

# History of the Senior Civil Service

(2006~2016)



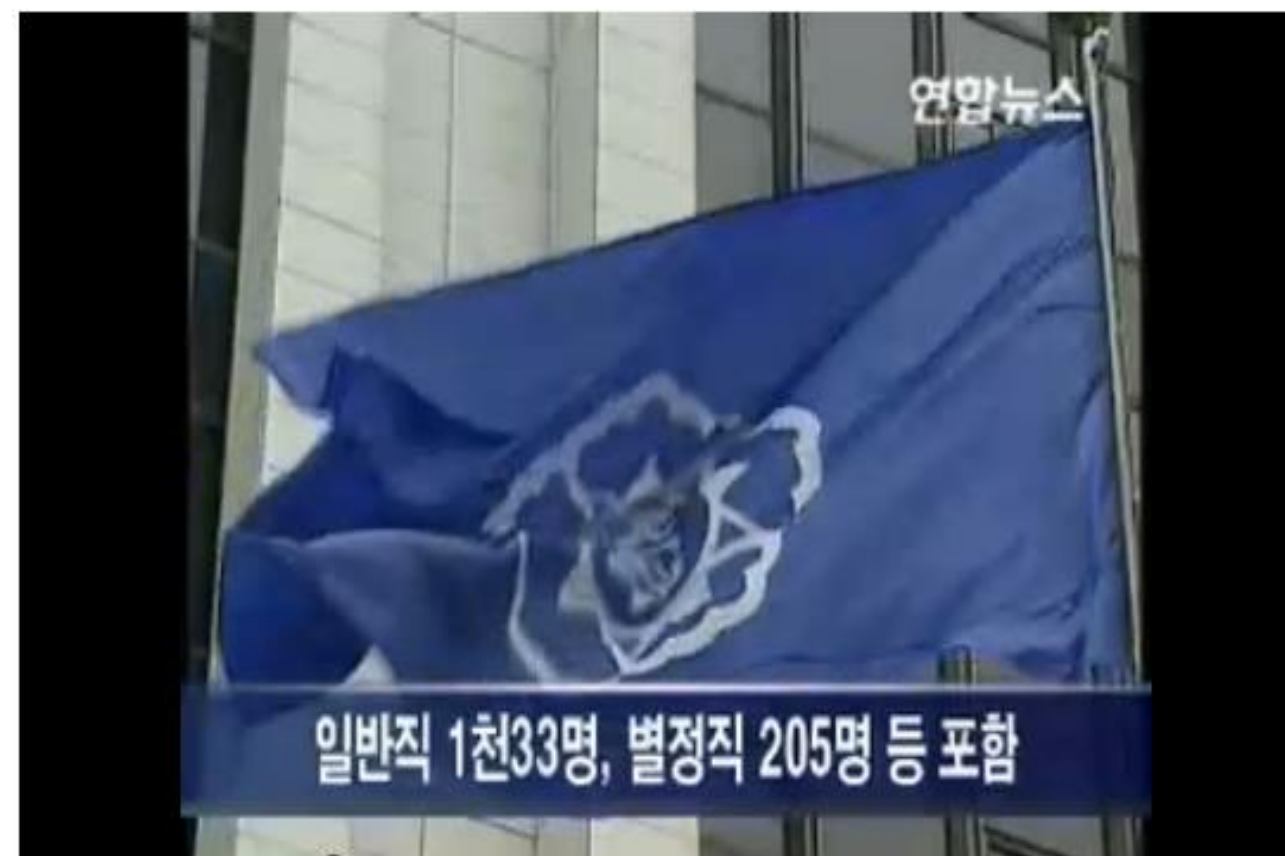
**Ministry of Personnel Management  
(Senior Civil Service Division)**

# Adoption of the Senior Civil Service (SCS) → **July 1, 2006**



“**Will break the rule of seniority** that has persisted for five decades”

With the Senior Civil Service,  
“no more iron-clad cushy positions;  
your subordinate today could be  
your boss tomorrow”



“No more inbreeding, promote  
**openness and competition**”



“The adoption of the SCS marks a  
**historical turning point**”



# Background

**Weakening government competitiveness,  
inability to adequately respond to a rapidly-changing administrative environment**

**Rule of  
Seniority**

**Rigid hierarchy /  
Seniority-based  
personnel management**

**Closed  
system**

**Closed personnel management among  
ministries, leading to selfishness and  
hindering cooperation**

**Competence**

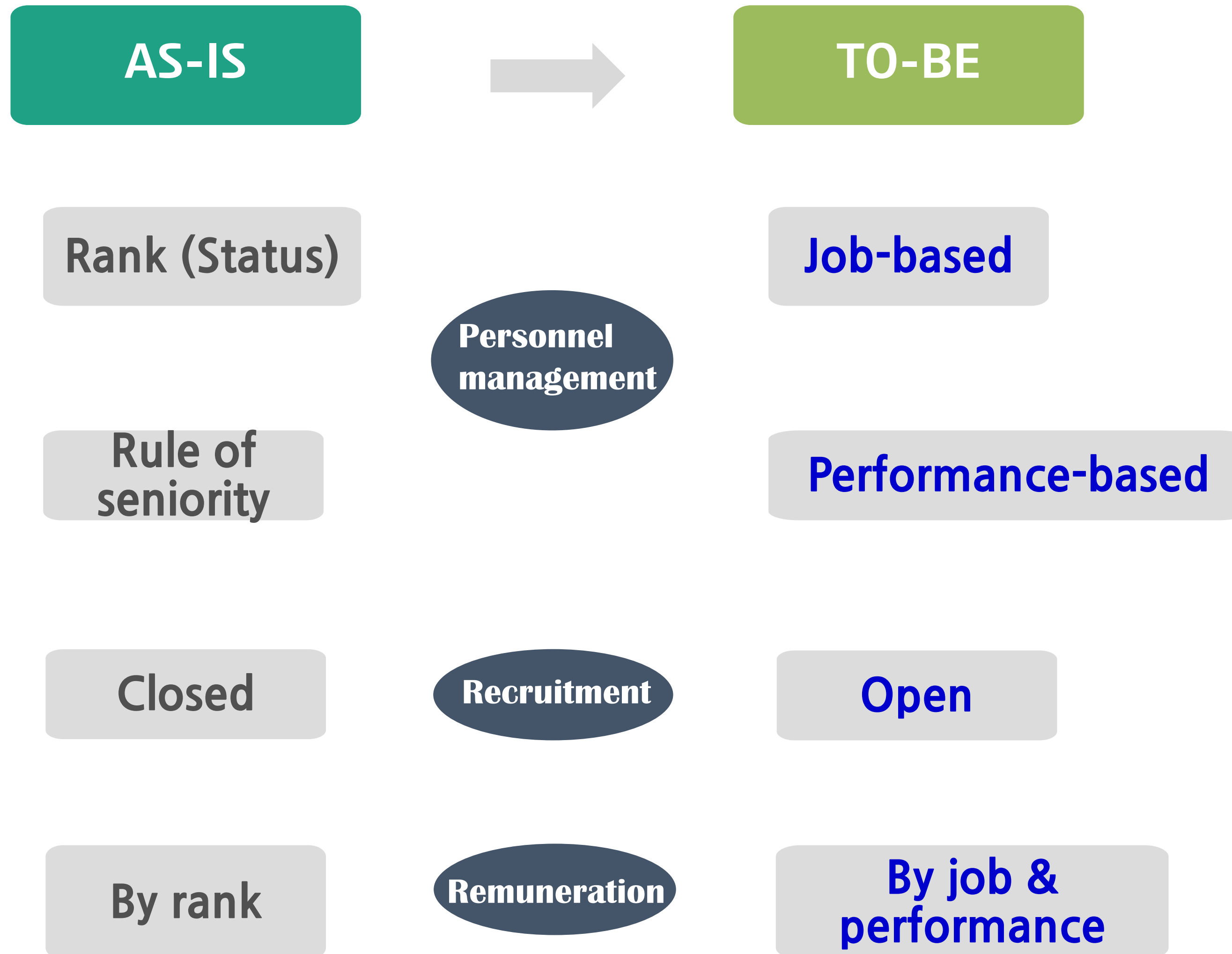
**Absence of systematic  
verification of  
competence**

**Responsibility  
for  
Performance**

**Performance management a  
mere formality,  
personnel management and  
remuneration unrelated to  
performance**



# Purpose



Introduce a system of competition within civil service corps

Enhance policy quality  
Strengthen cooperation between ministries

↓  
**Enhance government competitiveness**



# Prior to decision to adopt SCS (2003)



(1994~1996)

Classified public officials above grade 3 as “**Policy-making positions**”, and reviewed methods to detach them from the civil service grade system

(1997) IMF crisis - adoption of SCS initiated, but met with failure due to internal and external objections - adopted an **open recruitment system and performance-based compensation system**

**Human Resource Management Reform Roadmap (April 2003)**

**Decision made to adopt the Senior Civil Service system** as a project to establish a career development system that strengthens professionalism

# “Participatory Government” (2003~2007)

## – Initial stages of adoption (laying the foundation)

### Job Analysis

Conducted job analysis of **1,437 positions** of director-generals and higher in central administrative agencies (2003~2006)

Private expert consulting agencies + Academic “job analysis advisory group” + Job analysis task force per ministry

Assigned job levels (5 levels: “Ga” to “Ma”) to all jobs based on “job size”

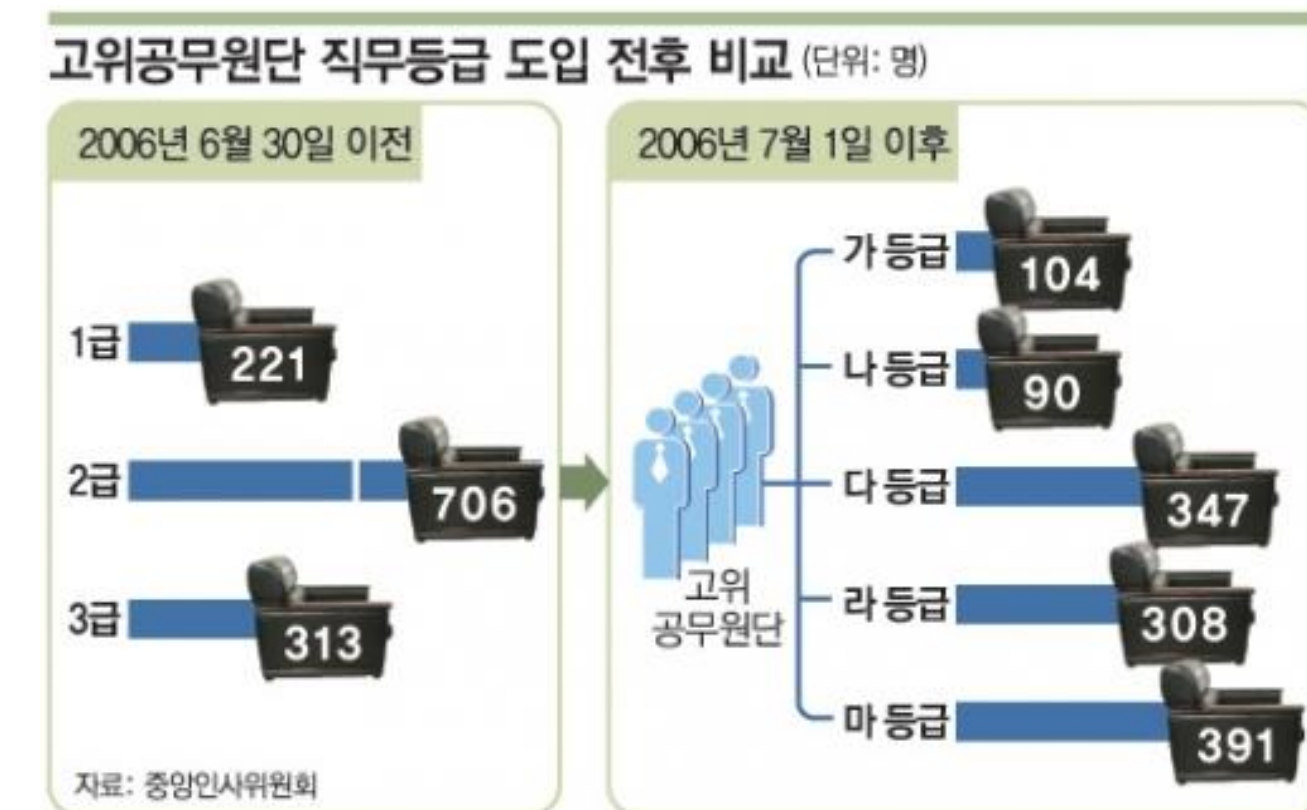
### Personnel Exchange

Implemented personnel exchange on 32 director-general-level positions (January 2004~June 2006)

Director-general of local finance, Ministry of the Interior --- Director-general of finance reform, Ministry of Strategy and Finance

Director-general of water resources, Ministry of Land, Infrastructure and Transport (MOLIT) --- Director-general of water supply and sewage, MOLIT

Deputy director-general of transportation logistics, MOLIT --- Director-general of marine transport, Ministry of Oceans and Fisheries



# “Participatory Government” (2003~2007)

## – Introductory stage (creating a promotion system)

Promotion & Planning Group for the SCS system (February ~ November 2004)

Public officials of relevant ministries / members of the government innovation committee / experts from the private sector share opinions, engage in discussions

Working Group for the SCS system (January 2005 ~ January 2006)

The Civil Service Commission, Ministry of the Interior, Ministry of Planning and Budget, Ministry of Government Legislation confirm content of SCS, commence legislation process

Office of Personnel Affairs, Blue House

Coordinate differing opinions between agencies, support working group



# “Participatory Government”(2003~2007)

## – Introductory stage (promoting legislation)

**State Council resolves revisions to the Korean National Civil Service Act**  
for the adoption of the SCS system (May 6 & May 10, 2005)

Revisions to the Korean National Civil Service Act submitted to  
the **National Assembly** (May 18, 2005)



**Passed during the national assembly's regular session** (December 8, 2005)

→ **Implementation of the SCS system confirmed July 1, 2006**

**State Council resolves 11 relevant enforcement decrees** including  
regulation on personnel management of senior civil servants (May 30, 2006)



# “Participatory Government”(2003~2007)

## – Introductory stage (Introduction complete, July 1,2006)

Subject	Public officials that hold the position of chiefs/director-generals of offices/bureaus) of central administrative agencies (2006) 1,305 → (2016) 1,553
Appointment	General positions (“autonomous positions”) + open recruitment + job posting
Process	<div>Candidates selected</div> → <div>Competency evaluation</div> → <div>Pre-employment screening</div>
Job levels	5 levels (Ga-Na-Da-Ra-Ma) ※ reorganized into 2 levels in 2009
Remuneration	<div>Basic pay</div> ⊕ <div>job-based pay</div> ⊕ <div>Incentive (performance-based pay)</div>
Evaluation	5 grades - Excellent / Good / Fair / Insufficient / Poor
Dismissal	Regular screening (every 5 years) + ad-hoc screening (lowest evaluation grade + suspended from position) ※ Regular screenings eliminated in 2014

# Lee Myung-bak administration (2008~2012)

## – period of modification & adaptation

### Reorganized job levels

#### Background

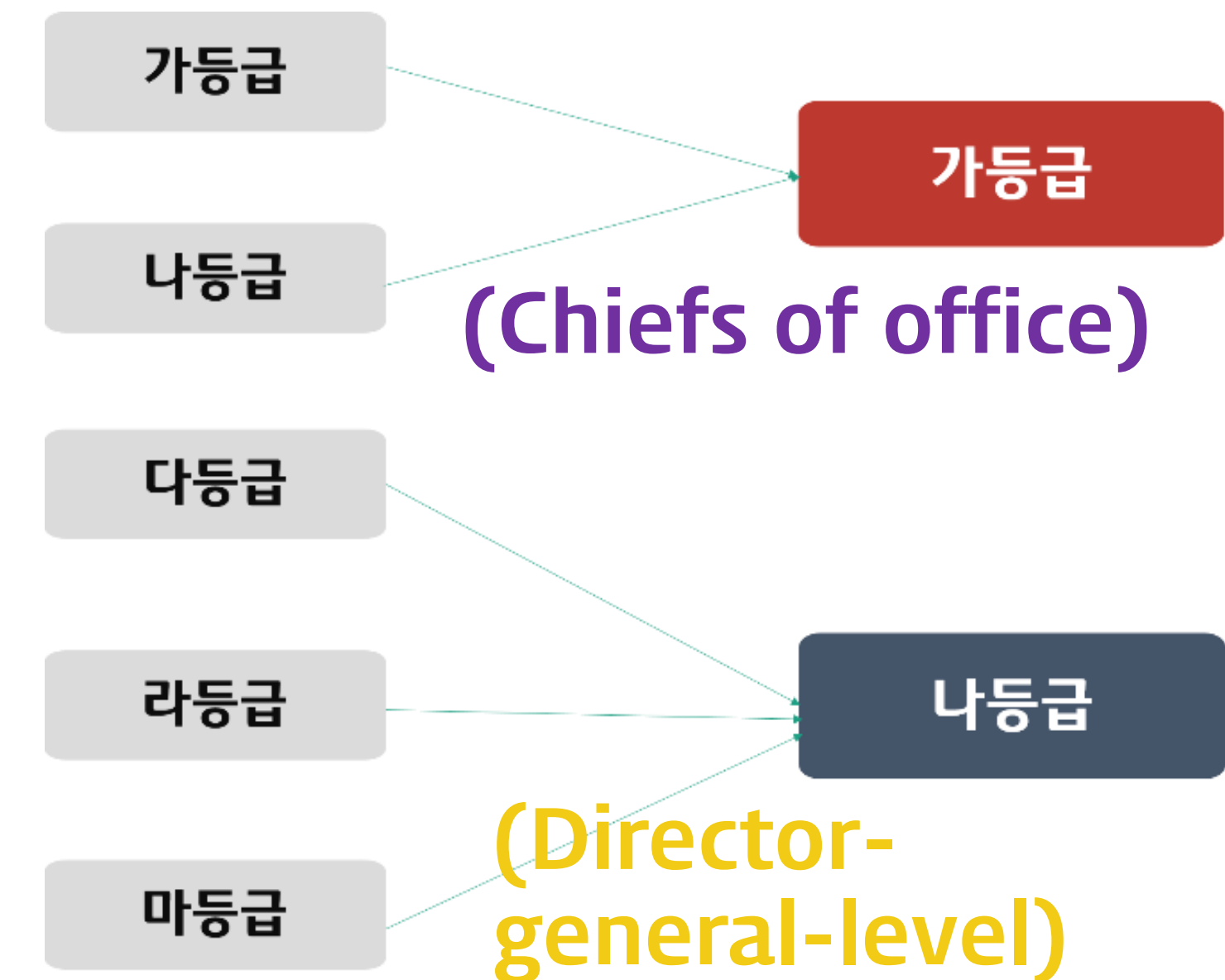
Difficulty in differentiating job levels and more rigid personnel management led to **lower acceptance from ministries**, due to extreme segmentation of job levels compared to actual difficulties and responsibilities of positions

#### Date of modification

January 1, 2009 (Revised guidelines for job analysis)

#### Result

5 job levels reduced to → **2 levels**



# Lee Myung-bak administration (2008~2012)

## – period of modification & adaptation

### Adjustment of percentage of open and public (job-posting) recruitment

#### Background

At the time of the system's adoption, 50% of senior civil servants per ministry were recruited externally (open recruitment 20%, job-postings 30%), but this caused **internal objections and increased personnel management load**

#### Direction

**Allow a more flexible management by reducing percentage of positions recruited through job-postings**, and combining the two categories into a single group

#### Progress

(April, 2008) Adjusted percentage of positions recruited through job-postings from 30% → **15%**



(2010) **Open-recruits and job-postings set at combined 30%**



# Park Geun-hye administration (2013~current) – period of expansion and reinforcement

## Promotion of recruiting external talent for public posts

### Background

Despite an open recruitment system, only **20% of such positions were recruited from the private sector**, leading to criticism of a system “open in name only”

### Established the Central Selection Evaluation Committee

(July 2014)

Ministries recruit “open positions” through public announcements and examination



The committee, made up entirely of **members from the private sector**, **selects all open-recruitment posts** and recommends candidates to ministries

### Created openly-recruited expert positions

(July 2015)

Certain posts designated as **only open to the private sector** (total of 56 positions)

# Park Geun-hye administration (2013~current) – period of expansion and

## Strengthening competency and performance-based personnel management

### Background

Old practices based on paternalism and rule of seniority still remained, despite the adoption and implementation of the Senior Civil Service system

### Direction

Incentives for excellence, stern measures for insufficient performance based on fair performance evaluation

### Incentive

Increase portion of incentive (bonus pay) in annual salary <current 7% → 15% (2020) >

### Performance evaluation

Malpractice results in mandatory lowest grade during evaluation

### Screening

Lower threshold for suspension of position, which can then trigger a screening

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**THANK YOU**