

The Power that Unites the Republic of Korea



# recruitment

in the Civil Service



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Ministry of Personnel  
Management



# Recruitment

in the Civil Service

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Ministry of Personnel  
Management



# RECRUITMENT in the Civil Service



The basic principles of the Republic of Korea's civil service recruitment are to assess talent required in the civil service in a fair manner and appoint such talent to the right post at the right time.

Part  
**01 | Overview**

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**1 Summary and Legal Grounds**

The basic principles of the Republic of Korea’s civil service recruitment are to assess talent required in the civil service in a fair manner and appoint such talent to the right post at the right time. All citizens of the Republic of Korea are eligible to become civil servants under the relevant law<sup>1)</sup>. While selecting successful candidates via recruitment exams, etc. is based on a merit-based system, i.e. the results of recruitment exams, etc., there are also complementary measures in place to promote gender equality and recruit people with disabilities and those from low-income backgrounds in an attempt to attract diverse talent to the civil service.

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, Paragraph 1 of the Presidential Decree on Public Officials Appointment Examinations, in particular, provides that recruitment of the civil service in Korea shall be conducted primarily for each grade of the civil service, but also for different classes of positions. While the Ministry of Personnel Management (MPM), the country’s central civil service management agency, oversees overall recruitment, other ministries and agencies may administer separate recruitment exams to suit the special characteristics of each job area.



<sup>1)</sup> 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 law

## 1 Summary and Legal Grounds

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. Civil service recruitment is broadly categorized into two methods. First, the open competitive recruitment examinations consist of written tests and interviews. There are three types of exams, i.e. open competitive recruitment exams for Grades 5, 7 and 9. Second, the competitive recruitment examinations for experienced professionals, consisting of document screening and interviews, are administered to select outstanding professionals or recruit those with work experience for certain positions that cannot be filled through the open competitive recruitment exams. In addition, there is a scheme called the Open Competitive Position System, involving the recruitment of director level (Grade 4) or higher positions. This scheme was introduced in 2000 to enhance competitiveness in the civil service by filling positions requiring expertise with competent and qualified individuals from both the government and private sector.

The MPM, under the basic principle of fair recruitment of outstanding talent, is making efforts to diversify the composition of the civil service in order to represent diverse societal interests in a balanced way. To achieve this, endeavors are being made to ensure equal employment opportunities for both men and women, and a certain percentage of positions are earmarked to support basic livelihood security recipients or single-parent families. When recruiting people with disabilities, some of the positions designated for recruitment may be open exclusively to people with disabilities in order to facilitate their appointment to the civil service.



## 2 History

The roots of Korea's civil service recruitment system can be found in the civil service examination system "Gwageo" under the Goryeo Dynasty. In this part, the focus is on the development of the civil service recruitment system since the enactment of the Government Organization Act in July 1948.



Years 1948 - 1972

Under the Government Organization Act enacted on July 17, 1948, the Higher Civil Service Exam Commission and the Ministry of Government Administration served as the central civil service management agencies. After a series of reorganizations, the Cabinet Office became the new Ministry of Government Administration in December 1962, which governed the country's civil service recruitment, personnel management, structuring of administrative agencies, management of government job quota, management of awards, civil servant pension, etc. Its functions were maintained for 36 years until it was merged with the Ministry of Home Affairs to become the Ministry of Government Administration and Home Affairs (MOGAHA) in 1998.

The special recruitment system, which is complementary in nature to the open recruitment system, was expanded, starting from December 16, 1963. It provided detailed guidelines on reappointment of retired civil servants, appointment of those with credentials, work experience, research performance and academic degrees beyond the master's level, appointment of Grade 1 civil servants and for instances where there are an insufficient number of new recruits. From 1965, civil servants employed in regional posts were allowed to transfer to central government posts under the Special Recruitment System. In addition, educational background restrictions from the exam eligibility requirements were eliminated in 1972.

## 2 History

### Years 1973 - 1980

The country's civil service personnel management shifted to reflect the government's focus on economic efficiency, effectiveness and democratic values. In particular, expertise and openness became important criteria in reorganizing the civil service personnel management system. Against this backdrop, the Contractual Hiring of Non-regular Civil Servants System<sup>2)</sup> was introduced in 1973 to bring expertise to the civil service by hiring domestic and foreign scientists and individuals with academic achievements in science.

On December 5, 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.

### Years 1981 - 1987

The State Public Officials Act (Apr. 20, 1981) 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. 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.

### Years 1988 - 1992

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. It was provided that the Minister of Government Administration shall oversee the recruitment exams for civil servants of Grades 6 - 9 in these job series and civil servants of Grades 6 - 9 in the job series of transportation and urban planning.

In addition, 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 civil servants in technical service, and the process of recruitment for the latter, subject to merit-based personnel principles, was simplified.

### Years 1993 - 1997

The Ministry of Government Administration continued to oversee the recruitment exams for civil servants in administrative agencies. To create a more encouraging work environment in the civil service, the State Public Officials Act (Dec. 22, 1994) was amended to improve the promotion examination system for Grade 5 civil servants and provide legal grounds for payment of performance-based bonuses to those with outstanding work performance. Also, opportunities for childcare leave and family-care leave were granted to civil servants, and strict conditions for release from positions were introduced to guarantee civil servants' status and protect their rights.

Meanwhile, with rapid changes in the administrative environment, there was a growing need to enhance the competitiveness and expertise of the civil service. Hence, the State Public Officials Act (Dec. 13, 1997) was partially amended to provide 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.

<sup>2)</sup> The Regulations for Contract Staff, enacted on Nov. 29, 1973, is the first law prescribing the rule on contractual hiring of civil servants. It was changed to the Regulations for Professional Positions before the law was subsequently revised as the Regulations for Contract Public Servants in 1998.

## 2 History

Years 1998 - 2002

### Reorganization of the Central Civil Service Management Agency

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 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. After the reorganization of the administrative agencies on May 24, 1999, the Civil Service Commission (CSC)<sup>3)</sup> was established as the review and decision-making agency directly under the President. Accordingly, the two agencies – MOGAHA and the CSC – became responsible for civil service personnel management. This dual system continued for five years until it was unified into the CSC in 2004.

### Introduction of the Open Competitive Position System

In the meantime, efforts were initiated to introduce the open competitive position system to attract a wide range of outstanding talent from the private sector. On May 24, 1999, the State Public Officials Act and the Government Organization Act were amended to provide legal grounds and the newly-established CSC was tasked with overseeing the system. Relevant ministries and experts from academia, media and civic groups had a series of discussions to designate 129 positions in 38 ministries and agencies as open competitive positions.

Years 2003 - 2007

### Unification of the Central Civil Service Management Agencies

On June 12, 2004, general personnel management, learning and development, administration of recruitment exams and appeals review functions were transferred from MOGAHA to the CSC. On March 24, 2005, the State Public Officials Act was amended to introduce the concept of job grades. During this period, legal grounds were provided for affirmative action measures for people with disabilities, preferential hiring of those who

<sup>3)</sup> 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.

majored in science, technology, engineering and mathematics (STEM) and special recruitment of local talent.

Furthermore, by amending the State Public Officials Act on December 29, 2005, the government introduced and implemented the Senior Civil Service (SCS) system 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.

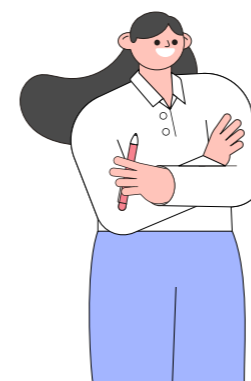
Years 2008 - 2012

### Central Civil Service Management Agency

The CSC was abolished and accordingly all matters handled by the CSC were transferred to the Ministry of the Interior and Safety (MOIS), the new civil service personnel management agency. MOIS transferred general management of the Senior Civil Service to relevant ministries and agencies, while it continued to oversee competency assessment and qualification reviews, to ensure autonomy of personnel management. It also introduced a recruitment scheme that allows each ministry to select applicants based on its needs and circumstances and fill job vacancies autonomously.

### Diversification of the Recruitment System

First, the recruitment exams for experienced professionals from the private sector for Grade 5 were introduced to recruit experienced professionals from the private sector with credentials, academic degrees and research/work experience. Second, open competitive positions were extended to director level jobs, and persons recruited to an open position were allowed to switch to a career service position if their work performance was evaluated as outstanding, expanding the entry of experts from the private sector. Third, in order to enhance recruitment to promote wider social equity, the recruitment system based on the recommendation of local talent was revised and the number of recruits was increased. In addition, efforts were made to select talent suitable for the civil service by introducing the recruitment system based on the recommendation of skilled local talent for Grade 9 civil servants in general service and increasing recruitment of people with disabilities.



2 History

**Years 2013 - 2017**



During this period, the government restructured its organization and established the Ministry of Personnel Management as a central personnel management agency, taking a wide range of measures for HR innovation.

First, the Korean Constitution and Korean History were added as exam subjects to change the exam format in order to encourage recruitment based on an applicant's public service values, such as historical perspective and national identity. Also, diverse types of interview questions and assessment methods were developed and employed to identify an applicant's civil service values during interview tests. Second, to increase the openness of the civil service, competitive recruitment exams for experienced professionals were extended to all grades, and at the same time, the relevant recruitment process was improved to enhance openness in hiring. The Open Competitive Position for Experienced Professionals System was introduced exclusively for applicants from the private sector to apply for open positions.

**Years 2017 - 2022**



Comprehensive HR innovation was pursued to allow those working in the civil service to foster a sense of pride and dedication under the goal of building a civil service trusted by the people and nurturing civil servants to lead national innovation.

In order to select and nurture competent civil servants, more specifically, the number of civil servants in the area of public safety, such as police officers, coast guard officers and fire officers, was increased. The selection period was shortened to reduce the social costs of recruitment and more alternative tests, such as Korean History, were adopted to improve compatibility with the tests given by the private sector. For evaluation and selection with a focus on competence in the civil service, the Public Service Aptitude Test (PSAT) was introduced to the open competitive recruitment exams for Grade 7 and structured interview questions based on competence were refined.

In addition, the national recommendation scheme was actively utilized to systematically manage the talent pool in various sectors of society and the talent pool in rare and specialized fields, inclusive of women and STEM, was diversified.

**Year 2022 - Present**

HR innovation continues to be pursued to build a competent civil service by establishing a fair personnel system with a focus on the actual job and creating conditions for civil servants to work with confidence.

An integrated system for civil service recruitment exams is being built to provide one-stop service for exam candidates and those in charge of hiring. This system aims to centralize examination application centers and standardize application forms to more effectively utilize examination documents. In addition, a government guarantee system for language proficiency test results was implemented for exam candidates to allow pre-registered language proficiency scores to be managed under government guarantee for up to five years. Currently, measures are being devised to introduce a standardized Civil Service Qualification Examination System to verify the public ethics and basic competencies that all civil servants should possess. This system is likely to be expanded and implemented across various sectors of the public sector.

The qualities of an ideal civil servant have been established as a guide and compass for the philosophical framework and attitude of civil servants, building an image of a model civil servant who empathizes with the concerns of the people as if they were close family matters and conforms to commonly held beliefs.

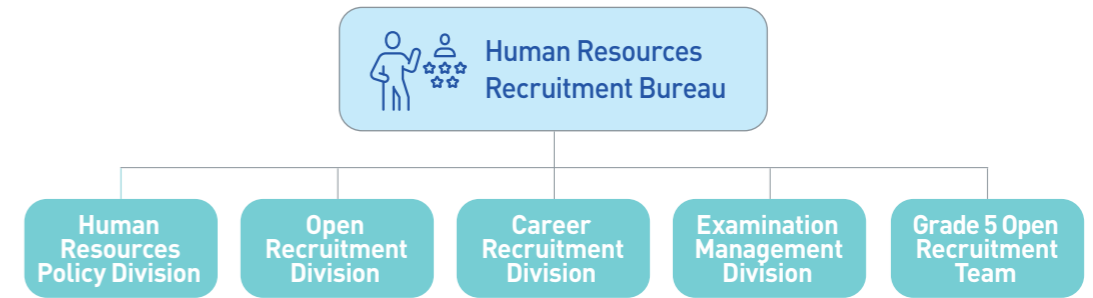


# 02 | Types of Civil Servant Recruitment Exams

- 1 Classification of Recruitment Exams by Administrator
- 2 Classification of Recruitment Exams by Examination Methods
- 3 Recruitment System to Enhance Diversity in the Civil Service
- 4 Promotion of Expertise and Openness in the Civil Service
- 5 Key Achievements



## Organizational Chart of MPM's Human Resources Recruitment Bureau



### Key Function and Division of Duties

- Human Resources Policy Division**
  - Establish basic policies concerning civil service recruitment and personnel development
  - Conduct investigation/research and improve civil service recruitment and examination systems, and engage in operation of related laws and regulations
  - Conduct information sessions for civil service recruitment
  - Establish and implement operational plans for competency assessment of senior civil service and civil servants at the director level
- Open Recruitment Division**
  - Establish and operate plans for implementation of open competitive recruitment examinations for Grades 7 and 9
  - Mark open competitive recruitment examinations for Grades 7 and 9 and determine successful candidates
  - Operate and manage Cyber Examination Center
- Career Recruitment Division**
  - Establish and operate plans for implementation of competitive recruitment examinations for experienced professionals
  - Mark competitive recruitment examinations for experienced professionals and determine successful candidates
  - Conduct pre-consultations on competitive recruitment examinations administered by other ministries or agencies
- Examination Management Division**
  - Establish and operate plans for creation of civil service recruitment exam questions and related guidelines
  - Improve and manage question pool for civil service recruitment examinations
  - Administer work on litigation and complaints related to civil service recruitment exam questions
- Grade 5 Open Recruitment Team**
  - Establish and operate plans for implementation of open competitive recruitment examinations for Grade 5 civil servants
  - Mark open competitive recruitment examinations for Grade 5 civil servants and determine successful candidates
  - Compile and maintain statistics related to recruitment exams for Grade 5 and exams for the selection of diplomat candidates

# 1 Classification of Recruitment Exams by Administrator

## Recruitment Exams Administered by the MPM

The examinations currently administered by the MPM are shown in Table below. As a general principle, these exams are conducted once a year, with the exception of cases involving urgent or inevitable recruitment needs due to the establishment of new organizations or the performance of new tasks or functions.

### Exams Administered by the MPM

| Types of Exams                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Legal Grounds                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Open competitive exams for Grade 5 or above</li> <li>Competitive exams for experienced professionals for Grade 5 (excluding contractual basis positions)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                          | Article 3, Paragraph 1, Subparagraph 1 of the Decree on Public Officials Appointment Examinations                                                |
| <ul style="list-style-type: none"> <li>Open competitive exams for Grade 6 or below in the following job series:                             <ul style="list-style-type: none"> <li>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</li> </ul> </li> </ul> | Article 3, Paragraph 1, Subparagraph 2 of the Decree on Public Officials Appointment Examinations                                                |
| <ul style="list-style-type: none"> <li>Open competitive exams for foreign service officers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Article 3, Paragraph 1, Subparagraph 3 of the Decree on Public Officials Appointment Examinations                                                |
| <ul style="list-style-type: none"> <li>Special recruitment exams for government scholarship recipients pursuant to Article 28, Paragraph 1, Subparagraph 11 of the State Public Officials Act</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                            | Article 26, Paragraph 3 of the Decree on Public Officials Appointment Examinations                                                               |
| <ul style="list-style-type: none"> <li>Special recruitment exams deemed necessary by the MPM</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Article 34, Paragraph 1 of the State Public Officials Act and Article 26, Paragraph 3 of the Decree on Public Officials Appointment Examinations |
| <ul style="list-style-type: none"> <li>Special recruitment exams commissioned by relevant ministers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Article 3, Paragraph 3 of the Decree on Public Officials Appointment Examinations                                                                |

## Recruitment Exams Administered by the Ministers of the Relevant Ministry and Agency

Except for the aforementioned examinations 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. The examinations listed in Table 2 below require consultation with the MPM.

### Recruitment Exams Administered by Relevant Ministers

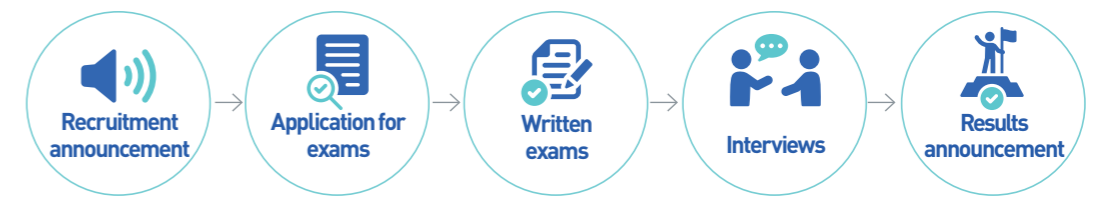
| Types of Exams                                                                                                                                                                                                                                                                                          | Legal Grounds                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Exams are administered in accordance with an HR management plan prepared under Article 8 of the Decree on the Appointment of Public Officials</li> </ul>                                                                                                         | Article 3, Paragraph 1 of the Decree on Public Officials Appointment Examinations |
| <ul style="list-style-type: none"> <li></li> </ul>                                                                                                                                                                                                                                                      | Article 3, Paragraph 2 of the Decree on Public Officials Appointment Examinations |
| <ul style="list-style-type: none"> <li>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.</li> </ul>                                | Article 3, Paragraph 3 of the Decree on Public Officials Appointment Examinations |
| <ul style="list-style-type: none"> <li>When the head of the 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</li> </ul> | Article 3, Paragraph 4 of the Decree on Public Officials Appointment Examinations |

## 2 Classification of Recruitment Exams by Examination Methods

### Difference between Open Competitive Recruitment Exams and Competitive Recruitment Exams for Experienced Professionals

|                                      | Open Competitive Recruitment                                                                                                                                                                                                                                                                       | Competitive Recruitment for Experienced Professionals                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Legal Grounds</b>                 | <ul style="list-style-type: none"> <li>Article 28, Paragraph 1 and Article 31 of the State Public Officials Act</li> <li>Chapter 2, Section 1 of the Decree on the Appointment of Public Officials</li> <li>Articles 21 - 25 of the Decree on Public Officials Appointment Examinations</li> </ul> | <ul style="list-style-type: none"> <li>Article 28, Paragraph 2 of the State Public Officials Act</li> <li>Chapter 2, Section 2 of the Decree on the Appointment of Public Officials</li> <li>Articles 26 - 30 of the Decree on Public Officials Appointment Examinations</li> </ul>                                                                                                                                  |
| <b>Types</b>                         | <ul style="list-style-type: none"> <li>Open competitive recruitment exams for Grade 5 (general service, technical service)</li> <li>Open competitive recruitment exams for Grades 7 and 9</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Competitive Recruitment for Experienced Professionals based on 13 different eligibility requirements, including credentials, degrees and work experience</li> </ul>                                                                                                                                                                                                           |
| <b>Exam Eligibility Requirements</b> | <ul style="list-style-type: none"> <li>No additional eligibility requirements in general, except for the age requirement</li> <li>Residency restrictions (such as recruitment limited to specific areas for Grade 9) if necessary in exceptional cases</li> </ul>                                  | <ul style="list-style-type: none"> <li>Qualifications, such as credentials, work experience and academic degrees, need to be satisfied</li> </ul>                                                                                                                                                                                                                                                                    |
| <b>Exam Administering Agency</b>     | <ul style="list-style-type: none"> <li>Mainly administered by the MPM</li> </ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Mainly administered by the minister of the relevant ministry or agency</li> <li>Recruitment exams for experienced professionals from the private sector for Grades 5 and 7, competitive recruitment exams for experienced professionals with severe disabilities, and exams for selection of local talent as interns in Grades 7 and 9 are administered by the MPM</li> </ul> |

### Open Competitive Recruitment (Article 28, Paragraph 1 of the State Public Officials Act and Articles 22 and 24 of the Decree on Public Officials Appointment Examinations)

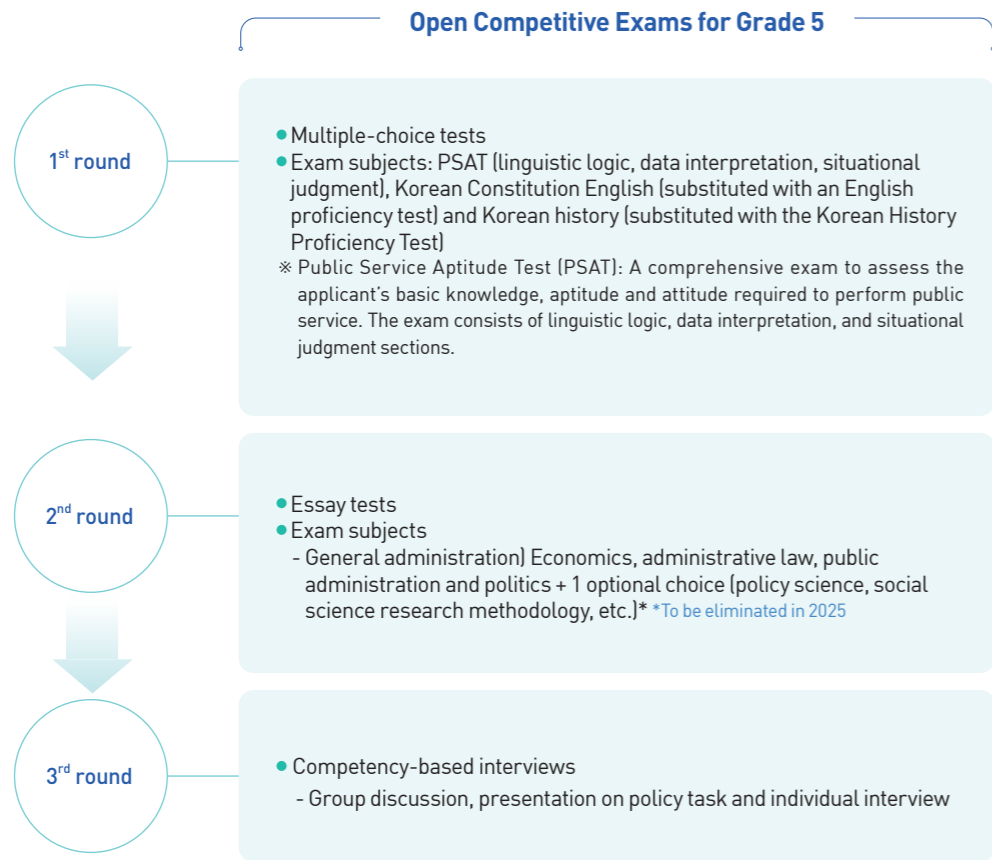


The open competitive recruitment exams constitute a recruitment system that selects applicants based on the results of written exams and interviews without requiring any additional qualifications. Anyone aged 20 or older can apply for the exams for Grades 5 and 7, while the exams for Grade 9 are open to anyone aged 18 or older. The number of recruits varies from year to year, and in 2023, a total of 6,396 civil servants are to be recruited through the open competitive recruitment exams, with 350 for Grade 5, 720 for Grade 7, and 5,326 for Grade 9. The exam subjects and selection criteria are prescribed by the relevant laws. 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.

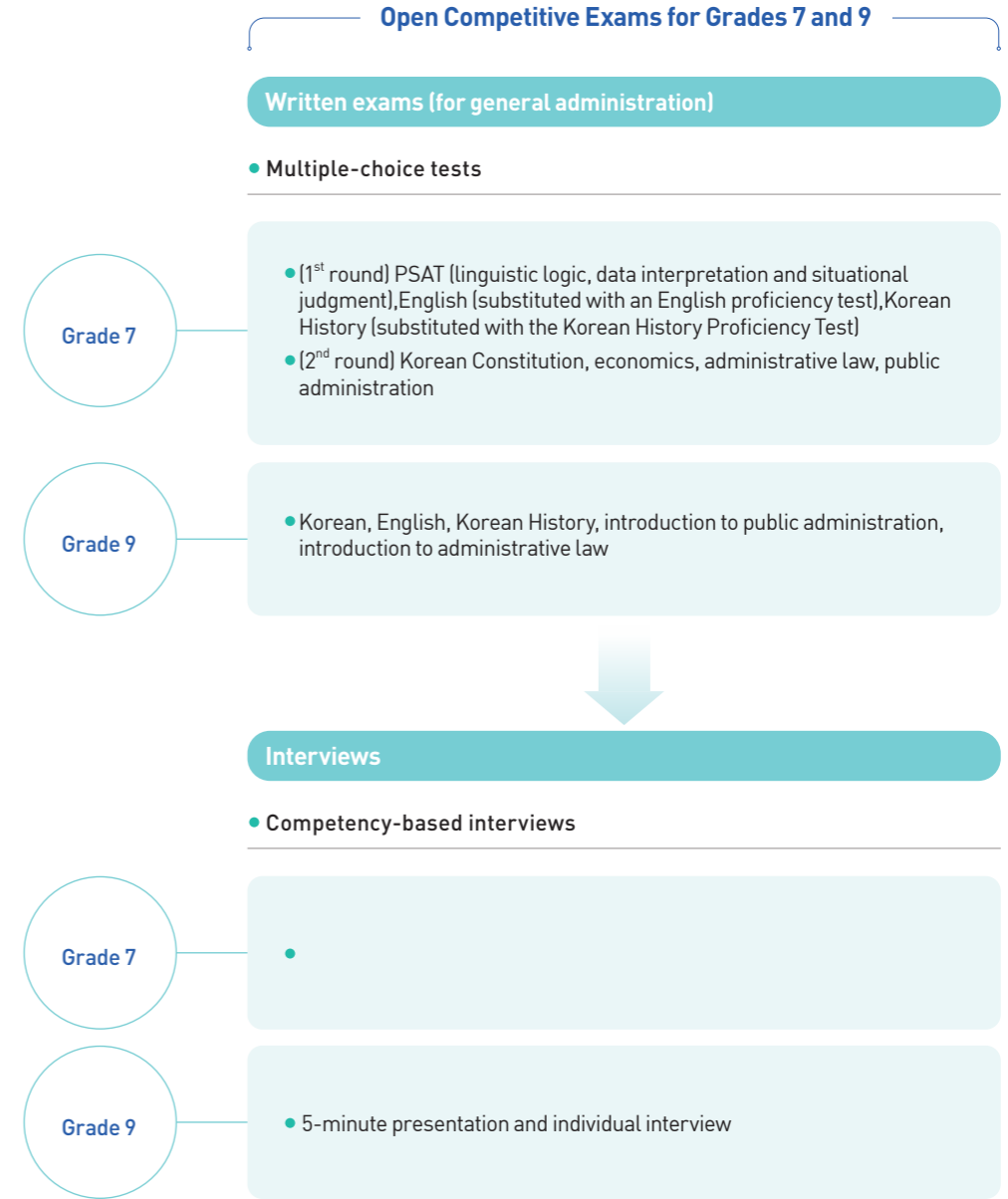
While the open competitive recruitment exams consist of written exams and interviews, there are some differences depending on specific grade level. The exams for Grade 5 are administered over three rounds and are conducted to evaluate the applicant's capability and knowledge required to plan and manage government policy. The applicant takes multiple-choice tests, such as the Public Service Aptitude Test (PSAT), in the first round and essay tests in the second round. The final third round consists of interviews, including a presentation, individual interview and group discussion.



## 2 Classification of Recruitment Exams by Examination Methods

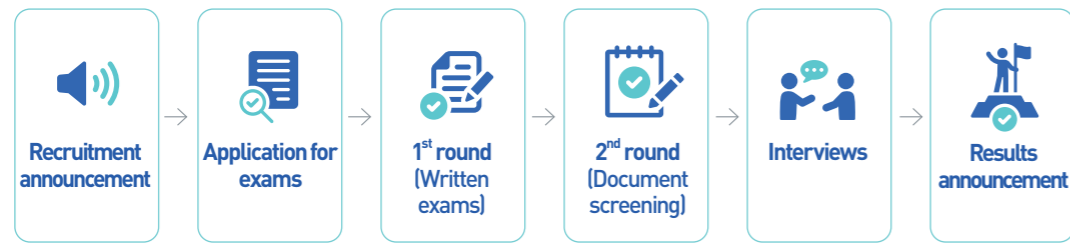


Like the open competitive recruitment exams for Grade 5, the exams for Grade 7 are administered over three rounds. The difference, however, is that the second round examination consists of multiple-choice questions instead of essay tests. The open competitive recruitment exams for Grade 9, on the other hand, 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 by grade.



## 2 Classification of Recruitment Exams by Examination Methods

### 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. For Grades 5 and 7, however, recruitment of professionals from the private sector is managed by the MPM. When relevant ministries and agencies are in charge, they post recruitment announcements on the government job website ([www.gojobs.go.kr](http://www.gojobs.go.kr)), and conduct document screening or written exams, followed by interviews. Among the total of 11,320 newly appointed civil servants in general service in 2022, 49.5% (5,605 persons) were recruited through the open competitive exams and 50.5% (5,715 persons) were recruited through the competitive recruitment exams.

There are 13 eligibility requirements for the Competitive Recruitment Exams for Experienced Professionals and three major categories. First, there is a case of recruiting individuals with the certifications required for the position they are to be appointed to. This applies to lawyers, doctors, CPAs, career counselors, architectural engineering technicians, etc. The recruitment process consists of document screening and written exams or practical skills exams. Second, there is a recruitment track for people with work experience in the relevant area. Although there are slight variations, 10 years of work experience is required for Grade 5, 6 years for Grade 6, and 3 years for Grade 7 or below. Lastly, there is a case of recruiting people with an academic degree in science and technology or a specialized field of study. A Master's degree or Ph.D. in the relevant area and 4 years of work experience is required for Grade 5, and a Master's degree for Grade 6 or below. In addition, recruiting is open to people proficient in foreign languages, North Korean defectors, people living in specific areas (rural and remote areas), etc. Further information is detailed in the table on the next page.

### Requirements and Examination Methods of Competitive Recruitment Exams for Experienced Professionals, etc.

| Requirements (Article 28, Paragraph 2 of the State Public Officials Act)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Examination Methods                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sub paragraph 1</b> <ul style="list-style-type: none"> <li>1) Where a civil servant who has retired due to abolition of his/her job position, budget reductions, or expiration of a long-term leave of absence period is reappointed as a public official of the same class as at the time of his/her retirement within three years<br/>※Five years in cases of a leave of absence due to a disease or injury arising in the performance of official duties</li> <li>2) Where a public official in career service who has retired to become a public official in another category of service is reappointed to the same class as at the time of his/her retirement; and where less than 30 days have passed since retirement</li> </ul> | <ul style="list-style-type: none"> <li>1) Document screening + (interview or practical skills exam)</li> <li>2) Exemption of exams</li> </ul>                                                                                                |
| <b>Sub paragraph 2</b> <ul style="list-style-type: none"> <li>A person who holds a certificate of qualification for the same kind of duties</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Document screening + (interview or practical skills exam)</li> </ul>                                                                                                                                  |
| <b>Sub paragraph 3</b> <ul style="list-style-type: none"> <li>1) A person who has career experience serving in the class or position equivalent to which he/she is to be appointed for a period longer than two years</li> <li>2) A person with work experience or a research career equivalent to the class or position to which he/she is to be appointed for a period longer than three years</li> </ul>                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>1) Document screening + interview</li> <li>2) Written exam + (interview / practical skills exam or document screening)<br/>OR document screening + interview (if written exam is exempted)</li> </ul> |
| <b>Sub paragraph 4</b> <ul style="list-style-type: none"> <li>A person who has graduated from a school established for a special purpose</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                              |
| <b>Sub paragraph 5</b> <ul style="list-style-type: none"> <li>Where any public official of Class I (or any public official in general service belonging to the Senior Civil Service Corps) is appointed to a position</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Document screening</li> </ul>                                                                                                                                                                         |
| <b>Sub paragraph 6</b> <ul style="list-style-type: none"> <li>A person to be assigned to a special field of service, environment, or special area, such as islands and remote places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Written exam + (interview / practical skills exam or document screening)</li> <li>Interview + (practical skills exam or document screening)</li> </ul>                                                |
| <b>Sub paragraph 7</b> <ul style="list-style-type: none"> <li>A local public official a state public official</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Exam may be exempted</li> </ul>                                                                                                                                                                       |
| <b>Sub paragraph 8</b> <ul style="list-style-type: none"> <li>A person who has proficiency in a foreign language</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Written exam + (interview / practical skills exam or document screening)</li> </ul>                                                                                                                   |
| <b>Sub paragraph 9</b> <ul style="list-style-type: none"> <li>A person who has graduated from a school in the field of vocational training, arts, or history</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                              |
| <b>Sub paragraph 10</b> <ul style="list-style-type: none"> <li>A person who has a degree in a related scientific and technical field</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Document screening + (interview or practical skills exam)</li> </ul>                                                                                                                                  |
| <b>Sub paragraph 11</b> <ul style="list-style-type: none"> <li>A person who has completed an internship under the recruitment system based on the recommendation of local talent</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Exemption of exams (If selected, document screening + written exam + interview)</li> </ul>                                                                                                            |
| <b>Sub paragraph 12</b> <ul style="list-style-type: none"> <li>Appointment of a person who resides in a specified area to an agency located in such area, taking into consideration his/her connection with the place or regional characteristics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Written exam + (interview / practical skills exam or document screening)</li> </ul>                                                                                                                   |
| <b>Sub paragraph 13</b> <ul style="list-style-type: none"> <li>1) Recruitment of a naturalized citizen or North Korean defector</li> <li>2) Recruitment of those among naturalized citizens or North Korean defectors who meet requirements No. 2/3/10</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>1) Written exam + (interview / practical skills exam or document screening)</li> <li>2) Document screening + (interview or practical skills exam)</li> </ul>                                          |

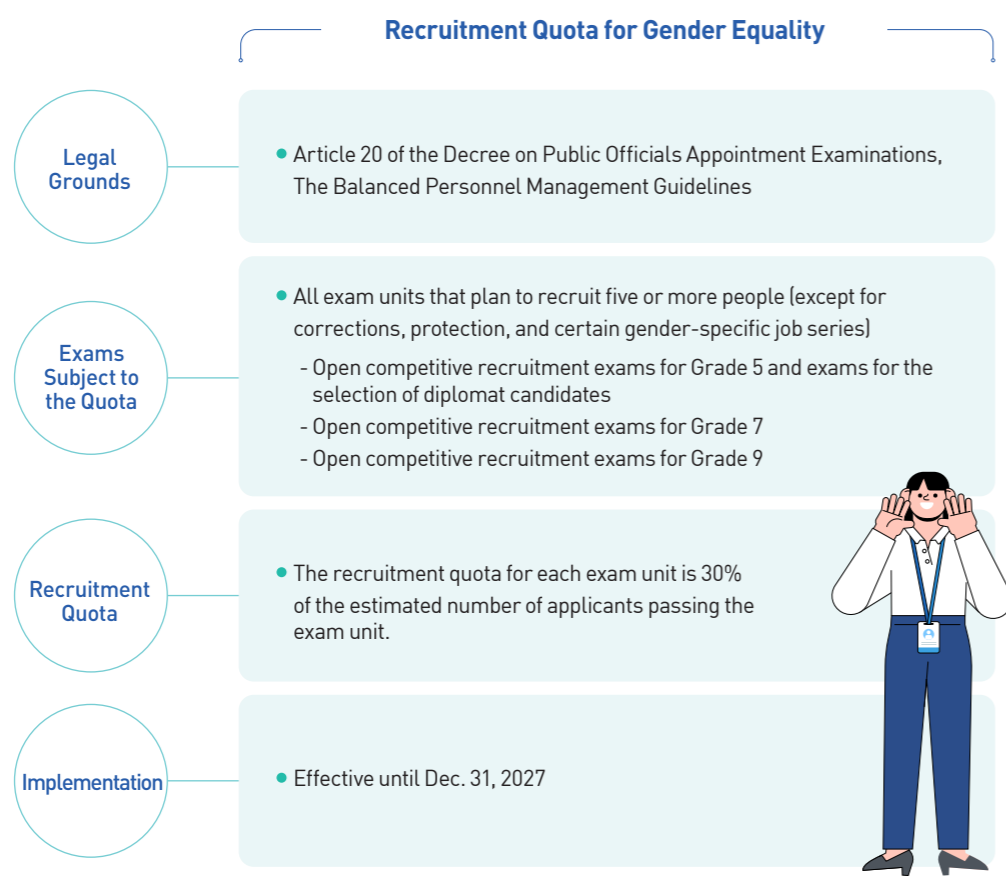
※ Competitive recruitment exams for experienced professionals are administered for Subparagraphs 2, 6, 8, 9 and 10 or Subparagraphs 12 and 13 (competitive selection among multiple eligible applicants)

### 3 Recruitment System to Enhance Diversity in the Civil Service

#### Recruitment Quota for Gender Equality

In order to realize gender equality in the civil service, the government, since 2003, has been implementing the Recruitment Quota for Gender Equality which initially was the Recruitment Quota for Women that became effective from 1996. This scheme applies to exam units that plan to recruit five or more people in open competitive recruitment exams for Grades 5, 7 and 9 as well as exams for the selection of diplomat candidates. It sets the quotas for both genders at 30% and additional candidates are admitted to meet the specified quota.

As a result of such efforts, the ratio of successful male and female candidates in the open competitive recruitment examinations for government posts has been maintained at around 50:50 for the past five years (2018 – 2022). Consequently, the ratio of women in managerial positions has been increasing every year. As of 2022, the percentage of women among the senior civil service was 11.2% and the percentage of women at director level posts stood at 26.4%.



#### Recruitment of People with Disabilities

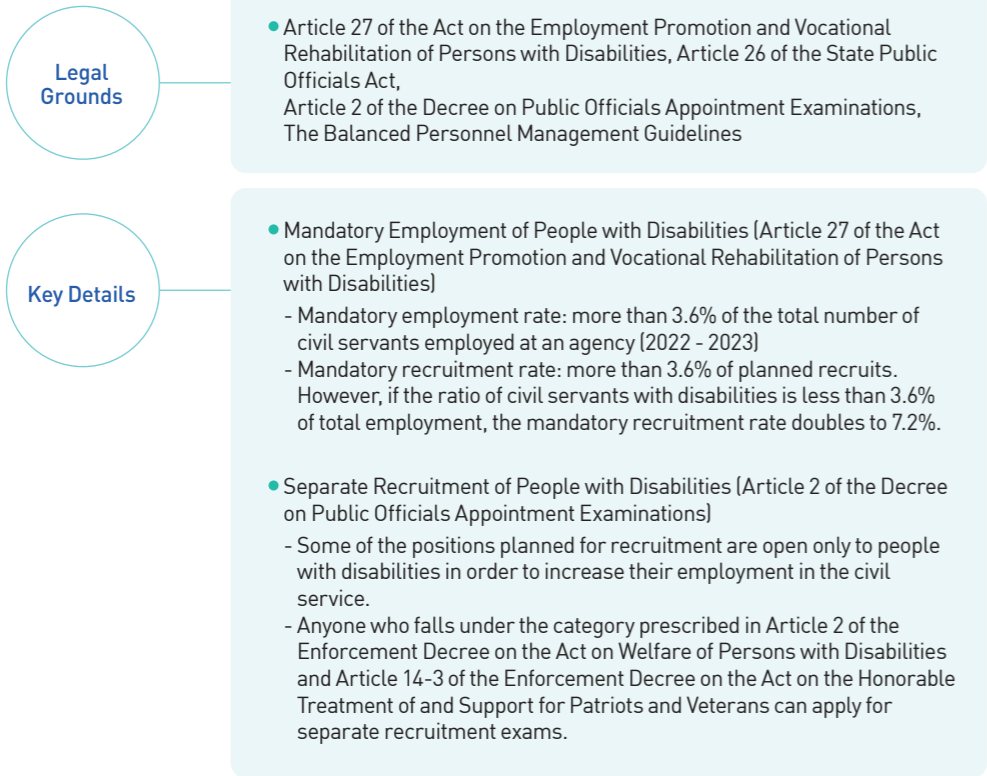
The recruitment system for people with disabilities is the Korean government's first attempt to implement an integrated HR policy. In 1989, a system for separate recruitment of people with disabilities was introduced to provide more government job opportunities to those who had been underrepresented in the civil service. A mandatory employment scheme for people with disabilities (adopted in 1990) became compulsory across all government ministries in 2000. In order to complement the separate recruitment scheme that had mostly hired people with minor disabilities and to help those with severe disabilities secure government jobs and develop self-reliance, certain competitive exams for experienced professionals have been open exclusively to people with severe disabilities since 2008. In order to help civil servants with disabilities carry out tasks smoothly and offer a stable work environment the government has been providing assistive technology devices for civil servants with disabilities and a workplace personal assistance service since 2015.

#### Separate Recruitment of People with Disabilities

The separate recruitment of people with disabilities scheme was first introduced to open competitive recruitment exams for Grade 9 in 1989 and has been in operation since its expansion to exams for Grade 7 in 1996. Under this 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 more than twice the rate of the mandatory employment ratio (approximately 7%). In 2022, the government's goal was to recruit 380 people with disabilities, 7.5% of total planned recruits; 218 were ultimately recruited. Applicants with disabilities are provided with a wide range of assistance during written exams and interviews depending on the type and severity of their disabilities, including test materials in large fonts or in braille format, wheelchair accessible desks, computers with voice assistance, writing assistance, extended test time, etc.



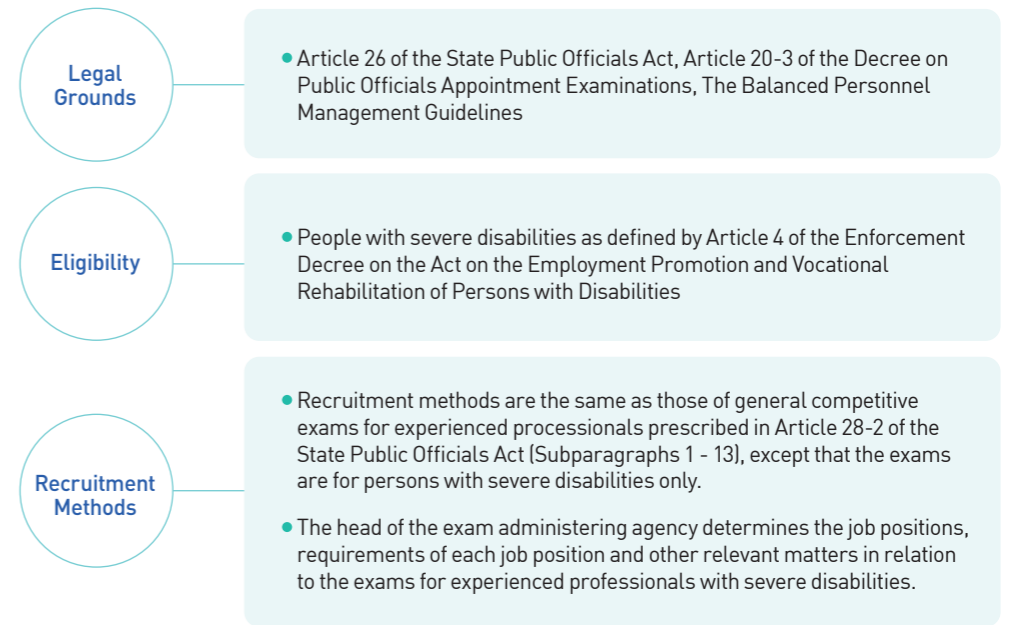
**Separate Recruitment of People with Disabilities**



**Competitive Recruitment Exams for Experienced Professionals with Severe Disabilities**

Under the scheme of Competitive Recruitment Exams for Experienced Professionals with Severe Disabilities, experienced professionals with severe disabilities are selected through document screening and interviews, without needing to take written exams. From 2008 to 2022, a total of 401 people with severe disabilities were hired for government posts.

**Competitive Recruitment Exams for Experienced Professionals with Severe Disabilities**



### 3 Recruitment System to Enhance Diversity in the Civil Service

#### Recruitment of Regional and Local Talent

The recruitment system for regional and local talent aims to promote the balanced development of a local community through revitalization of regional schools and nurturing of local talent. As an internship-based program, the recruitment system based on the recommendation of local talent has been in place since 2005. In addition, the recruitment quota for regional talent was introduced in 2007 and was further incorporated into the open competitive recruitment exams for Grade 7 in 2015.

Since 2012, there has been an expansion in the scope of recruitment of civil servants in Grade 9 to include graduates (or prospective graduates) from aspecialized or Meister vocational high schools or colleges.

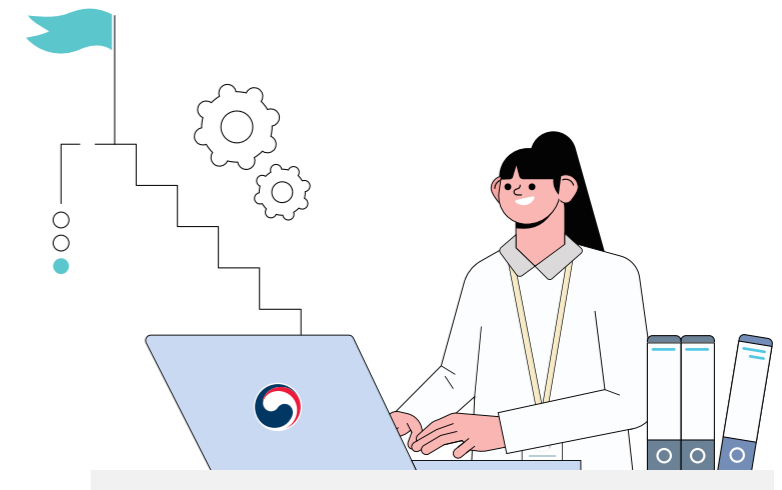
#### ○ Recruitment Quota for Regional Talent

In order to promote the balanced development of the country and expand opportunities for outstanding regional talent to join the civil service, the government, since 2007, has introduced the Recruitment Quota for Regional Talent in open competitive recruitment exams for Grade 5 state public officials. In 2015, this scheme was expanded and implemented in open competitive recruitment exams for Grade 7. It applies to exam units that plan

to recruit ten or more people in open competitive recruitment exams for Grades 5 and 7 as well as exams for the selection of diplomat candidates. Additional recruitment of regional talent is carried out until the number of new recruits (successful candidates from schools located outside of Seoul) meets the specified quota (Grade 5/diplomat candidates: 20%, Grade 7: 30%).

#### ○ Recruitment Quota for Local Talent

Since 2005, the government has been implementing the Recruitment Scheme Based on the Recommendation of Local Talent, an internship-based recruitment initiative to enhance local representation among civil servants and help people with high school educations secure government jobs. This scheme was applied to recruitment of Grade 6 civil servants in 2005 and was expanded to include recruitment of civil servants of Grade 7 in 2010 and of Grade 9 in 2012. In cases where local talent is recruited for Grade 7, individuals who have graduated or are expected to graduate from a four-year university are selected through recommendations by the school. After a one-year probationary period, they are appointed as Grade 7 civil servants in general service. Likewise, in cases where local talent is recruited for Grade 9, individuals who have graduated or are expected to graduate from a specialized or Meister vocational high school are selected through recommendations by the school. After a six-month probationary period, they are appointed as Grade 9 civil servants in general service.



### 3 Recruitment System to Enhance Diversity in the Civil Service

#### Social Integration-oriented Recruitment

The Separate Recruitment Scheme for People from Low-income Backgrounds is an integrated HR policy which was introduced to resolve the inequality of opportunities arising from differences in income levels and strengthen social integration by supporting economic self-reliance. In 2009, this scheme was first introduced and has been applicable to the open competitive recruitment exams for Grade 9. Previously, only benefit recipients under the National Basic Living Security Act were eligible. Act were eligible; beginning from 2012, it also covered those who receive state assistance under the Single Parent Family Support Act. Furthermore, although the recruitment quota had been set at 1%, it was increased to 2% in 2015. In the case of Grade 9 competitive recruitment exams for experienced professionals, more than 1% of the new recruits hired annually for each ministry or agency should be earmarked for people from low-income backgrounds in order to help them join the civil service.

The HR Policy of Integrating North Korean Defectors involves establishing a plan to utilize North Korean defectors within the government beginning in 2015 and implementing recruitment policies for them as civil servants or administrative support personnel. This policy aims to support the economic self-reliance and social integration of North Korean defectors. As of 2022, there were a total of 87 North Korean defectors in 28 central government agencies. Among them are 37 civil servants and 50 administrative support personnel.

In addition, the recruitment of foreign nationals and dual nationals aims to strengthen national competitiveness and enhance the expertise and diversity of the civil service through the recruitment of global talent in the era of globalization and the knowledge society. Accordingly, the State Public Officials Act was amended in 2002 to introduce and implement a policy of appointing foreigners as civil servants. As of 2022, there were a total of 173 foreign nationals in the Korean civil service. Among them were four fixed-term officials / specialists, in addition to 169 civil servants in special service (i.e. professors), accounting for the majority.



### 4 Promotion of Expertise and Openness in the Civil Service

#### Open Competitive Position System

##### Background

The Open Competitive Position System is a recruitment system geared to promote expertise in the civil service and strengthen the productivity of the government while overcoming the negatively perceived closedness and exclusivity within the civil service. Under the system, the government designates some of the deputy minister, director-general, and director level posts as open competitive positions and recruits people from the public and private sectors through exams. This is different from other career recruitment methods in that deputy minister, director-general and director level posts — positions with decision-making authority — are designated as open competitive positions.

Under this scheme, the government for the first time designated 130 deputy minister and director-general level posts as open competitive positions in February 2000. It subsequently became mandatory to designate some of the director level posts as open competitive positions in 2011. Currently, up to 20% of the total Senior Civil Service and director level positions are filled through the Open Competitive Position System. As of the end of December 2022, a total of 475 posts (174 at the Senior Civil Service and 301 at the director level) were designated and recruited through the Open Competitive Position System.

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



4 Promotion of Expertise and Openness in the Civil Service

**Key Points**

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.

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. Since the launch of the Central Selection Exams Committee in July 2014, the ratio of recruitment from the private sector continued to increase from 22.6% in 2015 to over 40% at the end of 2022, demonstrating the government's success 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.

**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 nongovernmental 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 one or two government officials from relevant ministries may serve as Committee members. 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.

**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. Some 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 utilized to recruit the best possible talent from the private sector.



**Selection through Headhunting**

When recruiting non-governmental candidates for open competitive positions, the government may waive the open application process and instead proceed to appointment of experts from the private sector. Also, when recruiting via headhunting, the process was simplified for more timely recruitment by conducting only document screening and omitting the interview process.

**○ Employment Period**

**| Initial Employment Period**

Unless there are special provisions in other laws and regulations, the heads of relevant ministries determine the employment period to be at least two years within a maximum range of five years.

\* Special circumstances: if the appointed person requests his or her employment period to be less than two years or is unable to work for two 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 working on 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 or there is a need to secure outstanding expert talent. 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 two-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 resources at relevant ministries if the recruit has accrued special achievements during the term of employment.

**Open Competition for Publicly Recruited Positions**

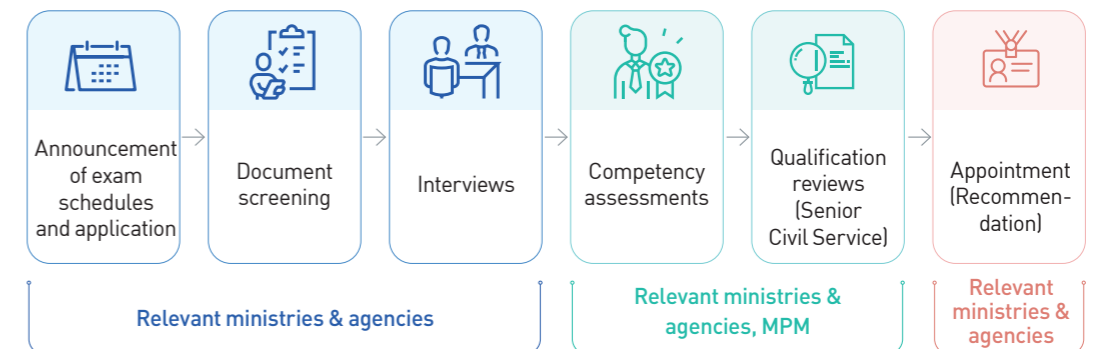
**○ Background and Status**

In order to ensure efficient policy making and management, the government is operates the Open Competition for Publicly Recruited Positions System along with the Open Competitive Position System. Under the Open Competition for Publicly Recruited Positions System, the government selects and appoints the most qualified individuals through mutually competitive processes among internal or external civil servants within administrative agencies. While the aforementioned Open Competitive Position System involves appointment of qualified candidates through competition among civil servants and civilians, the Open Competition for Publicly Recruited Positions System involves appointment of qualified individuals through competition among civil servants. As of the end of December 2022, a total of 304 publicly recruited positions (comprising 87 positions at the Senior Civil Service and 217 positions at the director level) were designated and recruited. Up until 2022, the Open Competition for Publicly Recruited Positions System was utilized only for SCS positions and those at the director level. Starting from 2023, however, the System was expanded to include mid-level officers up to Grade 5 in order to promote a culture based on competences and performance throughout the organization.

**○ Key Points**

**| Selection Process**

Under the Open Competition for Publicly Recruited Positions System, each ministry or agency announces recruitment notices and receives applications from both internal and external candidates (civil servants). Each ministry or agency forms a selection committee to conduct document screening and interviews to recommend candidates. When forming a selection committee

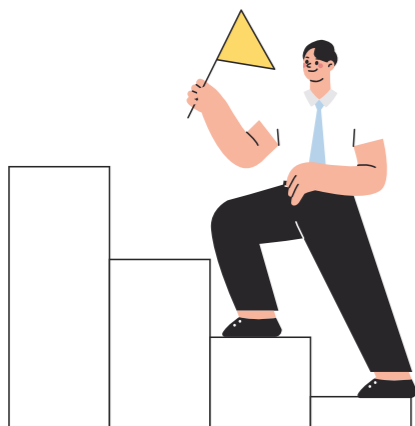


## 4 Promotion of Expertise and Openness in the Civil Service

for each ministry or agency, external candidates are recommended by the National HR Database (NHRDB) of the MPM. The selection review may also be entrusted to the Central Selection Exams Committee of the MPM.

### I Fast Track Promotion

The Open Competition for Publicly Recruited Positions has relaxed the eligibility requirements for applicants, enabling those currently serving in positions immediately below the desired position to apply regardless of promotion requirements. If a competent civil servant is appointed to a publicly recruited position through competition within the civil service, he or she can be promoted immediately. For a Grade 5 civil servant to be promoted to Grade 4, for instance, a minimum of 4 years of service was required previously. Under the Open Competition scheme, however, one can apply without having served for 4 years and, if selected, be promoted. As fast track promotion is allowed through this process, it is possible to provide competent civil servants with opportunities to fully demonstrate their competences and foster a civil service culture that rewards them based on performance.



## 5 Key Achievements

### Establishment of the Qualities of an Ideal Civil Servant

There was a question about the personnel qualities desired by the government in order to respond to a rapidly changing environment at home and abroad and create a people-centered civil service culture. Accordingly, the MPM has established a set of qualities for civil servants who can demonstrate the capacity to respond to changing times by suggesting a framework for behavioral transformation.

To this end, the qualities of a civil servant as well as the elements of the human resource qualities within major domestic and foreign companies and foreign governments were analyzed. Collecting extensive opinions derived the elements of the personnel qualities that align with constitutional values and the expectations of the people. The qualities of an ideal civil servant, established through this process, consist of desirable notions and attitudes (i.e. 'communication/empathy', 'dedication/passion', 'creativity/innovation' and ethics/responsibility') that all civil servants should cultivate.

The newly established qualities of civil servants to encourage innovation in the civil service will function as guiding principles for a code of conduct and criteria for judgment. They will contribute to creating "a reemerging Korea, a country of the people where everyone prospers together." The government aims to establish the qualities of ideal civil servants, provide guidance on the desired attributes that organizations expect from civil servants and disseminate these qualities across all areas of personnel management.

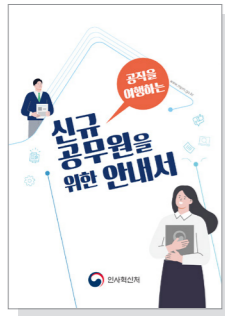
With the establishment of a talent management system that reflects these ideal qualities, the MPM will be able to more faithfully fulfill its essential role of recruiting and nurturing civil servants who are devoted to serving the nation and the people. In line with such qualities, the MPM plans to foster a people-centered civil service culture where civil service work is treated with the same level of care and dedication shown to family matters.

5 Key Achievements

**On-boarding Program for New Civil Servants**

The MPM not only engages in active recruitment of talent, but also promotes systematic measures for talent retention in order to support the smooth adaptation of outstanding new civil servants to their positions and enable them to demonstrate their capabilities to the fullest. This is to assist newly appointed civil servants with prompt adaptation to the civil service by actively sharing not only the experiences and benefits that may be gained through the civil service, but also work-specific methods and know-how.

**○ Civil Service On-boarding Guidebook: "A Guidebook for Newly Appointed Civil Servants Embarking on the Civil Service Journey"**



"The Guidebook for Newly Appointed Civil Servants Embarking on the Civil Service Journey" provides an easy-to-understand explanation of the experiences and benefits gained through life in the civil service. There are also booklets explaining the civil service personnel system, such as "Personnel Affairs in Public Administration." These were primarily targeted towards HR managers in each ministry or agency, making it difficult to address the questions and concerns of newly appointed civil servants. For instance, some sections, such as 'remuneration and allowance' or 'annual leave,' are designed to provide easy access to the information on actual amounts or changes based on length of service.

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| <b>0. Introduction</b>                                 | ▪ First day at work (orientation on how to use the intranet, key responsibilities of each division, etc. )                                  |
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| <b>5. Various Support</b>                              | ▪ Internship before appointment, appeals, grievance handling, "e-People", counselling                                                       |
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**○ Mentoring for Newly Appointed Civil Servants**

As part of the civil service on-boarding program, a systematic mentoring program is also being implemented for newly appointed civil servants during their early stages of employment. In the meantime, each ministry or agency internally conducts mentoring programs for newly appointed civil servants. However, there has been a lack of channels to answer questions about a wide range of personnel management issues that newly appointed civil servants are most curious about. Hence, a separate mentoring program was initiated and run by the MPM for the first time this year, utilizing the "Guidebook for Newly Appointed Civil Servants Embarking on the Civil Service Journey" to address questions about the civil service during the early stages of employment.

The mentoring program was conducted in the first half of this year for newly appointed civil servants in Grade 7 (open competitive recruitment and local talent) and Grade 9 (local talent). To facilitate this, a mentorship team was formed, consisting of members with a minimum of three years of extensive civil service experience in each rank and by each entry path. For Grade 7 civil servants newly appointed through open competitive recruitment and local talent recruitment, civil servants within the MPM who were recruited through the same channel were selected as mentors and transferred knowledge on personnel and welfare systems as well as work know-how pertaining to the civil service. For newly appointed Grade 9 civil servants who joined the civil service immediately after graduating from high school through local talent recruitment, mentors were recommended and selected from a total of 18 organizations, including the MPM, to pass on even more extensive civil service experience. The respective mentors were provided with pre-training on effective mentoring methods as well as the key content of the Civil Service On-boarding Guidebook, enabling practical mentoring to take place.

The mentoring program was conducted in conjunction with the National Human Resources Development Institute (NHI)'s basic training program which newly appointed civil servants are required to complete shortly after joining the civil service. The key topics of the consultation process include welfare and support measures within the civil service, such as how to use annual leave, actual remuneration levels, the period required for promotion as well as domestic and overseas training for self-development, and experiences related to work handover processes and work know-how. The result of a satisfaction survey after the completion of mentoring for newly appointed civil servants in Grade 7 recruited through open competition

## 5 Key Achievements

showed a high level of satisfaction (a positive response rate of over 85%) regarding the content of the “Civil Service On-boarding Guidebook” as well as the mentoring methods and content. Accordingly, the MPM plans to continue the mentoring program for Grade 7 and Grade 9 civil servants newly appointed through open competitive recruitment when they join the civil service in the second half of the year.

### Other Key Achievements

In addition to the ‘quantitative development’ of open competitive positions, the MPM is now promoting the ‘qualitative development’ of the Open Competitive Position System, such as encouraging achievements through support for recruits from the private sector in the open competitive positions to adapt to public service and attracting top experts from the private sector to civil service positions. Continuous efforts have been made to increase the number of recruits from the private sector to enhance openness in government posts. The implementation of the Open Competitive Position for Experienced Professionals System, which allows only human resources of the private sector to apply for open competitive positions, has contributed significantly to promoting openness in the civil service via a quantitative increase in the scale of private sector recruits, compared to before the introduction of the system. In 2014, prior to the introduction of the system, the ratio of recruits from the private sector stood only at 14.9%. However, in 2015, the year following the introduction of the system, it rose to 22.6%. By actively implementing and establishing the system, a steadily increasing trend has been witnessed, exceeding 40% by the end of 2022.

In addition, a headhunting system is being actively utilized to allow ministries and agencies to hire necessary experts from the non-governmental sector without the need for applicants to proceed through the general application process.

Meanwhile, if there is a demand for recruitment of top experts from the private sector for open competitive positions that require a great deal of expertise, the respective ministry directly seeks out talent or a recommendation is made after discovering candidates through the NHRDB of the MPM’s Talent Information Management Division. The Central Selection Exams Committee waives the open application process and evaluates the recommended talent to select eligible candidates. This streamlined process had the effect of making it easier for talented individuals from the private sector to join the civil service.



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