issues, the government pursued ambitious reforms to bring about innovation in the public sector, and introduced the SCS in July 1, 2006.

The SCS has brought tangible changes to the Korean public sector. Many senior government posts have been open to experts from the private sector as well as civil servants at other ministries and agencies, enabling expertise and efficient policy-making in the public sector. Performance-based evaluation and compensation have motivated civil servants to work more proactively. In addition, education and assessment programs for competency development have served as an effective tool to enhance the core competency of senior civil servants.

The Korean government is committed to improving the SCS to enhance openness and competitiveness, strengthen performance and accountability, and promote competency of the country's public sector in a rapidly evolving administrative environment.



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Ministry of Personnel
Management

The Power that Unites the Republic of Korea



ethics

in the
Civil Service



Ministry of Personnel
Management





The Power that Unites the Republic of Korea

From recruiting public servants to training, performance management, human resource management, competency assessment and civil service ethics, integrated innovation in public personnel management based on respect for people helps realize the fairest and most transparent civil service.

Capable talent and an efficient system will lead the future of a united Republic of Korea.





Building a Trusted and
Clean Government
Based on
Transparent Civil Service Ethics

Ethics in the Civil Service

**PART
1**

Civil Service Ethics
and Development
of the Public Service
Ethics Act

**PART
2**

Key Features
of the Civil Service
Ethics Programs

**PART
3**

Public Ethics
and Transparency
Initiative System

**PART
4**

Major Achievements
and
Future Plans

ABOUT Ethics in the Civil Service

Q. Can you explain what civil service ethics are?

Civil service ethics encourage civil servants to perform their duty in a faithful manner and not take advantage of their power for personal gain.



The Need for the Public Service Ethics Act



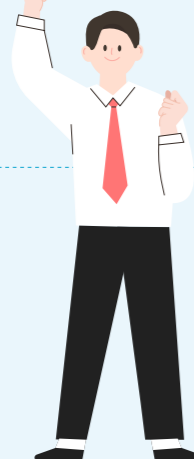
Q. What was the purpose of the introduction of the Public Service Ethics Act?

The government introduced the Public Service Ethics Act to establish a clean civil service by preventing irregularities in the civil service and ensuring fairness in the performance of government duties.

Q. What do the civil service ethics programs consist of?

The civil service ethics programs include the property registration/disclosure/examination system, blind stock trusts, reporting on receipt of gifts, post-employment and activity restrictions for retired civil servants, designation of civil service organizations, etc.

Ensuring Transparency and Preventing Unlawful Acquisition of Property



Q. What is the purpose of the property registration system?

The property registration system aims to promote transparency in the process of property accumulation and prevent illegal accumulation of property by civil servants.



Q. Please explain post-government service employment restrictions for retired civil servants.

Post-government service employment restrictions (post-employment restrictions) prohibit civil servants from providing undue favors to particular institutions while they are in office; after retirement, they are also prohibited from being employed by institutions relevant to their previous work and exerting unfair influence on their previous organizations.



Q. What is the PETI System?

The PETI System is a cloud-based portal that standardizes and electronically manages work related to civil service ethics.

Purpose of Blind Stock Trusts



Q. What is the purpose of blind stock trusts?

Blind stock trusts are introduced to prevent a conflict of public and private interests that may be caused by senior civil servants' ownership of stocks that are relevant to their jobs.

Advantages of PETI



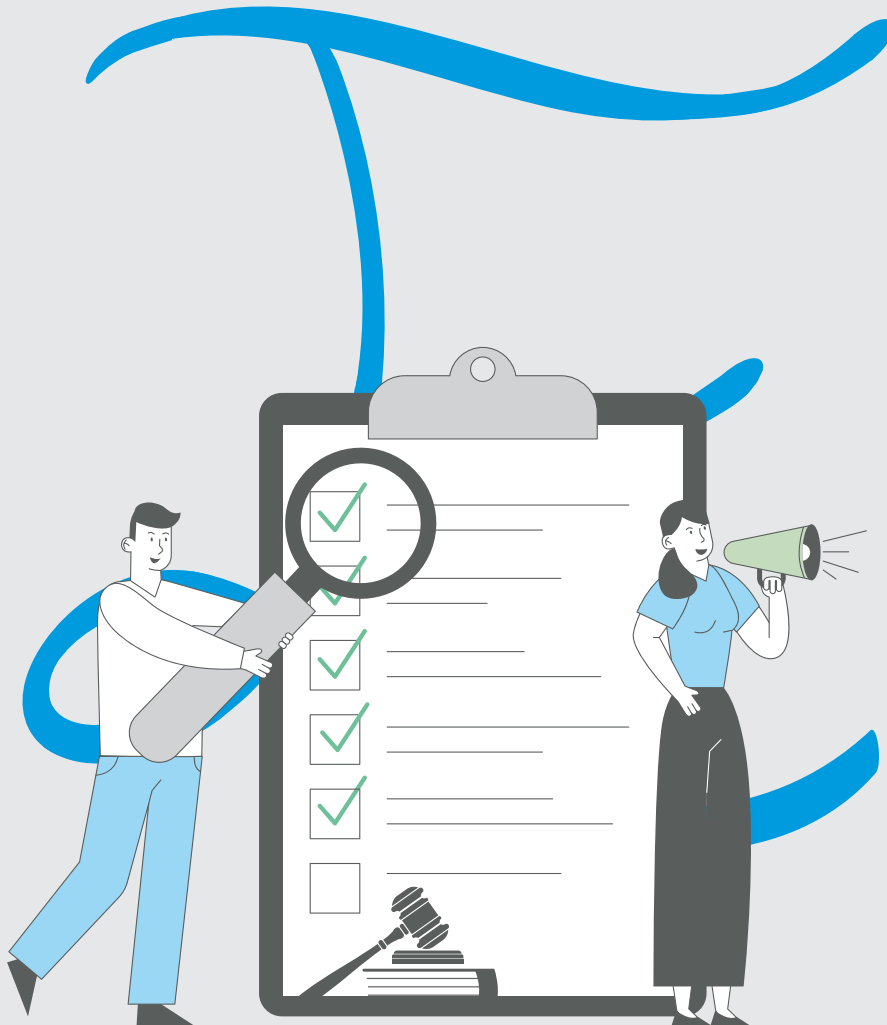
Q. What are the advantages of PETI?

PETI enables prompt and accurate delivery of information and fast reporting through co-sharing of administrative information and cooperation with financial institutions.

PART
1

HISTORY

Civil Service Ethics and Development of the
Public Service Ethics Act



Outline of the Public Service Ethics Act

Definition of Civil Service Ethics

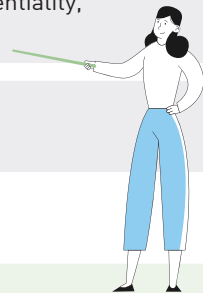
Civil service ethics refer to a set of work ethics that any civil servant shall practice as a servant to citizens. They require civil servants to perform their duties in a faithful manner and not take advantage of their power for personal gain.

Key Features and Legal Grounds of the Public Service Ethics Act

In the Republic of Korea, laws and regulations concerning civil service ethics include the Public Service Ethics Act, mandatory regulations in the State Public Officials Act, civil servants' code of conduct in the Act on Anti-corruption and the Establishment and Operation of the Anti-corruption & Civil Rights Commission, civil servants' oath in the State Public Officials Service Regulations, ethics charter, etc.

Laws and Regulations on Civil Service Ethics

- **State (Local) Public Officials Act**
 - ✔ Duty of fidelity, obedience, kindness and impartiality, confidentiality, integrity, and dignity (six types of duties and four types of prohibitions)
- **Act on Anti-corruption and the Establishment and Operation of the Anti-corruption & Civil Rights Commission**
 - ✔ Duty of integrity, prohibition on utilizing secret information, code of conduct, reporting of corruption, etc.
- **State (Local) Public Officials Service Regulations**
 - ✔ Fulfillment of responsibilities, duty of kindness and impartiality, confidentiality, establishment of work disciplines, etc.
- **Improper Solicitation and Graft Act**
 - ✔ Prohibition of improper solicitation relevant to the civil servant's job



Example of the Relevant Laws and Regulations

Article 1 (Purpose) of the Public Service Ethics Act

The purpose of this Act is to establish ethics of civil servants that prevent a conflict of public and private interests by regulating civil servants' illegal acquisition of property and promoting fairness in their performance of public duties by requiring registration of property, disclosure of registered property, and explanation on the process of property accumulation for civil servants and candidates for the civil service, prohibition of property acquisition that takes advantage of government positions, reporting on gifts, blind stock trusts, post-employment and activity restrictions for retired civil servants, etc.



Development of the Public Service Ethics Act

Transformation of the Civil Service Ethics Programs

The Republic of Korea government introduced the Public Service Ethics Act in 1981 with the aim of building a clean civil service by preventing irregularities in the civil service and securing fairness in their performance of government duties.

○ Prior to 1980

The Democratic Party government established in 1960 submitted a proposal for the Act on Civil Servants' Property Registration in order to curb irregularities in the civil service and prevent illegal accumulation of wealth by civil servants. However, the proposal was discarded in 1961. In July 1964, 13,003 civil servants of Grade 3 or above and Grade 4 administrative agency heads registered their property for the first time.

○ Fifth Republic

On December 31, 1981, the government enacted the Public Service Ethics Act to establish ethics in the civil service (the Act was enforced on January 1, 1983). The content of the Act, however, was limited to property registration, gift reporting and post-employment restrictions.

○ Kim Young-sam Administration

With the President's voluntary disclosure of property, the government gained momentum for building a clean political environment and bringing about innovative changes. In June 1993, the Public Service Ethics Act was significantly amended to provide legal grounds for property disclosure and require mandatory property registration of civil servants of Grade 4 or above; this amendment is recognized as laying the foundation for the current Act.

○ Kim Dae-jung Administration

In January 2001, as part of government reform, the Public Service Ethics Act was amended again to enhance the transparency of property registration and curb public-private collusion. The amended Act required mandatory reporting on stock transactions by civil servants subject to property disclosure and expanded the scope and requirements of post-employment restrictions for retired civil servants. It also allowed certain civil servants to postpone reporting on property changes in order to lessen the burden of property registration.

○ Roh Moo-hyun Administration

In May 2005, the government amended the Public Service Ethics Act and introduced blind stock trusts in order to resolve conflicts of interest concerning senior civil servants' ownership of stocks relevant to their jobs. In December 2006, the government introduced reporting on changes in property prices and amended the Public Service Ethics Act to include provisions requiring explanation of the process of property accumulation for civil servants subject to property disclosure and permission to refuse such explanation with pre-approval.

Reporting on changes in property prices

For real estate and golf memberships, actual transaction prices (in case a transaction is made) or changes in officially assessed prices (in case no transaction is made) shall be reported; changes in market prices shall also be reported for listed stocks, gold, gemstones, antiques, and artwork.

Development of the Public Service Ethics Act

○ Lee Myung-bak Administration

In February 2009, the scope of relatives subject to property registration for a married female civil servant changed from the spouse's linear ascendants and descendants to the civil servant's linear ascendants and descendants. Also, to eradicate privileges given to former senior government officials, law firms and accounting firms were added as employment-restricted institutions in July 2011, and the period during which a civil servant engaged in relevant work prior to retirement was also extended. In addition, the government introduced new rules to prevent retired civil servants from exerting unfair influence on their previous organizations, for instance, permanent prohibition of engaging in work performed during active service, prohibition of engaging in certain businesses handled at the previous organization for one year after retirement, prohibition of unfair solicitation and arrangements, etc.

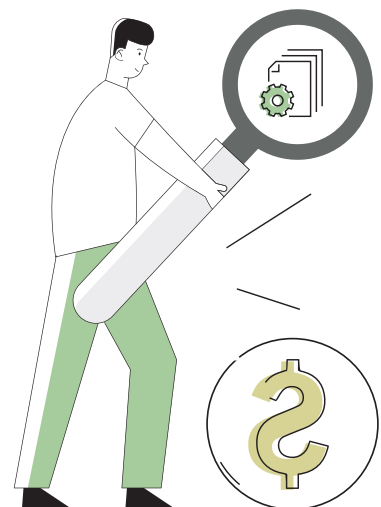
○ Park Geun-hye Administration

In 2014, in an effort to eradicate public-private collusion, the government strengthened post-employment restrictions for retired civil servants to include not-for-profit organizations as employment-restricted institutions. The post-employment restriction period was increased from two to three years after retirement, and restrictions on employment expanded from businesses related to the division they worked for to those related to their organization. Also, information on the employment history of civil servants subject to employment screening was publicly disclosed. From 2015, senior civil servants were allowed to avoid certain jobs to prevent conflicts of interest arising from ownership of stocks.



○ Moon Jae-in Administration

In 2020, the Public Service Ethics Act and the Enforcement Decree on the Public Service Ethics Act were amended to prohibit civil servants of Grade 4 or above (Grade 7 or above for certain areas) from acquiring new stocks relevant to their jobs. To enhance accuracy of property registration, the amended laws required non-listed stocks to be reported not at book value but at market value. Also, civil servants of Grade 1 or above were required to report on the process of property accumulation including real estate, non-listed stocks, claims made to and debts from individuals, equity interest, stock options, etc. In 2021, the government strengthened measures against civil servants' illegal acquisition of property; civil servants handling real estate information or real estate policy are required to register their property and restricted from acquiring new real estate relevant to their work or in relevant areas.





Development of the Public Service Ethics Act

The History of Amendment to the Public Service Ethics Act

Since its enactment in 1981, the Public Service Ethics Act has been continuously improved, undergoing 12 amendments to meet demands from citizens.

● Enactment on December 31, 1981

- ✔ Enacted a law for the first time to establish civil service ethics (enforced on January 1, 1983)
 - Limited to property registration, gift reporting, and post-employment restrictions

● Overall Amendment on June 11, 1993

- ✔ Provided legal grounds for property disclosure and granted the right to examine registered property to the Civil Service Ethics Committee
- ✔ Laid the foundation for the current Public Service Ethics Act by requiring mandatory property registration of civil servants of Grade 4 or above and strengthening disciplinary measures

● Partial Amendment on December 31, 1994

- ✔ Strengthened the examination of registered property
 - Introduced new criteria for inquiry of financial data from financial institutions for all civil servants subject to property registration
- ✔ Increased the scope of civil servants subject to property registration
 - Required civil servants of Grade 9 or above in tax and auditing service and clerks in public prosecution service, sergeants or above in police service, and fire lieutenants or above in firefighting service to register their property

● Amendment on January 26, 2001

- ✔ Increased the scope of the period during which a civil servant engaged in relevant work prior to retirement
 - Increased the restriction period from two to three years prior to retirement for work performed at previous division
- ✔ Eradicated public-private collusion and promoted transparency in property registration by requiring reports on stock transactions from civil servants subject to property disclosure

● Amendment on May 18, 2005

- ✔ Introduced blind stock trusts to prevent conflicts of interest arising from senior civil servants' stock ownership
- ✔ Introduced reporting on changes in property prices

● Partial Amendment on December 28, 2006

- ✔ Required explanation on the process of property accumulation from civil servants subject to property disclosure
- ✔ Adopted actual transaction prices as the recognized value of registered property in order to reflect the actual value of real estate
- ✔ Expanded the scope of property subject to value registration
- ✔ Enabled advance inquiry of financial information to provide convenience for civil servants subject to property registration
- ✔ Introduced prior examination while no longer allowing civil servants to refuse to register property and instituted re-examination of registered property by the relevant Civil Service Ethics Committee every three years

● Amendment on February 3, 2009

- ✔ Changed the scope of relatives subject to property registration to reflect a reasonable perspective
 - Reduced the scope to the person's linear ascendants and descendants
- ✔ Provided grounds for the criteria of civil service-related organizations
- ✔ Made use of financial and real estate information previously provided for examination purposes
- ✔ Allowed postponement or exemption of reporting on property changes in case of the person's detention or disappearance

Development of the Public Service Ethics Act

● Amendment on July 29, 2011

- ✔ Strengthened post-employment restriction measures
 - Included law firms, accounting firms, foreign legal consulting firms (whose annual turnover is KRW 15 billion or above) and tax accounting firms (whose annual turnover is KRW 5 billion or above) as employment-restricted institutions
 - Increased the period during which a civil servant engaged in relevant work prior to retirement (from three to five years)
 - Imposed penalties (KRW 10 million or below) for violations of restrictions
 - Provided grounds for employment screening of certain positions such as outside directors and part-time advisors
- ✔ Introduced restrictions on business engagement and activities after retirement
 - Prohibited retired civil servants from performing any work that they engaged in directly during their active service after retirement
 - Civil servants subject to property disclosure are restricted from performing work they engaged in over the final year before retirement and shall submit work records for one year after retirement
 - Prohibited retired civil servants from engaging in unfair solicitation or arrangements related to their previous organization
- ✔ Expanded the scope of civil servants subject to property registration to those in defense procurement and financial supervision areas
- ✔ Extended the property registration period from one to two months



● Amendment on December 30, 2014

- ✔ Increased the post-employment restriction period from two to three years from the date of retirement
- ✔ Expanded the scope of employment-restricted institutions
 - Market-based public corporations and public service organizations performing certain tasks, including the supervision of safety, regulations on permission and approval, and procurement
 - University foundations, private universities established and run by an educational foundations, general hospitals, not-for-profit organizations that established a general hospital, and social welfare foundations and not-for-profit corporations operating a social welfare facility with assets over certain amount
- ✔ Strengthened restrictions on businesses and activities for senior civil servants
 - Civil servants of Grade 2 or above, executive-level officers at public service organizations and certain Grade 1 officials
 - Expanded the list of employment-restricted businesses from division-level to organization-level
 - Restrictions on work performed at previous organization: increased the restriction period from one to two years before and after retirement
 - Required disclosure of employment history for ten years after retirement (KRW 10 million in case of violation)
- ✔ Increased the scope of civil servants subject to employment screening from ministers and vice ministers to civil servants subject to property disclosure in case license holders, including lawyers, are employed by law firms, etc.
- ✔ Strengthened disciplinary measures for those who violate post-employment and activity restrictions
 - Imprisonment up to one year or a penalty of up to KRW 10 million → Imprisonment up to two years or a penalty of up to KRW 20 million
- ✔ Included institutions performing duties on behalf of the government as employment-restricted public service organizations



Development of the Public Service Ethics Act

● Amendment on December 29, 2015

- ✔ Increased the scope of civil servants required to provide financial and real estate information and changed the registration period
 - Provided financial and real estate information for civil servants subject to non-regular property reporting (e.g. first-time reporting, retirement, exemption)
 - Changed the reporting due date to the end of the second month following the registration date
- ✔ Strengthened measures to prevent conflicts of interest in connection to blind stock trusts
 - Introduced 'change of position' to resolve conflicts of interest
 - Allowed civil servants to avoid certain jobs until their stocks placed in blind trusts are disposed of
- ✔ Provided ex officio re-examination by the Civil Service Ethics Committee and Blind Stock Trust Examination Committee
- ✔ Provided legal grounds for document requests to confirm the violation of permanent restrictions on business involvement

● Amendment on December 3, 2019

- ✔ Enhanced transparency in property registration and examination of the senior civil service
 - Required mandatory reporting on the process of property accumulation (e.g. real estate) owned by senior civil servants
 - Used actual value for non-listed stocks (book value → actual transaction price or appraised value)
- ✔ Improved post-employment and activity restrictions for retired civil servants
 - Expanded the scope of employment-restricted institutions to include those in food sanitation and national defense
 - Improved the effectiveness of reporting on retired civil servant's unfair solicitation and arrangements
- ✔ Distinguished civil servants subject to property registration from those subject to employment screening
 - Eased employment screening for administrative positions in certain areas
- ✔ Restricted acquisition of new shares relevant to the civil servant's jobs at certain organizations

● Amendment on December 22, 2020

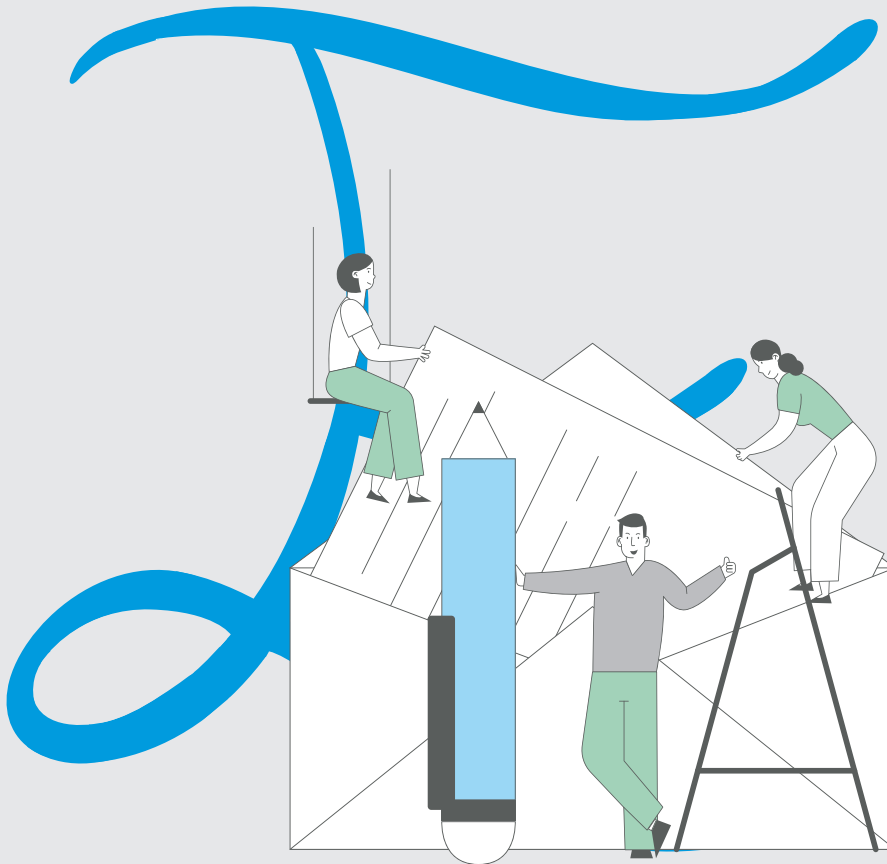
- ✔ Strengthened measures to prevent conflicts of interest in connection to stock ownership
 - Increased the period within which stocks shall be disposed of or placed in a trust from one to two months
 - Expanded the prohibition to engage in relevant jobs (i.e. prohibited to engage in relevant businesses from the date of request for examination of job relevance)
 - Increased the maximum penalty for engaging in relevant jobs (KRW 10 million → KRW 20 million)
 - Recommended change of position to the civil servant if his or her stocks placed in a blind trust are not disposed of for more than six months
- ✔ Improved the effectiveness of activity restrictions for retired civil servants
 - Allowed demand for dismissal if a civil servant approved for employment violates restrictions on business involvement and obligations on not engaging in unlawful solicitation and arrangements
- ✔ Strengthened the independence and autonomy of the Civil Service Ethics Committee
 - Increased the number of committee members from the private sector from seven to nine

● Amendment on April 1, 2021 (Scheduled to be Enforced on October 2, 2021)

- ✔ Expanded the scope of civil servants subject to property registration
 - Required civil servants handling real estate information or engaging in real estate affairs, including employees at the Korea Land and Housing Corporation, to register their property
- ✔ Required mandatory explanation on the process of real estate accumulation
 - Required civil servants subject to property registration who handle real estate information or engage in real estate affairs to explain how they have acquired real estate
- ✔ Restricted acquisition of new real estate
 - Restricted acquisition of new real estate relevant to their work or in relevant areas for civil servants and their interested parties at central and local governments as well as public service organizations

ETHICS PROGRAM

Key Features of the Civil Service Ethics Programs



Civil Service Ethics Committee

- The Civil Service Ethics Committee is an entity in charge of examining and making decisions on certain matters in relation to civil service ethics, including examining registered property and managing the examination results, confirming whether a civil servant is subject to post-employment restrictions, granting approval for employment, etc. The Committee is a consensus-based entity established in the Administration, the National Assembly, and the Supreme Court. Currently, there are 265 Civil Service Ethics Committees.



Property Registration

● Purpose of Property Registration

The purpose of property registration, under which a civil servant, his or her spouse and linear ascendants and descendants register their property, is to encourage government officials to fulfill their roles and responsibilities as servants to citizens by ensuring transparency in the process of property accumulation and preventing unlawful accumulation of property.

● Civil Servants Subject to Property Registration

Civil servants in political service at central and local governments, civil servants of Grade 4 or above, superintendents of the Office of Education, judges and prosecutors, constitutional research officers at the Constitutional Court, presidents and deans of universities, military officers of the rank of colonel or above, heads and deputy heads of public agencies, and executive officers of public service organizations are subject to property registration. For police, national tax, and customs services, civil servants of Grade 7 or above are subject to property registration.

● Property to be Registered

Both immovable and movable property owned by a civil servant, his or her spouse and lineal ascendants and descendants is subject to registration; all property in actual ownership by such people, property contributed to a not-for-profit organization, and property located in a foreign country need to be registered regardless of the name used. However, lineal ascendants and descendants who are not dependents of the civil servant subject to registration may refuse to register their property.



Property Registration/Disclosure/Examination

Types of Property to be Registered (and Examined)

- Ownership, superficies, and right to lease on a deposit basis (i.e. *Jeonse* rights) related to real estate
- Mining rights, fishery rights, aquaculture rights, and other rights to which real estate regulations apply
- Cash (including checks), deposits, securities including stocks and public and private bonds, claims and debts of more than KRW 10 million by each owner
- Gold and platinum (including products made with gold and platinum) of more than KRW 5 million by owner
- Gemstones, antiques and artwork of more than KRW 5 million per item
- Memberships of more than KRW 5 million per membership
- Intellectual property rights yielding an annual return of KRW 10 million or more by owner
- Automobiles, construction machines, vessels, and aircraft
- Equity interest in general partnerships, limited partnerships, and limited liability corporations
- Stock options
- Property contributed to a not-for-profit organization

● Timing of Registration



A civil servant subject to property registration shall submit a report by the end of February on any changes made to his or her property from January 1 to December 31 of the previous year. For those who become liable for property registration for the first time due to promotion, transfer, or other reasons, property registration shall be complete by the end of the second month from the date they become subject to registration.

○ Registration Agencies

Civil servants subject to registration	Registration agency
Members of the National Assembly and civil servants belonging to the National Assembly	National Assembly Secretariat
Judges and civil servants belonging to a court	National Court Administration
President, justices and other civil servants belonging to the Constitutional Court	Constitutional Court Administration
Civil servants belonging to the National Election Commission or other election commissions	Secretariat of the National Election Commission
Civil servants belonging to ministries, agencies, or administrations (including administrative agencies such as committees prescribed by Presidential Decree) (excluding civil servants subject to property disclosure)	Relevant ministries, agencies, or administrations
Civil servants belonging to the Board of Audit and Inspection (excluding civil servants subject to property disclosure)	Secretariat of the Board of Audit and Inspection
Civil servants belonging to the National Intelligence Service (excluding civil servants subject to property disclosure)	National Intelligence Service
Civil servants belonging to local governments	Relevant local governments
Members of local council and civil servants belonging to local councils	Relevant local councils
Civil servants belonging to the Office of Education of the Special Metropolitan City, Metropolitan Cities, Special Self-governing Cities, Provinces and Special Self-governing Provinces	Relevant Office of Education of the special metropolitan city, metropolitan cities, special self-governing cities, provinces and special self-governing provinces
Executive officers and employees of public service organizations (excluding those subject to property disclosure) - However, if the public service organization is under the supervision of the Special Metropolitan City, Metropolitan Cities, Provinces, Special Self-governing Provinces and Cities, Counties & Districts, its executive officers and employees shall submit registrations to the relevant Special Metropolitan City, Metropolitan Cities, Provinces, Special Self-governing Provinces and Cities, Counties & Districts	Ministries, agencies, or administrations supervising relevant public service organization
Other persons liable for registration, and civil servants belonging to ministries, agencies, or administrations, the Board of Audit and Inspection, the National Intelligence Service, and public service organizations who are required to disclose registered property	Ministry of Personnel Management

Property Disclosure

○ Civil Servants Subject to Property Disclosure

Civil servants in political service at central and local governments, civil servants of Grade 1 or above, members of Grade A in the Senior Civil Service, judges higher than chief judges at a high court, public prosecutors higher than chiefs at the Supreme Prosecutors' Office, military officers of the rank of lieutenant general or above, presidents, vice presidents and deans of universities, heads and deputy heads of public agencies, and executive officers of public service organizations are subject to property disclosure.

○ Timing and Method of Disclosure

A civil service ethics committee shall disclose the registered property or any changes to such property of the civil servants subject to property disclosure under the committee's jurisdiction, their spouses and lineal ascendants and descendants through an Official Gazette or public bulletin within one month following the due date of property registration (report).

○ Types of Disclosure

There are two types of property disclosure: regular disclosure, which takes place annually (in March) for civil servants whose registered property has changed during the year, and non-regular disclosure, which takes place monthly for civil servants who become liable for property registration for the first time, retiring civil servants, etc.

○ Disclosure Agencies

Civil servants subject to disclosure	Disclosure agency
<ul style="list-style-type: none"> • Civil servants of Grade 1 or above at the Administration • Heads of public service organizations in the Administration's jurisdictions • Heads of local governments and civil servants of Grade 1 or above at local governments • Members of board-area local governments 	Government Civil Service Ethics Committee
Members of basic local governments and heads of public service organizations in broad-area local governments' jurisdictions	Broad-area Local Government Civil Service Ethics Committee
Heads of public service organizations in basic local governments' jurisdictions	Basic Local Government Civil Service Ethics Committee
Members of the National Assembly and civil servants belonging to the National Assembly who are subject to property disclosure	National Assembly Civil Service Ethics Committee
Judges and civil servants belonging to a court who are subject to property disclosure	Supreme Court Civil Service Ethics Committee
Presidents, justices and other civil servants belonging to the Constitutional Court who are subject to property disclosure	Constitutional Court Civil Service Ethics Committee
Civil servants belonging to the National Election Commission or other election commissions who are subject to property disclosure	National Election Commission Civil Service Ethics Committee

Property Examination

○ Purpose of Property Examination

The purpose of property examination is to enhance transparency in the acquisition of property and prevent unlawful accumulation of property by verifying the faithfulness of registration and investigating whether property has been acquired in an appropriate manner, whether the civil servant used public information to illegally accumulate property, or whether any relevant laws and regulations have been violated in the course of acquiring the property.

○ Examination Period

Property examination shall be complete within three months from the date of disclosure of property. If not complete within three months due to unavoidable reasons, the Civil Service Ethics Committee may decide to extend the period by up to three more months. While the examination of the property of civil servants subject to property disclosure shall be complete by the end of June, in principle, that of civil servants not subject to property disclosure may be completed anytime during the year.

○ Types of Examination

Examination is largely classified into examination of registered property and examination of the process of property accumulation. For the former, the reviewers compare information submitted by a civil servant with the statements issued by relevant organizations to see if any false reporting, substantial omission or misrepresentation has been made.

For the latter, the reviewers check the flow of funds used to acquire the property by examining the property statement and summary of changes to property. The reviewers examine the acquisition date of the registered property, acquisition background, and source of funds, and determine if the civil servant's net worth has excessively increased compared to his or her reported income. Also, the reviewers check the legitimacy of the acquisition of property by examining the acquisition background and transaction records of untraceable property over a certain amount, such as cash and claims to and debts from individuals. The reviewers also see if the civil servant has gained any property or economic gains by taking advantage of confidential information learned from work, through bribery or any other unfair means.

Property Registration/Disclosure/Examination

● Use of Examination Results

If any illegal conduct comes to the attention of the reviewers during examination, the Civil Service Ethics Committee may pursue certain measures, including warnings and corrective measures, imposition of penalties, public announcement of the false reporting in the advertisement section of a daily newspaper, request a decision on the civil servant's dismissal or disciplinary measures. This applies when the civil servant has engaged in false reporting, omitted or misstated his or her property by gross negligence, submitted a false document, provided a false explanation, or gained any property or economic gains by taking advantage of confidential information learned from their work.

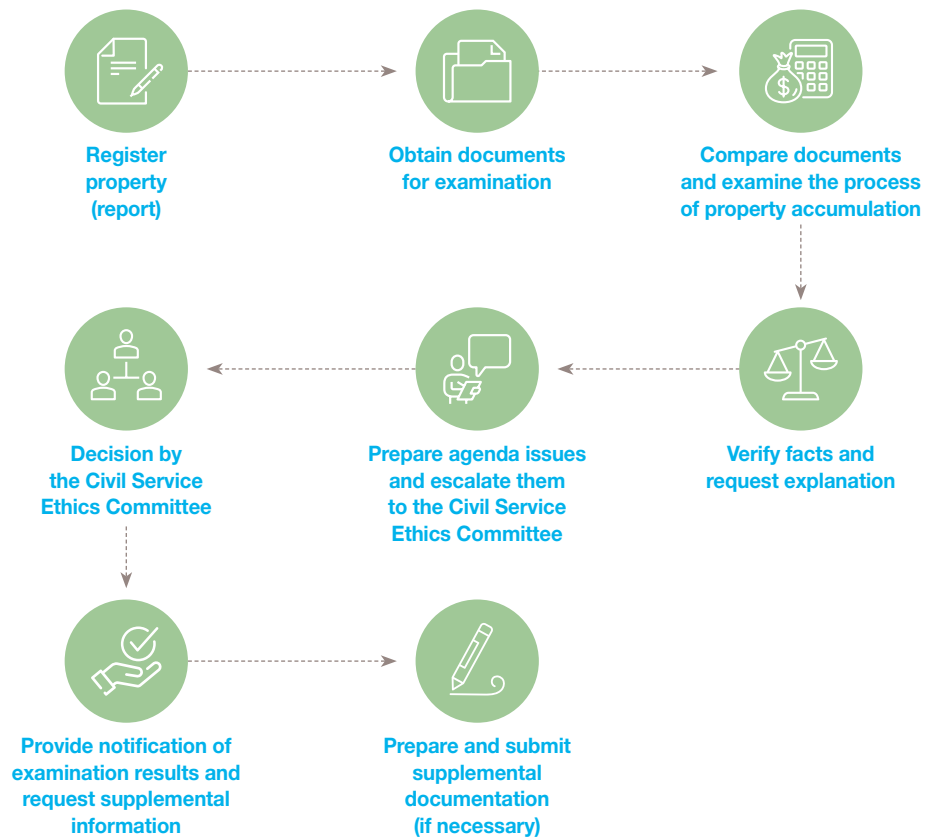
If one of the above measures are taken, the Civil Service Ethics Committee shall provide notification of such to the heads of registration agencies or relevant organizations. Meanwhile, upon receiving the request for a decision on the civil servant's dismissal or disciplinary measures, the heads of agencies and public service organizations shall make such a decision and provide notification of the result to the Civil Service Ethics Committee. If the civil servant has gained any property by violating other laws and regulations or through other illegal means, the Civil Service Ethics Committee may provide notification of such to relevant organizations and request an investigation by the Minister of Justice.



○ Examination Agency

The Government Civil Service Ethics Committee examines the registered property owned by civil servants subject to property registration at central administrative agencies, executive officers and employees of public service organizations, heads of local governments (i.e. cities & provinces and cities, counties & districts), members of broad-area local governments (cities & provinces), civil servants of Grade 3 or above at local governments and the Offices of Education, and superintendents of Offices of Education from cities and provinces. Property owned by other civil servants subject to property registration is examined by the Civil Service Ethics Committee in the relevant jurisdiction.

○ Process of Examination



Refusal of Property Registration

If a civil servant's lineal ascendant or descendant is not a dependent of the civil servant, the person may refuse to report and register property with approval from the Civil Service Ethics Committee.

● Application Period for Refusal of Property Registration

The applicant may submit to the relevant Civil Service Ethics Committee an application for refusal of property registration along with a supporting document on his or her independence by January 31 in the case of regular reporting or within one month from the date of registration or reporting in the case of non-regular reporting required upon employment, promotion, exemption, end of postponement, re-registration or retirement.

● Approval for Refusal and Re-examination

Once issued, the approval for refusal of property registration is effective for three years. During the regular reporting period (January 1 – February 28 or 29) on the third year, the applicant may request re-examination.

● Criteria for Approval

Age, employment status, property owned and regular income are comprehensively considered for linear ascendants, while age, formation of a separate household, employment status, employment period and regular income are comprehensively considered for linear descendants.



○ Process of Application for Refusal



Obligation to register property

- Within one month from the date the person becomes liable for property registration
- Within one month from the start of the regular reporting period for changes in property
- Within one month from the date on which reasons for postponement expire
- Within one month from the date the person is subject to property disclosure
- Within one month from the date of retirement
- Within one month from the date of transfer or other circumstances for exemption

Apply for refusal to register property

Approved

Register property except for property owned by approved relatives

Approval is effective for three years

Approval is determined and the results are notified within ten days (the period may be extended for another ten days)

Not approved

Register property including those owned by the relatives whose application was not approved

The property registration period is extended for 30 days from the date of notification of disapproval (20 days for those subject to property disclosure)

Regular reporting period on the third year from the date of approval

Apply for re-examination

Register property except for those owned by approved relatives

Approval is effective for three years

Apply for re-examination from January 1 to February 28 or 29. Such approval is determined and the result is notified by November 30

Register property including property owned by the relatives whose application was not approved

Purpose of Blind Stock Trusts

The purpose of blind stock trusts is to prevent conflicts of public and private interests in the performance of government duties that may arise from ownership of stocks relevant to a civil servant's job.

Subjects and Criteria

Civil servants subject to property disclosure, civil servants of Grade 4 or above at finance bureaus of the Ministry of Economy and Finance and the Financial Services Commission and their interested parties (i.e. spouses, linear ascendants and descendants) are subject to blind stock trusts. If the aggregate value of stocks owned exceeds KRW 30 million, such stocks shall be disposed of or placed in a blind stock trust or the civil servant shall make a request for a review of the relevance of stocks to his or her job.

Key Features of Blind Stock Trusts

In principle, relevant stocks shall be disposed of or be placed in a blind stock trust. However, if the civil servant wishes to obtain exemption, he or she shall make a request for a review of the relevance of stocks to his or her job to the Blind Stock Trust Examination Committee and receive the Committee's determination that the stocks have no relevance to his or her work duties.

Blind Stock Trust Examination Committee

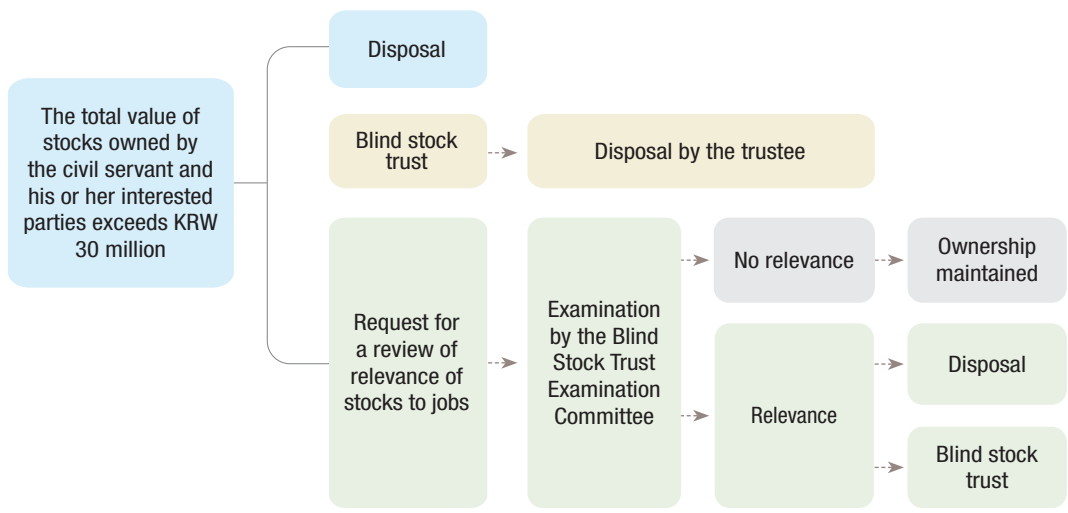
The Blind Stock Trust Examination Committee, a consensus-based entity established in the Ministry of Personnel Management, is responsible for reviewing and deciding whether stocks owned by civil servants subject to property disclosure and their interested parties have relevance to the civil servants' jobs.



Conditions from which the blind stock trust obligation is triggered

- The aggregate amount of relevant stocks exceed KRW 30 million (including when the market value of stocks increases to exceed KRW 30 million)
- The civil servant becomes subject to property disclosure
- Reasons for postponement of reporting on changes expire (Article 6-3, Paragraphs 1 and 2 of the Public Service Ethics Act)
- The civil servant is notified that the stocks have relevance to his or her job
- The civil servant makes a blind trust arrangement and thereafter his or her interested party acquires new stocks as a promoter of the stock issuing company (Proviso in Article 14-6, Paragraphs 1 of the Public Service Ethics Act)
- The civil servant concludes a blind trust contract and thereafter acquires new stocks through inheritance or gifts (Article 27-9 of the Enforcement Decree on the Public Service Ethics Act)
- Changes are made to the civil servant’s job (e.g. standing committee, assignment), for instance:
 - 1) changes to the standing and special committees of members of the National Assembly and local councils
 - 2) assignment of the director of ○ ○ local police agency to the director of △ △ local police agency
 - 3) assignment of the deputy minister at ○ ○ office to △ △ office within the same bureau
 - 4) changes to the deputy minister’s ○ ○ office (e.g. new duties) as a result of organizational restructuring

Process of Blind Stock Trusts





Blind Stock Trusts

Q&A

Q1. How do blind stock trusts work? How are the stocks placed in a blind trust managed?



To place his or her stocks in a blind trust, the civil servant shall make a blind trust arrangement with a financial institution that operates a trust. In principle, the trustee institution shall dispose of the trusted stocks within 60 days and acquire different assets, and the trustor has no access to any information regarding the trust. However, if the stocks are not disposed of within 60 days, the trustee institution can extend the period with approval from the relevant Civil Service Ethics Committee (up to 30 days, unlimited).

Q2. If the value of stocks that have relevance to the civil servant's job exceeds KRW 30 million, do they need to be disposed of in their entirety?



The person can dispose of all stocks (i.e. sell or place in a blind trust) or part of stocks to maintain the relevant stocks under KRW 30 million.

Reporting on Receipt of Gifts

Purpose of Reporting on Receipt of Gifts

Civil servants as well as executive officers and employees of public service organization are banned from receiving any direct and indirect rewards, gifts, and hospitality in connection to their jobs. However, considering that it is difficult to refuse gifts from a foreign country (or a foreign citizen), the government introduced reporting on receipt of gifts to ensure ethical standards in the civil service.

Reporting of Gifts

If a civil servant has received gifts exceeding the value of USD 100 (KRW 100,000) from a foreign country (or a foreign citizen), he or she shall immediately submit a list of gifts received to the internal audit team of the organization. Subsequently, the gift valuation team, consisting of seven members, evaluates the value of the gifts received and notifies the civil servant of the need to make a report. If the value of the gifts is determined to be KRW 100,000 or greater, the civil servant shall make an immediate report; if under KRW 100,000, they are returned to the civil servant.

Examples of composition of the gift valuation team

- The gift valuation team consists of seven members including the head, deputy head, and assistant. The team includes three director-level members, with the internal audit manager being the head and the ethics manager being the assistant.
- The gift valuation team consists of members from the departments in charge of gift reporting (i.e. internal audit) and general affairs; if necessary, the team may include members from the outside.

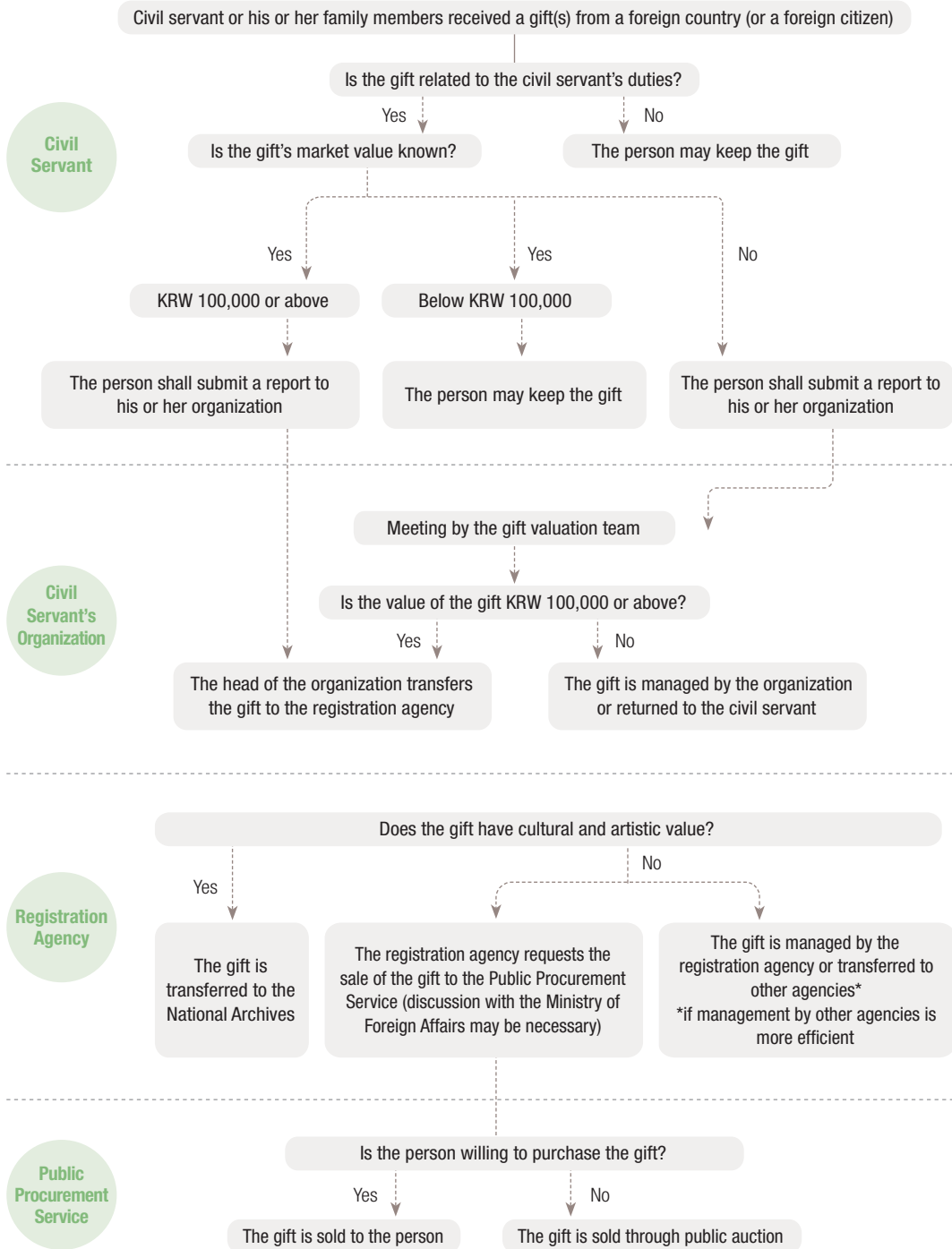
Management of Gifts Received

The heads of ministries and public service organizations shall transfer the gifts received to the registration agencies on a quarterly basis. The heads of the registration agencies (i.e. agencies that have received transferred gifts) shall maintain the gifts. If the gifts have cultural or artistic value, they shall be transferred to the National Archives of Korea; if the gifts need to be managed by other organizations, they are transferred to the relevant organizations. Gifts that have no value as national assets are transferred to and sold by the Public Procurement Service.



Reporting on Receipt of Gifts

Process of Reporting and Management of Gifts Received



Q&A

Q1. If a civil servant has received a prize from a foreign organization in recognition of his or her work, does he or she have to report the prize money (or prize goods)?

Regardless of monetary or non-monetary goods, prizes are not considered 'gifts' as defined in the Public Service Ethics Act.



Q2. What if one receives perishable goods, such as food, or live plants/animals as gifts?



There are no specific guidelines on perishable gifts. Considering the difficulty in storage and management of such gifts, the civil servant shall consult the civil service ethics manager of the organization and follow the decision made by the gift valuation team.

Q3. What if one wishes to keep gifts subject to reporting obligations?

In principle, gifts exceeding KRW 100,000 shall be reported and handed over to the civil servant's organization. However, it is possible for the civil servant to purchase and keep the gift. If the gift received is not considered valuable enough to be managed as a national asset, it may be transferred to and sold by the Public Procurement Service. The civil servant who received the gift is given priority in purchasing the gift at a price evaluated by an appraisal firm under the Public Service Ethics Act.





Post-employment Restrictions for Retired Civil Servants

Purpose and Key Features of Post-employment Restrictions

Post-employment restrictions aim to ensure fairness in the performance of government duties and establish ethical standards in the civil service by preventing civil servants from establishing illegal relationships with other institutions, such as providing benefits to particular institutions, while they are in office to gain advantage in employment after retirement. The restriction also bars civil servants from being employed by institutions relevant to their previous work and exerting unfair influence on their previous organization. Under the restrictions, civil servants subject to employment screening are restricted from being employed by employment-restricted institutions for three years after the date of retirement.

Employment-restricted Institutions

- For-profit private companies with capital exceeding KRW 1 billion and annual turnover exceeding KRW 10 billion
- Law firms, accounting firms, foreign legal consulting firms, joint venture law offices with annual turnover exceeding KRW 10 billion
- Tax accounting firms with annual turnover exceeding KRW 5 billion
- Associations where employment-restricted private companies are members
- Market-based public corporations referred to in Article 5, Paragraph 3, Subparagraph 1 (a) of the Act on the Management of Public Institutions
- Public service organizations performing supervision of safety, regulation of permission and approval, and procurement duties
- Educational foundations that establish and operate schools under Article 2 of the Elementary and Secondary Education Act and the Higher Education Act and private schools established and operated by such educational foundations
- General hospitals referred to in Article 3-3 of the Medical Service Act and corporations that established such hospitals
- Social welfare foundations with endowment capital exceeding KRW 10 million defined in Article 2, Paragraph 3 of the Social Welfare Services Act and not-for-profit organizations operating social welfare institutions
- Private companies, corporations and associations in special areas such as defense, food, pharmaceuticals, etc.

Subjects of Employment Screening

- (For civil servants who retired on or before June 3, 2020) Civil servants subject to property registration and the executive officers and employees of public services organizations
- (For civil servants who retired on or after June 4, 2020) Civil servants who meet any of the criteria in Article 3, Paragraph 1, Subparagraph 1 to 12 of the Public Service Ethics Act and civil servants and employees of public services organizations, referred to by the National Assembly Regulations, the Supreme Court Regulations, the Constitutional Court Regulations, the National Election Commission Regulations, and Presidential Decree, who may exert undue influence and hamper fair performance of government duties

Civil servants in political service		President, Prime Minister, members of the State Council, members of the National Assembly, heads of local governments, superintendents of the Office of Education, etc.					
Civil servants in general service (including special government service)		Civil servants in special government service	Military service	Police service	Fire service	Education service	Others
		Grade 1 Grade 2 Grade 3 Grade 4	Generals Lieutenant generals Major generals Brigadier generals Colonels	Commissioner generals Assistant commissioner generals Deputy assistant commissioner generals Colonels Lieutenant colonels	Marshals of Fire Services Fire Marshals Lieutenant Fire Marshals Major Fire Marshals Fire Chiefs	Presidents and vice presidents of universities Heads and deans of graduate schools Deans of colleges Heads of schools equivalent to universities Directors of district educational offices	Public prosecutors Judges Constitutional research officers
Grade 5	① Ministry of Defense and Defense Acquisition Program Administration (handling the management of defense capabilities, defense contracts, military courts, military prosecutors' offices, military audits, etc.)						
Below Grade 5 but above Grade 7	② Civil servants at the Board of Audit and Inspection, the National Intelligence Service, the Customs Service, and the Fair Trade Commission** ③ Civil servants handling public prosecution and narcotics investigation duties at the Ministry of Defense and Public Prosecutors' Office ④ Civil servants at the Anti-corruption and Inspection & Protection Bureaus of the Anti-corruption and Civil Rights Commission	Lieutenant colonels	Staff Captains Captains Lieutenants Sergeants (including local police forces)	Assistant Fire Chiefs Fire Captains Fire Lieutenants Fire Sergeants	Inspectors and education researchers of Grade 4 or above Deans and heads of offices at universities	Researchers and advisors of Grade 4 or above Senior professional officers	
Below Grade 5 but above Grade 7	⑤ Civil servants handling audit duties ⑥ Civil servants handling accounting duties ⑦ Civil servants handling permission and approval, inspection and supervision, and guidance in certain areas such as construction and civil engineering ⑧ Civil servants handling food crime investigations at the Ministry of Food and Drug Safety ⑨ Civil servants handling local tax matters						

* Heads of relevant registration agencies determine the responsible departments related to ①, ⑥, ⑦, ⑧

Public service organizations	Executive-levels	① Heads, deputy heads, full-time directors, and full-time auditors of public corporations ② Governor, deputy governor, and auditors of the Bank of Korea and recommended members of the Monetary Policy Committee ③ Governor, deputy governor, assistant deputy governors and auditors of the Financial Supervisory Service ④ Presidents and standing auditors of National Agricultural Cooperative Federation and National Federation of Fisheries Cooperatives ⑤ Executives of public service organizations
	Executive officers	<Defense> Persons appointed by the Minister of Defense (Senior officers for the Agency for Defense Development and Defense Agency for Technology and Quality**)
	Grade 2 or above	<Finance> Bank of Korea, Korea Deposit Insurance Corporation, and Korea Trade Insurance Corporation <Nuclear power> Civil servants at public nuclear power generation corporations designated by the Minister of Trade, Industry and Energy - Korea Hydro & Nuclear Power, Korea Radioactive Waste Agency, KEPCO Nuclear Fuel, KEPCO E&C, Korea Electric Power Corporation (nuclear power), KEPCO KPS (nuclear power) [as of June 2020]
	Grade 4 or above	<Finance> Financial Supervisory Service

** Applicable to civil servants who retired on or after July 5, 2020.



Post-employment Restrictions for Retired Civil Servants

Exceptions for Post-employment Restrictions

○ Confirmation of Post-employment Restrictions and Employment Approval

Civil servants subject to employment screening may be hired at employment-restricted organizations if the relevant Civil Service Ethics Committee confirms that their work performed at the division (in the case of civil servants of Grade 3 or below and employees of public service organizations) or the organization (in the case of senior civil servants and executive officers of public service organizations) they served for five years prior to retirement has no close relevance to the employment-restricted organization. Even if there is close relevance, the relevant Civil Service Ethics Committee may grant special approval by considering comprehensive factors such as the civil servant's job record prior to retirement and the possibility of exerting influence after employment, etc.

What is the scope of relevance?

Close relevance applies to financial assistance, permission and approval, inspection and audit, assessment and collection of taxes, contracts, supervision, investigation, and other work involving the property rights of employment-restricted institutions.

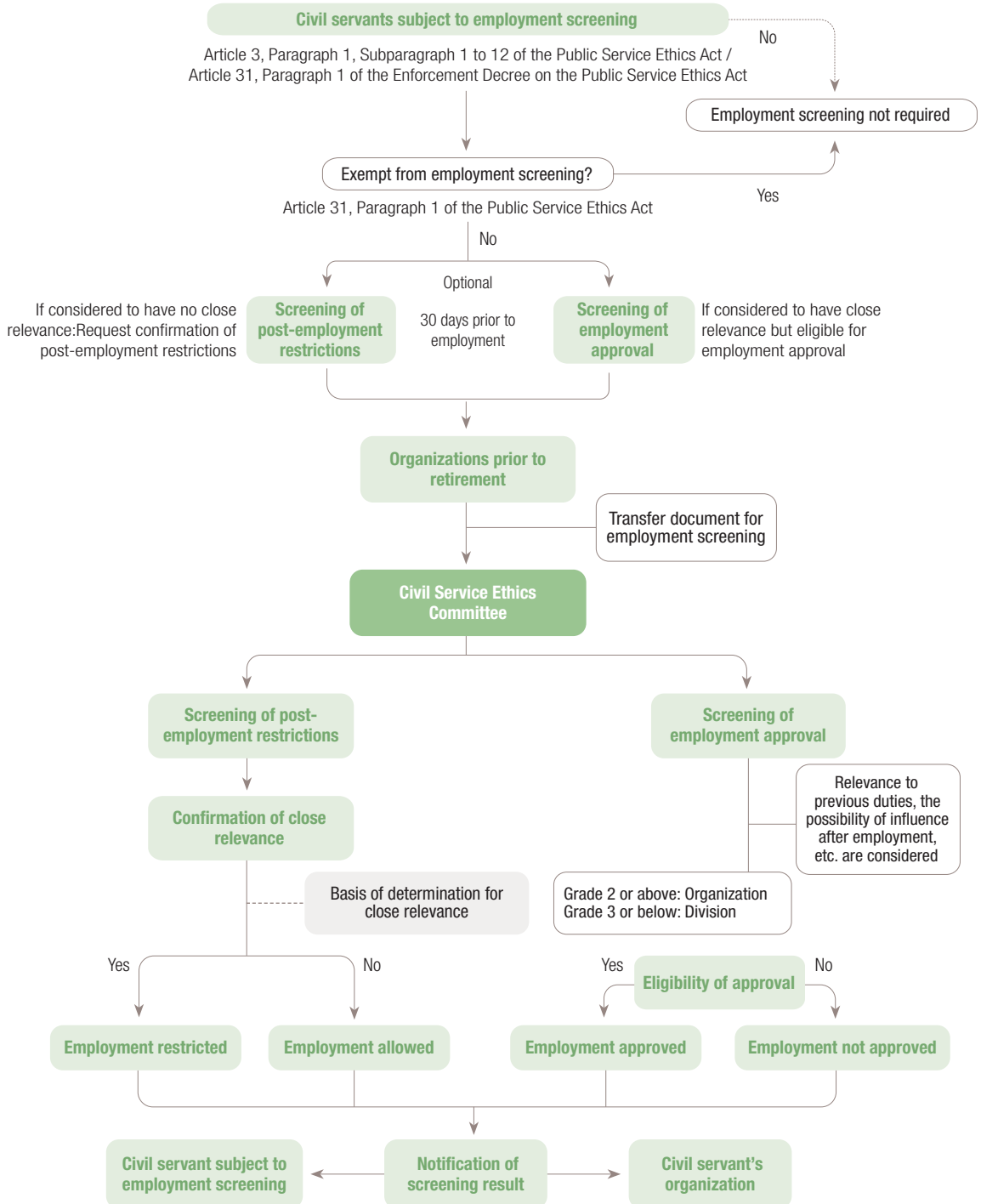
○ Employment of License Holders Not Subject to Property Disclosure

Among civil servants subject to employment screening who are not liable for property disclosure, lawyers may be employed by law firms and joint venture law offices, certified public accounts at accounting firms, and tax accountants at tax accounting firms.

When is a license holder subject to employment screening?

- If the person is liable for property disclosure
- If the person aims to be employed by employment-restricted organizations in different areas, despite having no obligation for property disclosure
(e.g.) Lawyers → accounting firms or for-profit companies
Tax accountants → law firms

Process of Employment Screening





Post-employment Restrictions for Retired Civil Servants

Monitoring of Employment

○ Obligation to Monitor Employment

Heads of central and local governments or public service organizations shall monitor and confirm whether the person subject to employment screening has been employed by employment-restricted institutions within three years after his or her retirement or request records from the National Health Insurance Service (NHIS) and report the resulting status to the relevant Civil Service Ethics Committee more than once every year.

Request of records for employer-insured National Health Insurance

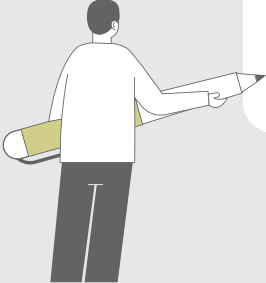
The MPM requests records and provides the results to relevant institutions on a biannual basis. From 2020, the MPM also requests records of other income data from the National Tax Service and provides the results.

○ Measures for Violation of Post-employment Restrictions

If a civil servant subject to employment screening has been employed by any employment-restricted institutions within three years from his or her retirement without undergoing employment restriction screening or obtaining employment approval, the person is considered to have violated post-employment restrictions and is subject to post-screening by the relevant Civil Service Ethics Committee. The Committee may transfer the person to the court to proceed with a trial on imposition of penalty (up to KRW 10 million) under the Non-Contentious Case Litigation Procedure Act. In case there is close relevance, the Committee may also transfer the person to the Public Prosecutors' Office for violation of post-employment restrictions. The Committee shall request the head of the civil servant's previous government organization take measures for dismissal. Upon receipt of such request, the head of the government organization shall demand the head of the employment-restricted organization dismiss the person. If such demand for dismissal is rejected, the person is transferred to the relevant court to proceed with a trial on imposition of penalty (up to KRW 10 million).

Q&A

Q1. Do post-employment restrictions mean that a civil servant cannot be employed by the employment-restricted institutions designated by the MPM under any circumstances?



No. If a civil servant subject to employment screening wishes to be employed by employment-restricted institutions, the person shall undergo employment screening by the relevant Civil Service Ethics Committee. However, if such institutions have close relevance to the duties of the division (for Grade 3 or below) or organization (for Grade 2 or above) where the civil servant served for five years before retirement, employment may be restricted. In other words, as long as the Civil Service Ethics Committee finds that there is no relevance, the civil servant may be hired by an employment-restricted institution.

Activity Restrictions for Retired Civil Servants

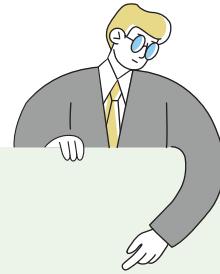
Purpose of Activity Restrictions

Since nepotism and personal bonds are considered important in Korean culture, there is a risk of unfair privilege being afforded to former civil servants, retired civil servants becoming lobbyists, etc. The purpose of activity restrictions is to prevent corruption that may arise between retired civil servants and employment-restricted institutions and ensure fairness in the performance of government duties.

Restrictions on Work

○ Restrictions on Work Performed during Active Service

Civil servants and the executive officers and employees of public service organizations shall not engage in work that falls within any of the subparagraphs in Article 17, Paragraph 2 of the Public Service Ethics Act which they performed directly during their active service, unless stated otherwise in other laws. These restrictions do not apply to businesses handled at the organization or division level.



Restricted duties referred to in Article 17, Paragraph 2

- Duties related to providing financial assistance, including allocating and paying grants, subsidies, funds, etc. directly or indirectly
- Duties directly related to providing authorization, permission, licenses, patents, approval, etc.
- Duties directly related to inspection and audit of production, specifications, accounting, etc.
- Duties directly related to assessment, imposition, and collection of taxes
- Duties directly related to contracts, inspection, and examination of construction works, services, or purchase of goods
- Duties involving the provision of direct supervision as required by laws
- Duties related to investigation, hearing, and judgment of a case to which an employment-restricted institution is a party or has direct interests
- Other duties prescribed by the National Assembly Regulations, Supreme Court Regulations, Constitutional Court Regulations, National Election Commission Regulations, or Presidential Decree

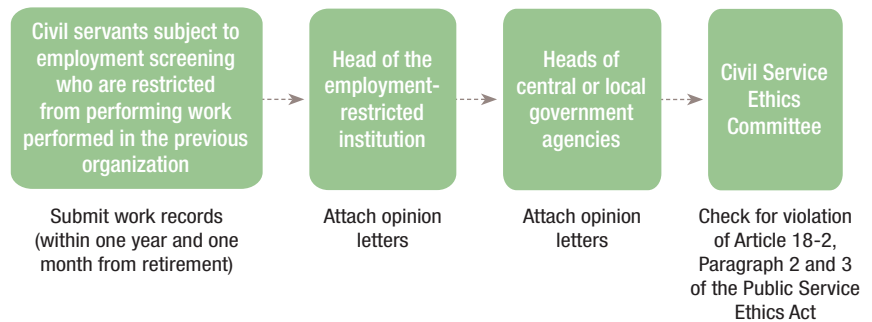
○ Prohibition on Work Performed by Previous Organization

Civil servants subject to employment screening who are restricted from performing the work they performed in the previous organization shall not engage in such work, for two years from the date of his or her retirement, that falls within any of the subparagraphs in Article 17, Paragraph 2 of the Public Service Ethics Act that the organization performed during two years up to their retirement (Article 18-2, Paragraph 2 of the Public Service Ethics Act). These restrictions do not apply if special provisions are provided in other laws.

○ Submission of Work Records

Unless stated otherwise in other laws, civil servants subject to employment screening who are restricted from performing the work they performed in the previous organization shall prepare a work record, which includes the details of their work activities performed at employment-restricted institutions for two years after retirement, and submit it to the relevant Civil Service Ethics Committee after obtaining confirmation from the head of the employment-restricted institution (Article 18-3, Paragraph 1 of the Public Service Ethics Act).

Process of Submission of Work Records



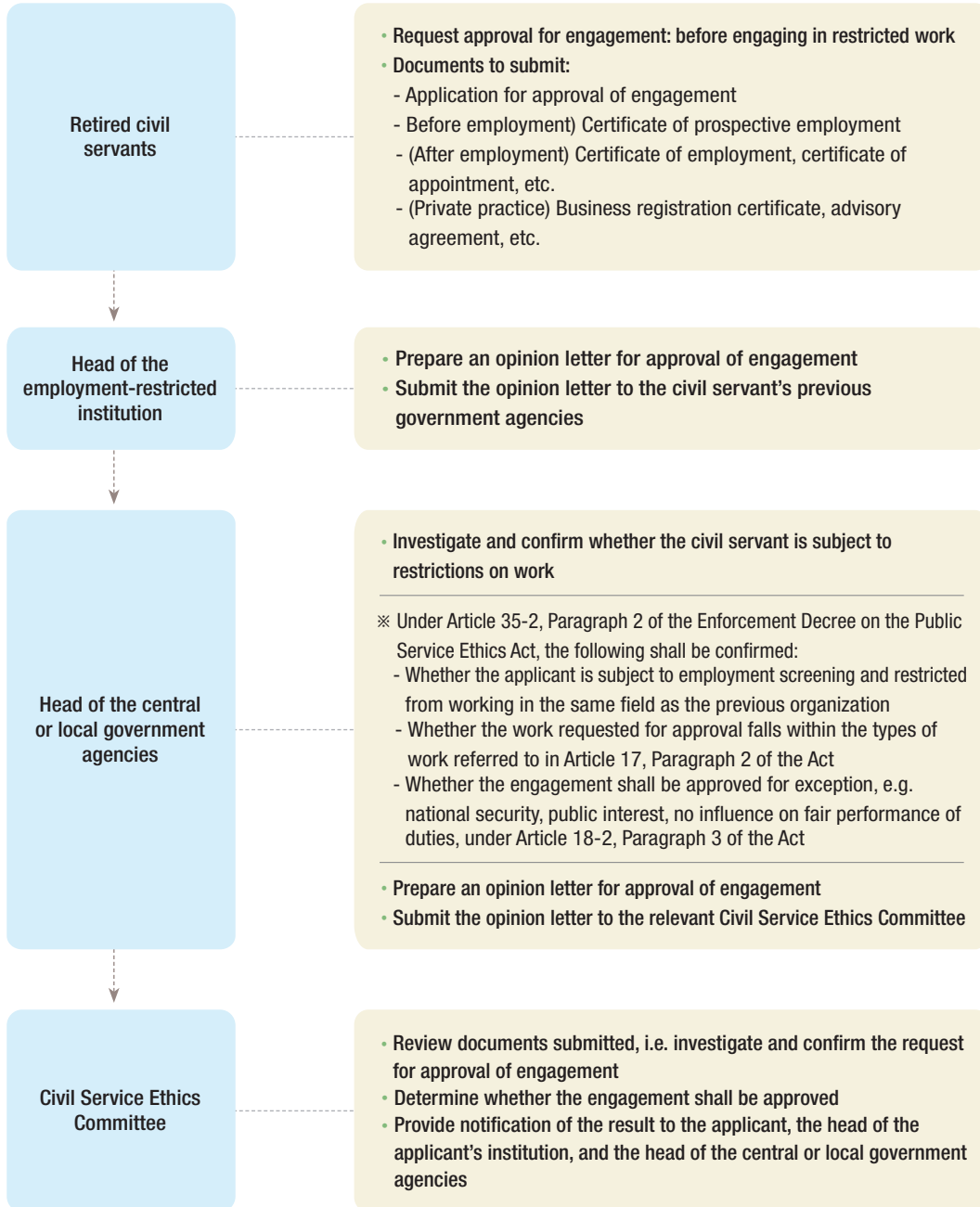
○ Approval for Engagement in Restricted Work

Despite the restrictions, civil servants may engage in certain lines of work if such is deemed necessary for national security or public interest purposes. Yet, this applies only when the relevant Civil Service Ethics Committee determines that the civil servant's engagement in the restricted work will not influence the fair performance of the work and provides approval for engagement.



Activity Restrictions for Retired Civil Servants

○ Process of Approval for Engagement in Restricted Businesses



Prohibition of Unfair Solicitation and Arrangements

○ Prohibition of Unfair Solicitation and Arrangements

Civil servants and the executive officers and employees of a public service organization shall not act in a way that hampers the fair performance of government duties, such as requiring the executives and employees of their previous organizations to violate laws or abuse their positions or authority, in order to satisfy their own or a third party's interests.

Article 35-4, Paragraph 4 of the Enforcement Decree on the Public Service Ethics Act

- Any attempt to make them perform duties in violation of laws
- Any attempt to make them perform duties outside the scope of their positions and authority
- Any attempt to request confidential information or overlook illegal acts
- Any attempt to hamper fair competition or order them to work outside ordinary business practices
- Any attempt to arrange one of the above matters

○ Reporting of Unfair Solicitation and Arrangements

If an incumbent civil servant has been asked to handle unfair solicitation or arrangement from a retired civil servant, the person shall report such to the head of his or her organization. Or, if such request comes to the attention of anyone, it can be reported to the head of relevant organization. The head of the relevant organization shall consider the need to investigate the matter, and if necessary, notify such matter to an investigation agency. The head of the relevant organization shall also inform the relevant Civil Service Ethics Committee of the matter and the report shall be made to the investigation agency. In this case, those who have made such report shall not receive any disadvantages in connection to the report, and their identity shall not be disclosed to any party or made public without their consent.

○ Restrictions on Solicitation for Employment While in Service

Civil servants shall not make any solicitation for their future employment while they are in service to an employment-restricted institution related to their line of work which falls within any of the subparagraphs in Article 17, Paragraph 2 of the Public Service Ethics Act, which they engaged in during five years before retirement. Also, the heads of central and local governments or public service organizations shall not make any arrangement to make their civil servants subject to employment screening to be employed by an employment-restricted institution related to the work, that falls within any of the subparagraphs in Article 17, Paragraph 2 of the Public Service Ethics Act, which they engaged in during five years before retirement.

Designation of Public Service Organizations

Purpose of Designation

The government designates organizations and institutions that perform public service, such as providing financial assistance to central and local governments or performing duties on behalf of the government, as public service organizations and subjects the executive officers and employees of such organizations to property registration and disclosure obligations under the Public Service Ethics Act. The purpose of such designation is to prevent illegal accumulation of property and ensure fairness in the performance of government duties.

Key Features

The Government Civil Service Ethics Committee designates certain organizations and institutions as public service organizations based on the scale of financial assistance provided to central and local governments, appointment of executive officers, etc. The Minister of Personnel Management announces the designated organizations and the organizations' executive officers subject to property registration through an Official Gazette by the end of June and December.

Public Service Organizations' Obligations

Executive officers and employees of public service organizations

- Subject to property registration, post-employment restrictions, and gift reporting obligations. In particular, executive officers subject to property disclosure shall be liable for placing their stocks in a blind stock trust

Entities designated as public service organizations

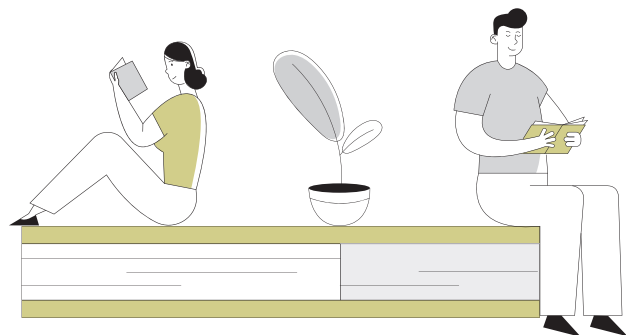
- Obligated to take measures to prevent corruption, such as implementing the civil servants' code of conduct, and subject the organizations' executive officers and employees to the obligation to report gifts, undergo sexual violence prevention training and child abuse prevention programs, etc.
→ There were 1,282 public service organizations as of the first half of 2021

Designation Criteria and Methods

The Government Civil Service Ethics Committee designates public service organizations based on the following criteria, and the Minister of Personnel Management announces the designated organizations at the end of June and December.

Criteria for Designation

- The Bank of Korea and public corporations
- Institutions and organizations which requires appointment or approval, consent, and recommendations from the heads of central or local governments when appointing executives
- Local public corporations established under the Local Public Enterprises Act
- Institutions and organizations receiving investments, contributions, or subsidies of KRW 1 billion or more from central or local governments
- Institutions and organizations, with a budget of more than KRW 10 billion, performing government projects commissioned by central or local governments or on behalf of such governments
- Institutions and organizations whose entire capital is invested or contributed by institutions and organizations receiving investments, contributions, or subsidies from central or local governments
- Public institutions referred to in Article 4 of the Act on the Management of Public Institutions



PART
3

PETI SYSTEM

Public Ethics and Transparency Initiative System



Outline and Legal Grounds for PETI

Outline of PETI

The Public Ethics and Transparency Initiative (PETI) System is a cloud-based portal that standardizes government work related to civil service ethics and electronically manages overall tasks related to civil service ethics such as property registration, disclosure and review, and employment screening of retired civil servants.

PETI website: <https://www.peti.go.kr>

User Organizations of PETI

PETI is used by about 230,000 civil servants subject to property registration and about 600 persons in charge of civil service ethics work at 1,600 organizations, including the National Assembly, the Constitutional Court, administrative agencies, and public service organizations.

Civil servants who use the PETI System for property registration





Outline and Legal Grounds for PETI

Legal Grounds

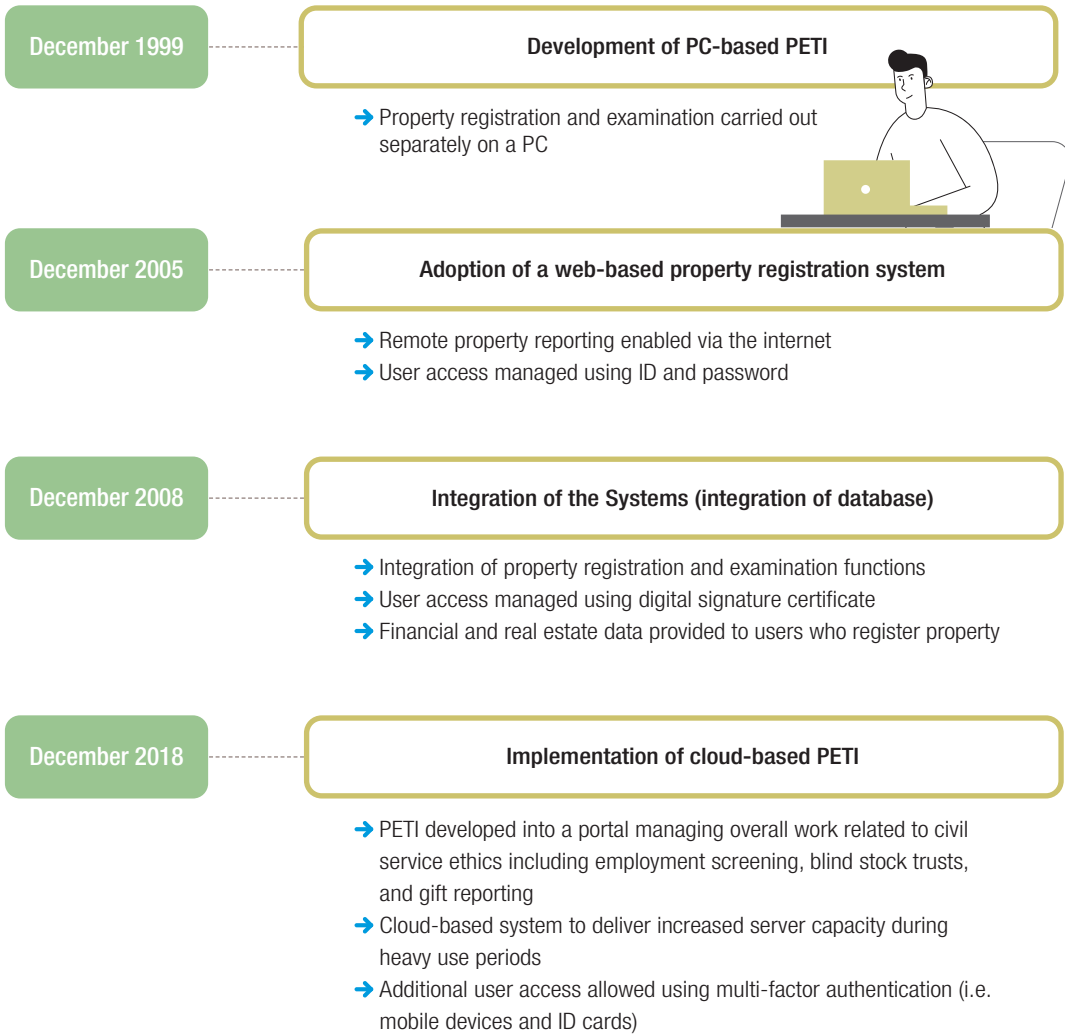
Article 36-2 of the Enforcement Decree on the Public Service Ethics Act (Electronic Management of Civil Service Ethics Work)

Article 36-2 (Electronic Management of Civil Service Ethics Work)

- ① The heads of the Civil Service Ethics Committees or of registration agencies, and the heads of agencies responsible for examination of registered matters under Article 8, Paragraph 11 of the Act or of the Examination Committee may request submission of relevant information saved on a diskette or floppy disk or via a computer network, in any of the following cases:
 1. A civil servant subject to property registration files a report on registration or property changes or provides documents
 2. A civil servant subject to property registration and his or her interested parties submit a written consent under Article 6-5, Paragraph 1 and 2 of the Act
 3. The head of a central and local government, public service organization, public agency or financial institution files a report or provides documents under Article 8, Paragraph 4, 5, and 12 of the Act
 4. A civil servant subject to property disclosure files a report on the sale of stocks or a contract for a blind stock trust pursuant to Article 14-4, Paragraph 1 of the Act
 5. A civil servant subject to property disclosure requests a review of the relevance of stocks to his or her job pursuant to Article 14-5, Paragraph 6 of the Act
 6. A civil servant subject to property disclosure and relevant institution, organization, or enterprise submits data pursuant to Article 14-5, Paragraph 9 and 10 of the Act



History of PETI Development





Key Features and Functions of PETI

Key Functions of the PETI System

Civil servants subject to property registration

- Civil servants subject to property registration use PETI, for instance, to register their or their linear ascendants and descendants' property and submit personal information consent forms, property report forms, and supporting document, etc.

Property registration reviewers

- Reviewers in charge of property registration use PETI, for instance, to manage civil servants subject to registration and their registered property, examine property, request and review documents for examination, conduct statistical analysis, etc.

Officials in charge of ethics compliance

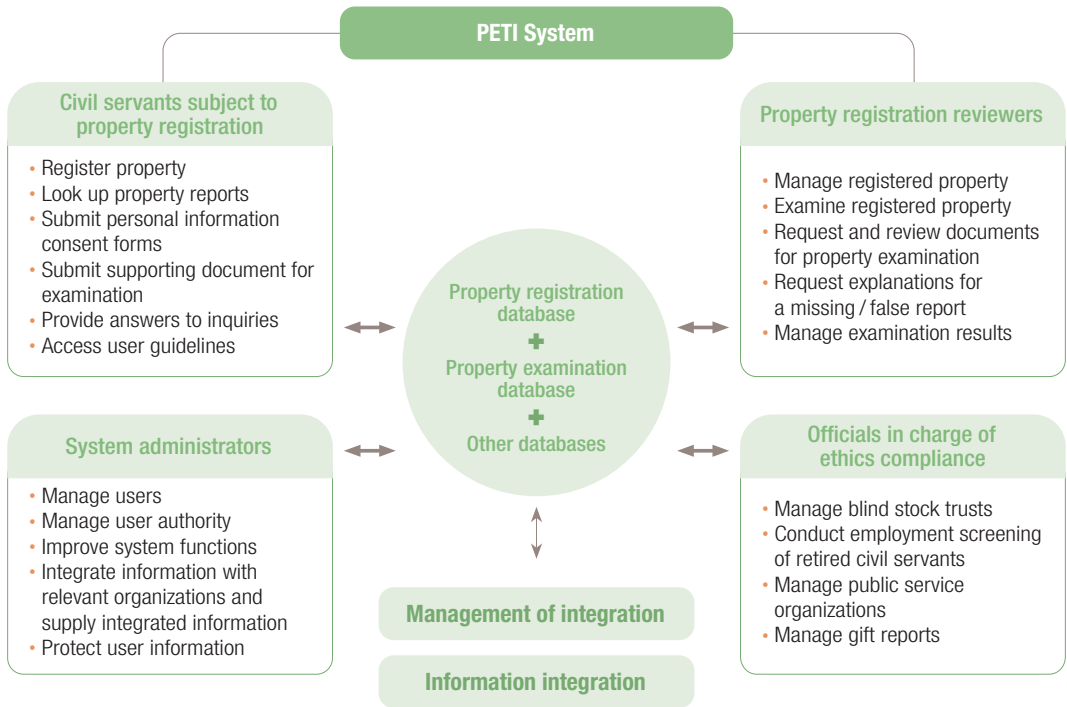
- Officials in charge of civil service ethics use PETI to manage blind stock trusts, conduct employment screening of retired civil servants, manage gifts received from abroad in relation to work, and manage public service organizations, etc.

System administrators

- System administrators use PETI to manage users, manage individual user authority, improve system functions, integrate information with relevant organizations and supply integrated information, protect information, etc.



Conceptual Diagram of PETI




 Ministry of the Interior and Safety
 (Resident registration, real estate)


 Ministry of Land, Infrastructure and Transport
 (Real estate, vehicles)


 National Tax Service
 (Memberships, Retiree income)


 Courts
 (Real estate)


 Financial institutions
 (Financial assets)


 Certificate management center
 (Certificate information)


 Standard administration codes

 
 Public personnel management
 (central/local governments)


 National Health Insurance Service
 (Employment status of retired civil servants)

Property Registration DB, Property Examination DB, and other DB → Integrated Information System

- The MPM cooperates with the government certificate management center, financial institutions, the Ministry of the Interior and Safety, the Ministry of Land, Infrastructure and Transport, personnel management divisions of central and local governments, National Tax Service (memberships), and the National Health Insurance Service (employment status of retired civil servants) to integrate an information database. In particular, financial data provided by financial institutions enables convenient property registration.

Key Features and Functions of PETI

PETI Website (Korean)

홈 로그인 사이트맵 ENGLISH 굿저크기

PETI 공직윤리시스템 공직자윤리법 재산등록·공개 주식백지신탁 취업·행위제한 선물신고 자료실

재산등록

정보제공 동의
고지거부 신청 등
등록의 무자 재산등록

주식백지신탁

주식매각 및 백지신탁
직무관련성 심사청구 등
주식백지신탁 신청

취업·행위제한

취업심사
대상기관

취업심사
신청안내

취업·행위제한
신고센터

최초 재산신고 안내

신고기간 등록의무자가 된 날로부터
2개월이 되는 날이 속하는 달의 말일까지
예) 승진일 9.19. → 11월 말일까지 신고

[자세히 보기](#)

공직윤리 업무개관

재산등록
주식백지신탁
취업심사

빠른 확인은 여기서

최초재산신고 정보제공동의 취업심사결과

공지사항

일반자료실

- 2021년 경기 재산변동신고서 제출 마감일...
- 2021년 정부공직자윤리위원회 개최 일정...
- 재산형성과정 신고 및 비상장주식 신고방...
- 공직자윤리법 시행령 시행규칙 개정안 입...

FAQ

FAQ

위원회

공직자
윤리위원회

주식백지신탁
심사위원회

개인정보처리방침 공직유권단체 인사혁신처 GO



PETI Website (English)

HOME | KOREAN

PETI PUBLIC SERVICE ETHICS PROGRAM
PROPERTY REGISTRATION, DISCLOSURE AND REVIEW SYSTEM
BLIND STOCK TRUSTS
RESTRICTIONS ON EMPLOYMENT AND ACTIVITIES OF RETIRED PUBLIC OFFICIALS
REPORTING ON GIFTS
PUBLIC ETHICS AND TRANSPARENCY INITIATIVE SYSTEM

Public Service Ethics Program

The objective of the public service ethics program is to promote fairness in the execution of official duties and establish ethics guidelines for public officials as public servants by creating an environment that prevents conflicts between public and private interests, such as unlawful property acquisition by public officials and collusive ties between the government and businesses.

Composition of the Program and Role of Each Institution

History of the Program

Composition of the Program and Role of Each Institution

The public service ethics program is largely composed of the registration, disclosure, and review of property; blind stock trusts; restrictions on employment of retired public officials; and restrictions on activities by retired public officials. The Ministry of Personnel Management oversees the program while public service ethics committees established in each institution are in charge of reviewing property registration, supervising and granting approval of employment and making decisions on issues regarding violations of the Public Service Ethics Act.

Property registration, disclosure, and review

Public officials of grade 4 or higher (grade 7 or higher in special sectors) should register their property. Among them, public officials of grade 1 or higher and state public officials in political service should disclose their property.

Blind stock trusts

Persons subject to property disclosure should dispose of or place stocks owned in blind trust within a month from the date when the value of the stocks held exceeds 30 million won. If they wish to maintain ownership of the stocks, they can request that the stocks held be reviewed for relevance to duty.

Report on gifts

Public officials and executive officers of public service-related organizations should report any gifts that exceed 100,000 won (100 USD) in value from a foreign source.

Restrictions on employment and activities of retired public officials

Persons liable for property registration cannot be employed, for 3 years following their date of retirement, at an employment-restricted institution with close relevance to the work of the department that they were affiliated with for at least 5 years prior to retirement.

Public service ethics Committees

- Constitutional institutions including the government and the National Assembly, local governments, education offices of cities and provinces (total: 265)
- Review of registered property issues, review and approval of employment restrictions, etc

Key Features and Functions of PETI

Main Screen of the Property Registration Section

PETI System

My page

- ▶ My page
- Review past reports
- Information consent
- Apply for refusal to register property
- Apply for extension of submission due date
- Apply for postponement of report submission
- Calculate non-listed stock value

My Page

Property Reporting

Blind Stock Trusts

Employment Screening

Boards

Hello, ***

- > Organization: MPM
- Government Ethics Bureau, Ethics Policy Division
- > Status of report: In progress
- > Registration date: September 1, 2020
- > Submission due: October 31, 2020

Create report

Report on changes in property (re-registration)

> False reporting and negligence may lead to certain legal measures, including warnings and corrective measures, imposition of penalties, or disciplinary measures under Article 8-2 of the Public Service Ethics Act. Please make sure all the content in your report is correct.

(Unit: KRW 100 mn)

Changes in aggregate property value (5 years)

Year	Value (KRW 100 mn)
2017	140
2018	150
2019	100
2020	180

(Unit: KRW 1000)

Deposit/Insurance

Changes in property items

Year	Value (KRW 1000)
2017	2,000,000
2018	4,000,000
2019	-2,000,000
2020	18,000,000

Examination results (3 years)

Registration date	Examination results
	No results

Status of family – The list shows the status of your registered family members. You can update information on relatives when you create a new report.

Relation	Name	Resident Registration No.	Address	Refusal of Property Registration (Period)	Subject to registration	Excluded from registration	Information consent	
							Real estate	Financial information
Spouse	Kim **	680101-2010101	Sejongro 11 (Jongchon-dong), Jongchon-dong, Sejong City		<input checked="" type="checkbox"/>		Agreed	Agreed
Mother	Ku **	350525-2022222	# 1-110 (Ichon-dong, Hangaram Apt.), Ichonro 7 gil 10, Ichon-dong, Yongsan-gu, Seoul		<input checked="" type="checkbox"/>		Agreed	Agreed
Son	Ju **	901111-1011111	#1-1 (Imun-dong, Hyundai Apt.), Hancheonro 5 gil 1, Dongdaemun-gu, Seoul			<input checked="" type="checkbox"/>	Agreed	Agreed

Property Report Screen of the Property Registration Section

<p>PETI System</p> <p>Create Summary table</p> <ul style="list-style-type: none"> ▶ Land • Buildings • Vehicles • Cash (checks) • Deposit/Insurance Financial data • Time deposits • Securities Financial data • Claims to individuals Financial data • Debts • Gold and platinum Financial data • Gemstones • Antiques and artwork • Memberships • Intellectual property rights • Equity interests • Contributed property • Summary table 	<div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> My Page Property Reporting Blind Stock Trusts Employment Screening Boards </div> <div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> STEP. 01 Personal information STEP. 02 Family information STEP. 03 Summary table STEP. 04 Summary of changes in property STEP. 05 List of property for disclosure STEP. 06 Submission </div> <p>▶ Property Report ▶ Land (ownership · superficies · Jeonse rights) Video guide on reporting Property accumulation process</p> <p>○ All information shall be correct as of the registration date (Sep.1, 2019). ○ (If you have consented to provide real estate information) Click Review real estate information to review the list of registered property.</p> <p>! indicates items need to be updated. Click to make changes. Add Delete Preview (Unit: KRW 1000)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Types of rights (required)</td> <td> <input type="text" value="== Choose =="/> ※ If you receive rental deposits, report the deposits received as 'lease liabilities' in the debts section. ※ Choose all property rights regardless of their registration status. </td> </tr> <tr> <td>Location (required)</td> <td> Lot No. <input type="text"/> Find address <hr/> <input type="text"/> General <input type="text"/> - <input type="text"/> Block No. <hr/> ※ Provide the exact location information (i.e. lot number) to obtain officially assessed price automatically. </td> </tr> <tr> <td>Category of land (required)</td> <td><input type="text" value="== Choose =="/></td> </tr> <tr> <td>Total area (required)</td> <td><input type="text"/> (m²)</td> </tr> </table> <div style="text-align: right; margin-top: 10px;"> Add joint owner Delete joint owner </div> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td rowspan="4" style="width: 20%;">Process of acquisition</td> <td>Date of acquisition (required)</td> <td><input type="text"/> ※ Date of purchase, date of inheritance, date of receipt as gift, etc.</td> </tr> <tr> <td>Details of acquisition (required)</td> <td><input type="text"/> ※ Purpose, methods (purchase, inheritance, gift, etc.), counterpart (i.e. buyer, inheritee, and relation with counterpart)</td> </tr> <tr> <td>Source of income (required)</td> <td><input type="text"/> ※ Deposits, proceeds from sale of real estate, financial debts, debts from individuals, etc.</td> </tr> <tr> <td>Others</td> <td><input type="text"/> ※ Other information in relation to the acquisition of property</td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 20%;">Reasons for change (required)</td> <td><input type="text"/> ※ Describe reasons for changes in property, including purchase, sale, inheritance, gift, bequeathment, changes in property value, etc.</td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 20%;">Attach files</td> <td><input type="text"/> ※ Click [Save] to save the files submitted (in tif, jpg, jpeg, gif, bmp, pdf, zip, hwp formats)</td> </tr> </table> <div style="text-align: right; margin-top: 10px;"> Save Discard report </div>	Types of rights (required)	<input type="text" value="== Choose =="/> ※ If you receive rental deposits, report the deposits received as 'lease liabilities' in the debts section. ※ Choose all property rights regardless of their registration status.	Location (required)	Lot No. <input type="text"/> Find address <hr/> <input type="text"/> General <input type="text"/> - <input type="text"/> Block No. <hr/> ※ Provide the exact location information (i.e. lot number) to obtain officially assessed price automatically.	Category of land (required)	<input type="text" value="== Choose =="/>	Total area (required)	<input type="text"/> (m ²)	Process of acquisition	Date of acquisition (required)	<input type="text"/> ※ Date of purchase, date of inheritance, date of receipt as gift, etc.	Details of acquisition (required)	<input type="text"/> ※ Purpose, methods (purchase, inheritance, gift, etc.), counterpart (i.e. buyer, inheritee, and relation with counterpart)	Source of income (required)	<input type="text"/> ※ Deposits, proceeds from sale of real estate, financial debts, debts from individuals, etc.	Others	<input type="text"/> ※ Other information in relation to the acquisition of property	Reasons for change (required)	<input type="text"/> ※ Describe reasons for changes in property, including purchase, sale, inheritance, gift, bequeathment, changes in property value, etc.	Attach files	<input type="text"/> ※ Click [Save] to save the files submitted (in tif, jpg, jpeg, gif, bmp, pdf, zip, hwp formats)
Types of rights (required)	<input type="text" value="== Choose =="/> ※ If you receive rental deposits, report the deposits received as 'lease liabilities' in the debts section. ※ Choose all property rights regardless of their registration status.																					
Location (required)	Lot No. <input type="text"/> Find address <hr/> <input type="text"/> General <input type="text"/> - <input type="text"/> Block No. <hr/> ※ Provide the exact location information (i.e. lot number) to obtain officially assessed price automatically.																					
Category of land (required)	<input type="text" value="== Choose =="/>																					
Total area (required)	<input type="text"/> (m ²)																					
Process of acquisition	Date of acquisition (required)	<input type="text"/> ※ Date of purchase, date of inheritance, date of receipt as gift, etc.																				
	Details of acquisition (required)	<input type="text"/> ※ Purpose, methods (purchase, inheritance, gift, etc.), counterpart (i.e. buyer, inheritee, and relation with counterpart)																				
	Source of income (required)	<input type="text"/> ※ Deposits, proceeds from sale of real estate, financial debts, debts from individuals, etc.																				
	Others	<input type="text"/> ※ Other information in relation to the acquisition of property																				
Reasons for change (required)	<input type="text"/> ※ Describe reasons for changes in property, including purchase, sale, inheritance, gift, bequeathment, changes in property value, etc.																					
Attach files	<input type="text"/> ※ Click [Save] to save the files submitted (in tif, jpg, jpeg, gif, bmp, pdf, zip, hwp formats)																					

➔ Civil servants subject to property registration report the status of property owned in 16 categories.



Key Features and Functions of PETI

Property Report Screen Linked to Real Estate Information

Home > Property Report > Real estate (land)

Notification from reviewer Preparation guide

- All information shall be correct as of the registration date (Sep.1, 2019).
- (If you have consented to provide real estate information) Click **Review real estate information** to review the list of registered property.

Indicates items need to be updated. Click to make changes.

Add Delete Preview (Unit: KRW 1,000)

Selection	Status	Relationship	Owner
<input type="checkbox"/>	!	Applicant	****

Real estate (land) information

※ Relevant information will be automatically filled once you select the relevant location.
 ※ The information below is based on the land register, which may exhibit certain differences with actual information as of the registration date. **Please confirm the information as of the registration date before submitting it for reporting.**

Print Close

Name of owner	Inquiry date	Location	Category of land	Areas (m ²)	No. of joint owners	Date of change	Information providers
****	Dec-31-2019	10, Mari-gun		5,000.00		Jul-01-2009	Supreme Court MOLIT

New property

Types of rights (required)	Ownership <input type="text"/> <p>※ If you receive rental deposits, report the deposits received as "lease liabilities" in the debts section. ※ Select all property rights regardless of their registration status.</p>
Location (required)	Lot No. <input type="text"/> Find Address Mari-gun <input type="text"/> General <input type="text"/> - <input type="text"/> Block No. <input type="text"/> ※ Provide the exact location information (i.e. lot number) to obtain the officially assessed price automatically.

➔ Real estate (e.g. land, buildings) and financial (e.g. deposits, securities, debts) information are provided if the civil servant has consented to information sharing. Information provided is automatically filled in once the user reviews, confirms the content and clicks.

Property Verification Screen after Completing Property Report

🏠 ▶ Property Report ▶ Report Verification

○ You've completed the summary table. Review the details below and click **Next** if no modifications are required.

※ To print this page, go to Print in the File tab, select Print Review and then Fit to page to adjust the page size.

▲ The table below summarizes your and your family members' information consent and the value of property registered.

Relationship	Name	Information consent		Previous value	Changes		Current value (KRW 1,000)
		Real estate	Financial		Increase	Decrease	
Applicant	****	Agreed	Agreed	344,650	568,802	2,000	911,452
Spouse	****	Agreed	Agreed	600,820	63,500	11,580	652,740
Father	****	Not agreed	Not agreed	21,000	3,900	0	24,900
Mother	****	Not agreed	Not agreed	38,000	0	0	38,000
Son	****	Agreed	Not agreed	0	0	0	0

▲ Is any real estate and financial information omitted or included unnecessarily?

※ Certain real estate that cannot be looked up (e.g. *Jeonse* rights, lot purchase rights) and financial assets reported as "0" may lead to differences with actual data.

Category	Items	No. of reported items	No. of items looked up	Inquiry	Date and time of review	Date and time of report
Real estate	Land	2	2	Confirmed	Jan-25-2021 13:45:28	
	Buildings	4	3	Confirmed	Jan-25-2021 13:47:51	
Financial assets	Deposits/insurance	4 (KRW 56,800,000)	6 (KRW 60,350,000)	Confirmed	Feb-10-2021 20:55:13	Feb-10-2021 19:23:10
	Securities	2 (KRW 30,780,000)	2 (KRW 30,780,000)	Confirmed	Feb-10-2021 19:25:23	Feb-10-2021 19:23:10
	Debts	1 (KRW 10,000,000)	1 (KRW 10,000,000)	Confirmed	Feb-10-2021 20:59:59	Feb-10-2021 19:23:10

▲ Did you report the property where you and your family members currently reside? Edit

※ The property at the below address is not included in your summary table. Please add it to your list of buildings (ownership, *Jeonse* rights) if subject to registration.
 ※ If subject to registration (official residence, dormitory, house owned by relatives, etc.), please describe the type of residence.

Address	Type of residence	Relationship	Name	Reasons for change
#1-101, Daemyeong Riverside Town Apt., Sinjang-dong 569, Hanam-si, Gyeonggi-do	Self-owned	Applicant	****	

▲ Do you have any property leased to another person?

※ The property at the below address is not reported in the lease liabilities section. If you have leased property in your ownership and received lease deposits, report them as lease liabilities.
 ※ If your building(s) is leased free of charge, not used, or occupied by the applicant, please state so in the below Reasons for change section.

Relationship	Name	Types of rights	Address	Reasons for change
Applicant	****	Ownership	# 9-909, Doraem Village 9, Dodam-dong 855, Sejong City	

▲ Have you reported the lease liabilities of sold property? Edit

※ You must redeem the entire lease liabilities of sold property.

▲ Are any of your stocks subject to disposal or a blind stock trust?

※ Civil servants subject to property disclosure and employees of the Financial Services Commission and the Ministry of Economy and Finance shall **dispose of their stocks or place them in a blind trust within one month** if the total value of stocks owned by the civil servant and his or her interested parties exceeds KRW 30 million, and report such to the registration agency.

Relationship	Name	Items	Value (KRW 1,000)
Applicant	****	Shinhan Investment, G*** Construction (500 shares owned), special note (changes in value)	16,540
Spouse	****	E*** Trade (400 shares owned), special note (changes in value)	14,240
Total			30,780

➔ Once property reporting is complete, the system verifies the content reported and enables the user to review any omitted or mistakenly entered items before final submission.



Key Features and Functions of PETI

List of Property for Disclosure Screen

STEP.01 Personal information	STEP.02 Family information	STEP.03 Summary table	STEP.04 Summary of changes in property	STEP.05 List of property for disclosure	STEP.06 Submission
---------------------------------	-------------------------------	--------------------------	--	---	-----------------------

Home • Property Report • List of property for disclosure

※ All information shall be correct as of the registration date (Sep.1, 2019).
 ※ Property included in the disclosure list will be publicly disclosed through an official gazette.
 ※ Please check to see if the Reasons for Changes section contains any sensitive personal information.
 ※ If any of the content needs to be updated, go to the previous page (property registration) and edit the content (the Reasons for Changes section can be edited on this page).

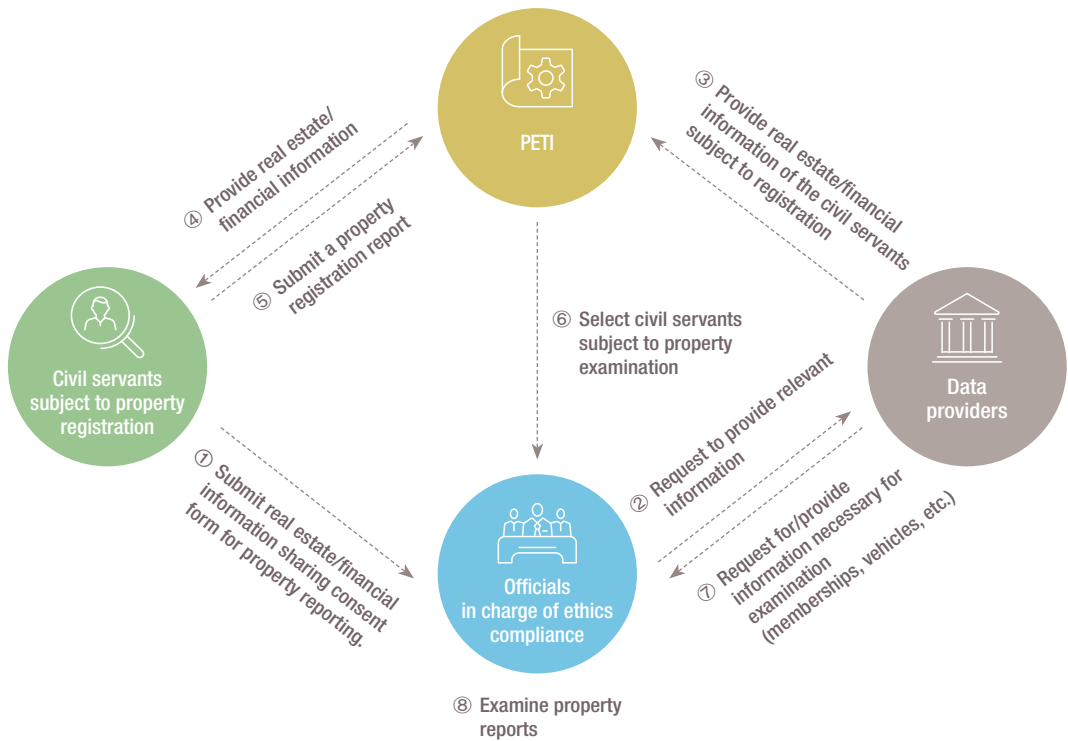
List of property for disclosure

Reimport the list (Unit: KRW 1,000)

Organization	Ministry of Personnel Management		Position	Director	Name	****	
Relationship	Types of property	Details of property (i.e. location, area)	Previous value	Changes		Current value	Reasons for change
				Increase (market value)	Decrease (market value)		
▶ Land (total)			22,100	0	22,100	0	
Applicant	Woodland	Mari-myeon 10, Geochang-gun, Gyeongsangnamdo 0.00㎡ (decreased by 5,000.00㎡)	22,100	0	22,100	0	<input type="text"/>
▶ Buildings (total)			747,177	36,000	21,666	761,511	
Applicant	Apartment	Doosan We've Apt. Nonhyeon-dong, Gangnam-gu, Seoul, 68.48㎡ out of 68.48㎡	594,000	36,000	0	630,000	<input type="text"/>
Spouse	Apartment	Gaenari Apt. Tanbang-dong, Seo-gu, Daegu City, 84.88㎡ out of 84.88㎡	153,177	0	21,666	131,511	<input type="text"/>
▶ Other rights to which real estate regulations apply, vehicles, construction machine, vessels and aircraft (total)			58,000	0	5,000	53,000	
Applicant	Vehicle	2010 Grandeur (displacement: 2,359cc)	20,000	0	2,000	18,000	<input type="text"/>
Spouse	Vehicle	2015 Genesis (displacement: 3,000cc)	38,000	0	3,000	35,000	<input type="text"/>
▶ Cash (total)			15,000	0	15,000	0	

➔ Once the user subject to property disclosure reports his or her property, a document containing the list of property for disclosure, excluding personal information, is created.

Process of Property Registration on PETI



- ① Civil servants subject to property registration submit a personal information consent form
- ② The Civil Service Ethics Committee collects the submitted consent forms and requests information from financial institutions
- ③ Financial institutions and administrative agencies that provide information retrieve real estate information (e.g. land, buildings) and financial information (e.g. deposits, debts, securities, insurance, etc.) from databases and send the information to PETI
 - ➔ Financial institutions: banks, securities firms, insurance companies, etc. /
 - Administrative agencies: MOLIT, NTS, etc.
- ④ PETI provides real estate and financial information of civil servants subject to registration
- ⑤ Civil servants make a report on their property using the provided information on PETI and submit the report
 - ➔ Information available on PETI enables easy and accurate reporting
- ⑥ Officials in charge of ethics compliance examine the submitted property reports
- ⑦ Officials in charge of ethics compliance request information necessary for examination from data providers
 - ➔ Information on memberships, vehicles, etc.
- ⑧ The Civil Service Ethics Committee verifies the faithfulness of property reporting



PART
4

ACHIEVEMENTS

Major Achievements and Future Plans





Creating a Clean Government Trusted by Citizens

The Korean government is making a concerted effort to build a civil service trusted by its citizens through the implementation of a wide range of systems, including strict property examination and employment screening of civil servants, heavy punishment for serious offences in the civil service, and practical public personnel management.

Stricter Examination of Civil Servant's Property Accumulation

The government conducts strict and transparent examination of civil servants' property to investigate if civil servants have accumulated property by taking advantage of confidential information acquired through work or from his or her position. Strict investigation is performed in case unlawful accumulation of property is suspected; if the suspected offence is material, the case can be escalated to the Minister of Justice. Meanwhile, the government strictly reviews whether those who refuse to register property qualify for the independent family member requirements and shares independence screening cases, enhancing the effectiveness of the examination system.

Practical Employment Screening

The government added to the list of institutions through which a retired civil servant is highly likely to exert influence as employment-restricted organizations. Also, it established and operates reporting centers to enable citizens to report civil servants who have violated post-employment and activity restrictions.



Efficient Management and Improvement of the PETI System

Switch to a Cloud-based System to Improve Efficiency

In 2018, the government carried out a complete reorganization of the PETI System. In terms of hardware, it switched to a cloud-based system to enable the expansion of server resources during the reporting periods when all civil servants subject to property registration report changes to the status of their property. In addition, the new system was equipped with additional features, such as gift reporting, blind stock trusts, management of public service organizations, and employment screening of retired civil servants, to manage the overall ethical affairs of the civil service. Thanks to such improvements, the PETI System is now well established as the country's civil service ethics portal system.

Enhanced Convenience of Property Reporting

The MPM plans to adopt measures to enable civil servants to engage in property reporting in a more convenient way. In particular, the MPM plans to facilitate property reporting by cutting the time required to obtain financial and real estate data through cooperation with financial institutions and relevant organizations.

The MPM is also considering measures to enhance the convenience of the property reporting process. One such measure is to introduce a chatbot service to provide 24/7 user support for property reporting. The MPM will proactively review a wide range of other measures and put them in place to enhance civil servants' convenience.

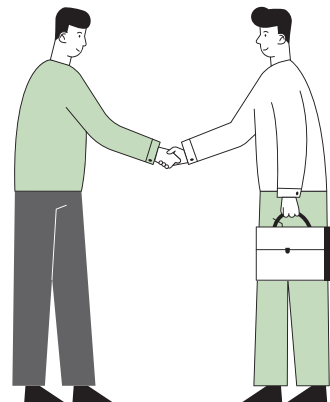


Closing Remarks

Over the 40 years since its introduction in 1981, the Public Service Ethics Act has been continuously amended and developed to meet demands from citizens. Diverse civil service ethics programs have been introduced to the Korean civil service under the Act, including property registration/disclosure/examination, blind stock trusts, gift reporting, and post-employment and activity restrictions for retired civil servants.

The essence of the civil service ethics programs lies in preventing a conflict of public and private interests as well as laying the groundwork for fair performance of government duties. For this reason, the civil service ethics programs provide practical, detailed and reasonable action plans in each area. Moreover, the PETI System has evolved over time to provide more convenient and transparent administrative services, helping the ethics programs take firm hold in the civil service.

The Korean civil service aims to achieve transparency based on strict and effective systems. The government is committed to building a cleaner and more reliable civil service by developing and implementing systems that cater to the needs of its citizens.





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