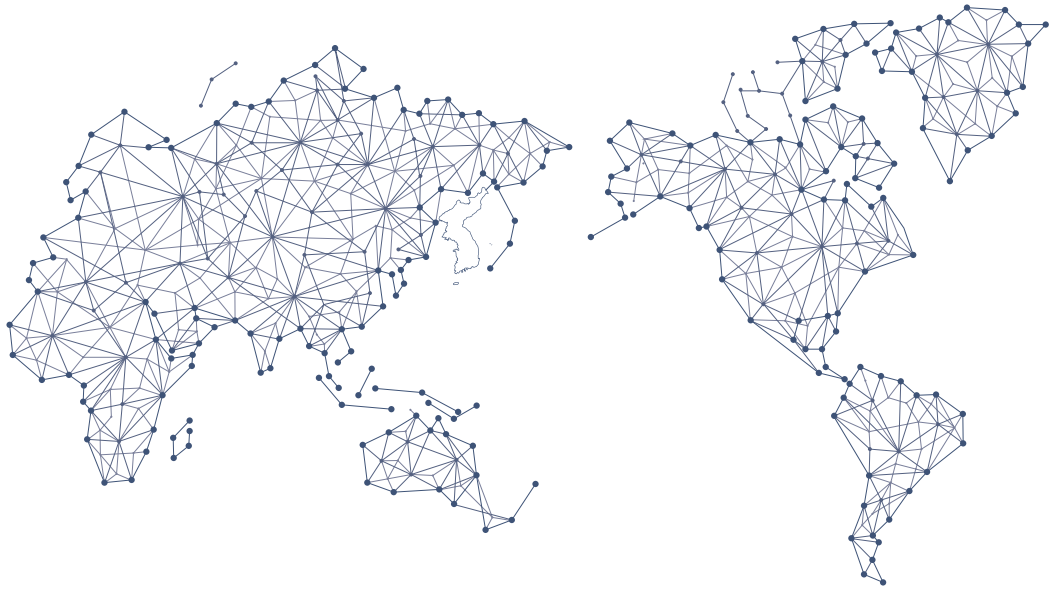


The Civil Service System of the Republic of Korea



Ministry of Personnel
Management



Ministry of Personnel
Management



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About Our Ministry

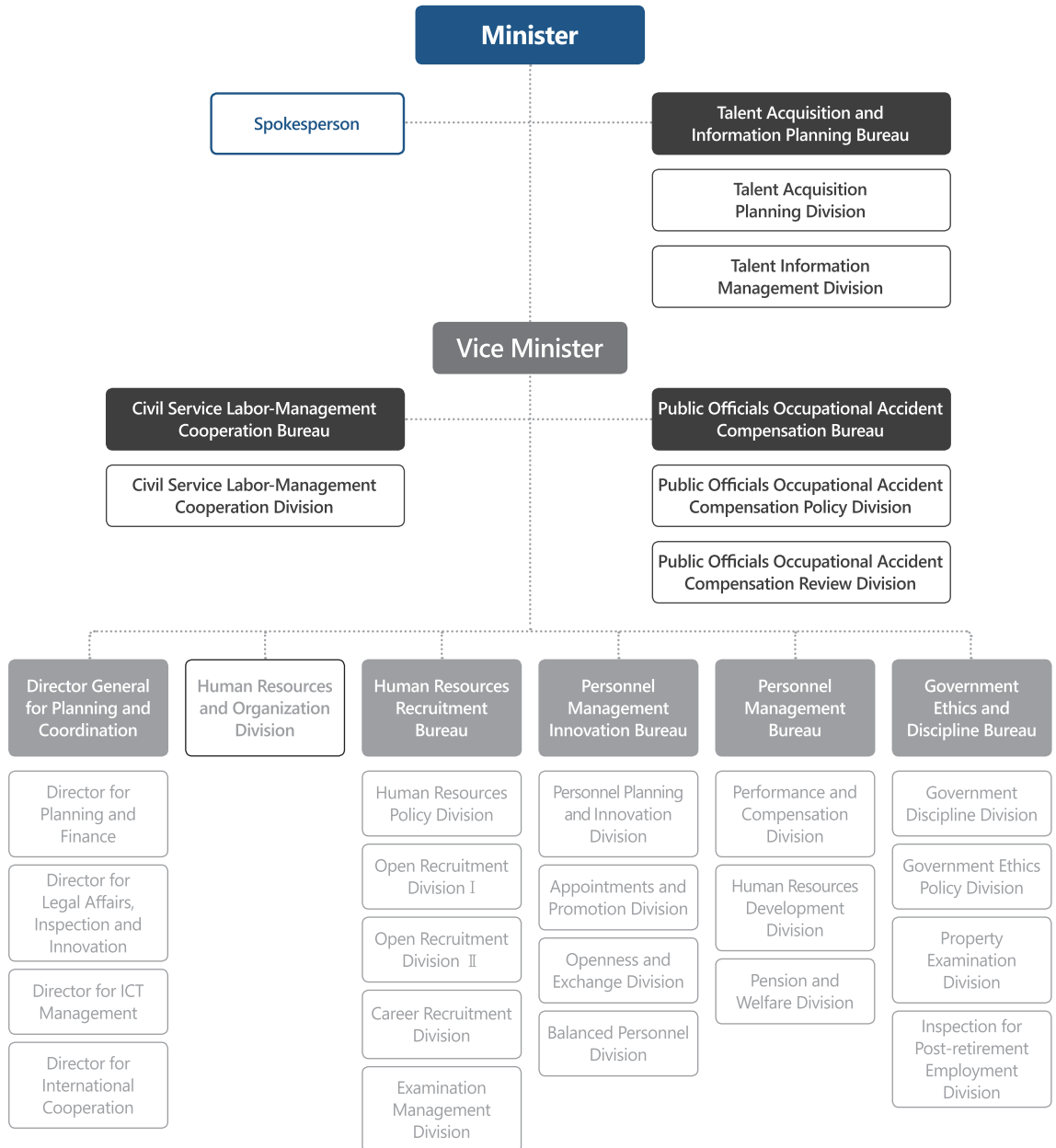
The Ministry of Personnel Management (MPM) is a central government agency of the Republic of Korea responsible for designing and implementing a variety of public personnel policies including recruitment, remuneration, human resource development, welfare and pension programs, and ethics and disciplines affecting public officials of Korea. In November 2014, the MPM was newly established under its current name to reinforce a fair, transparent and balanced innovation throughout the civil service system in Korea. Currently, the MPM consists of 8 bureaus and 27 divisions, and two affiliated organizations including the National Human Resources Development Institute (NHI) and the Appeals Commission totaling 559 employees (372 in head office and 187 in affiliated organizations, as of 1 March 2020).

Our History

- 1948** The Higher Civil Service Examination Commission and the Ministry of Government Administration charged with public personnel functions with inauguration of the government of the Republic of Korea is established
- 1955** Personnel functions moved to the Administrative Bureau of the State Council
- 1960** Personnel functions elevated to the Administrative Office of the State Council
- 1963** Personnel Bureau established under the Ministry of Government Administration*
Personnel Commission and Appeals Commission created
- 1999** The Civil Service Commission (CSC) inaugurated and charged with planning of civil service reform and personnel policies
- 2004** CSC expanded with additional human resource management functions
Ethics, code of conduct and pension functions remain under the Ministry of Government Administration and Home Affairs (MOGAHA)*
- 2008** CSC integrated into the Office of Personnel established under the newly created Ministry of Public Administration and Security (MOPAS)*
- 2014** Ministry of Personnel Management (MPM) created as an independent Central Personnel Management Agency under the Office of Prime Minister
- 2016** MPM relocated to the City of Sejong

* Currently the Ministry of the Interior and Safety (MOIS)

➤ Organization Chart



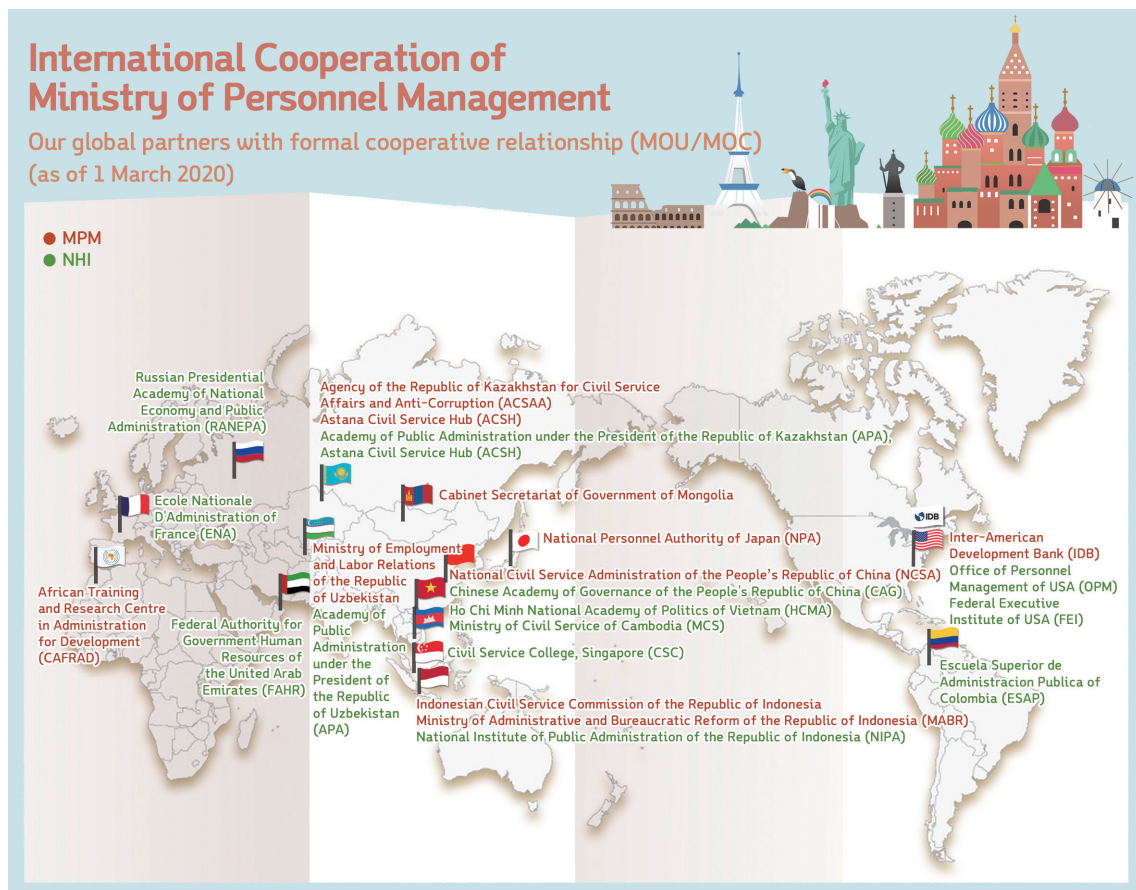
Affiliated Organizations (2)

- National Human Resources Development Institute (NHI)
- Appeals Commission

Global Initiatives

Through international cooperation activities, the Ministry of Personnel Management (MPM) aims to actively engage in international community to promote innovation in public governance and public human resource management.

By collaborating with international organizations (i.e. OECD, UN, ASEAN+3, ACSH, EROPA, IDB) and central personnel management agencies as well as civil service training institutes in other countries, we participate in international conferences, seminars and forums as well as bilateral/multilateral meetings to present our experiences in civil service reform and modernization of public personnel systems and to learn about other countries' best practices and challenges.



Our Global Partners

International Organizations/Associations

- ASEAN Conference on Civil Service Matters (ACCSM+3)
- Astana Civil Service Hub (ACSH)
- Eastern Regional Organization for Public Administration (EROPA)
- Inter-American Development Bank (IDB)
- International Public Management Association for Human Resource (IPMA-HR)
- Organization for Economic Cooperation and Development (OECD)
- United Nations (UN)
- United Nations Development Programme (UNDP)
- UNDP Mongolia
- United Nations Project Office on Governance (UNPOG)

Personnel Ministries/Institutes (Formal Partnership through MOU/MOC)

- Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption (ACSAA)
- African Training and Research Centre in Administration for Development (CAFRAD)
- Cabinet Secretariat of Government of Mongolia
- Indonesian Civil Service Commission of the Republic of Indonesia
- Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (MABR)
- Ministry of Employment and Labor Relations of the Republic of Uzbekistan
- National Civil Service Administration of the People's Republic of China (NCSA)
- National Personnel Authority of Japan (NPA)

Partnership through the Korea National Human Resources Development Institute (NHI) (MPM's affiliate training institute)

- Astana Civil Service Hub (ACSH)
- Academy of Public Administration under the President of the Republic of Kazakhstan (APA)
- Academy of Public Administration under the President of the Republic of Uzbekistan (APA)
 - * Previously, Academy of State Governance under the President of the Republic of Uzbekistan (ASG)
- Chinese Academy of Governance of the People's Republic of China (CAG)
- Civil Service College, Singapore (CSC)
- Ecole Nationale D'Administration of France (ENA)
- Escuela Superior de Administracion Publica of Colombia (ESAP)
- Federal Authority for Government Human Resources of the United Arab Emirates (FAHR)
- Federal Executive Institute of USA (FEI)
- Ho Chi Minh National Academy of Politics of Vietnam (HCMA)
- Ministry of Civil Service of Cambodia (MCS)
- National Institute of Public Administration of the Republic of Indonesia (NIPA)
- Office of Personnel Management of USA (OPM)
- Russian Presidential Academy of National Economy and Public Administration (RANEPA)

International Events

- Regionally, the Ministry has been conducting research, comparison, and exchange of information on personnel management systems in the three North Asian countries through the **China-Japan-Korea Personnel Policy Network** since 2005 and has been maintaining cooperation by holding the Head Meeting, Directors-General's Meeting, CJK Symposium, and Joint Training Program on a rotating basis. Particularly in commemoration of the 15th anniversary of the China-Japan-Korea Personnel Policy Network in 2020, Korea is hosting an international symposium.
- Globally, the Ministry has been hosting the annual **Global Public HR Conference** since 2013 to provide a forum for public HR experts to share experience and knowledge. Through the conference, international experts lead the future HR trend by discussing the latest issues and setting directions for personnel management. In addition, we co-hosted the 7th OECD NSG Annual Meeting* with the OECD in 2019, and hold the **NHI HR Leaders Forum** every year by inviting global HR experts and sharing information on the best public HR management practices and policies of different countries.

* 337 participants from 56 countries and 39 participants from 24 OECD countries

Personnel Management Innovation Trend

- The Ministry of Personnel Management is leading innovation in the government through proactive governance practices and sophisticated expertise, so that the innovation genuinely touches the lives of the general public. Proactive governance refers to the act of active management where public officials exert competency and creativity to reform irrational regulations for the benefit of the public. The Ministry incentivizes such proactive management practices while creating a safe-to-fail environment.
- Moreover, the Ministry has implemented data-based intelligent personnel management through sophisticated systems such as e-Saram* and NHRDB** for digital transformation in the government. It collects and analyzes HR data accumulated in e-Saram to apply the results to various personnel management policies. The Ministry also promotes fair and balanced talent management through NHRDB, an AI-based system that supports collection and analysis of HR data, and tailored talent recommendation.
- In line with the government's digital initiative, the Ministry is building foundation for transition to a digital government by expanding training on coding, artificial intelligence (AI), Internet of Things (IoT), big data to develop AI and ICT experts and reinforce digital competency of public officials.

* e-Saram is an electronic human resource management system of the Republic of Korea and also used as a brand name of the system itself, combining the word 'electronic' with the word 'Saram' (meaning 'people' in Korean). Refer to pages 25-27 for more information on e-Saram.

** NHRDB stands for the National Human Resources Database that collects and manages information on candidates for public offices with objectivity. Launched in 1999, the database has been in operation for over 20 years. Please refer to pages 28-30 for more information.

International Evaluation

- The Ministry **ranked third in the Human Resource Management (HRM) indicator*** while ranked **first for the metric which assesses the extent to which databases are used for HRM in the International Civil Service Effectiveness (InCiSE**) Index 2019** which evaluates the effectiveness of central government officials around the world.
- It attained **top ratings in the central government's HR database development and data availability in Government at a Glance 2017** published by the OECD.

* The indicator measures four themes : the extent to which civil service recruitment systems are 1) meritocratic; 2) attracting and retaining talent; 3) performance management systems and practices; and 4) the extent of human resources (HR) data collection

** The International Civil Service Effectiveness Index is an index published by the Blavatnik School of Government of Oxford University and the Institute for Government, a UK government think-tank, in association with the UK government.

Recent Cases of International Exchange in Personnel Management

- The Ministry has been sharing its experience in talent recruiting, talent development, performance management, competency assessment and electronic HRM system (e-Saram) to support HR innovation in Mongolia in collaboration with the Mongolian government, Mongolian parliament, and UNDP Mongolia.
- The Ministry has been sharing personnel management experience and system with Uzbekistan to support the development of career public official system. To this end, it launched Development Experience Exchange Partnership (DEEP) Project with the Korea International Cooperation Agency (KOICA) to bring innovation to the public sector in Uzbekistan, and assisted the Academy of Public Administration under the President of the Republic of Uzbekistan (APA) with competency development in public official education and training, local workshops, consulting, and smart learning environment development.
- Every year, over 250 foreign public officials visit the Ministry of Personnel Management to learn the Korean personnel management system. The Ministry shares information on various areas including HR innovation, recruiting, HRD, performance management, public officials' ethics, and electronic HRM system (e-Saram).



Special Lecture on Personnel Management (Mongolia)



HR Conference

Human Resource Management (HRM) and Personnel Policy

1. Fundamental Principles and Classification of Public Officials

There are three fundamental principles that guide the public human resource management (HRM) of the Republic of Korea:

- 1) "Democratic Civil Service System" that emphasizes responsibilities to serve the Korean people;
- 2) "Career Civil Service System" that recruits and hires talented young people who will devote their life to public service; and
- 3) "Merit System" that employs individuals strictly according to their credentials and abilities regardless of partisanship or favoritism.

There are about one million* public servants in Korea, with about 690,000** in the central government and 390,000** in the local government (as of Dec. 2018).

Public servants are comprised of the following different categories:

General Service: public officials engaged in public administration, technology, and research;

Special Service: public officials serving as judges, prosecutors, teachers, police and fire-fighting officers; and

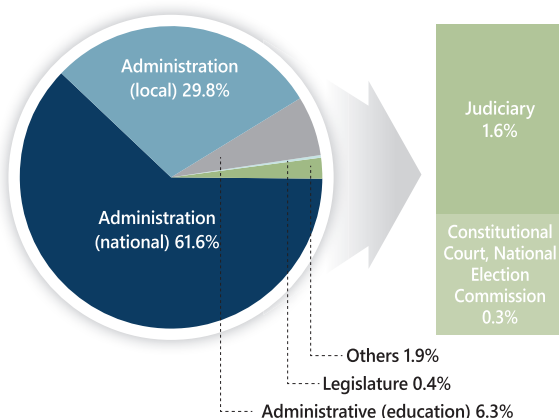
Political Service: public officials who are elected officials or require the approval of the National Assembly to be appointed.

The *General Service* consists of public officials in Grades 3-9 and senior officials belonging to the Senior Civil Service (SCS). The *Special* and *Political Service* each have their own grade systems.

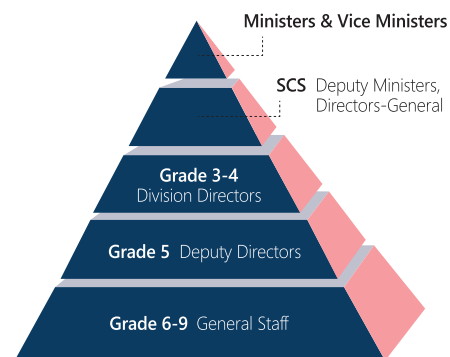
* includes executive, legislative and judicial branches, Constitutional Court and National Election Commission

** executive branch only

Types of Public Officials



Public Officials in General Service



2. Recruitment

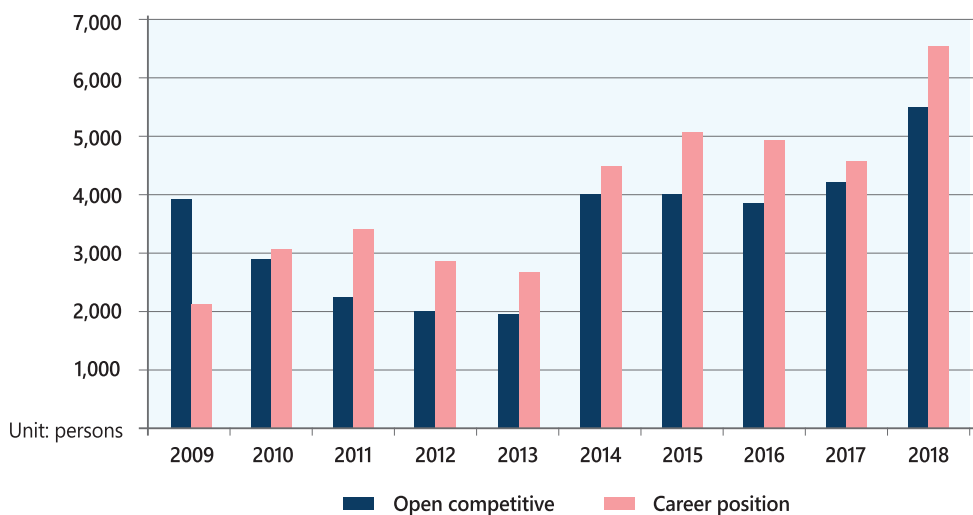
We recruit new outstanding officials into the government based on fair and transparent procedures.

The general principle of government recruitment is to hire public officials through the open competitive examinations. The open competitive recruitment exam is aimed at securing a wide variety of talented people with potential by ensuring equal opportunities for every citizen to apply for a government job, regardless of age, gender, education or work experience. Recruitment exams for grades 5, 7 and 9 are each administered every year with a single- or two-rounds of written tests and interviews.

Experienced professionals are recruited through a separate scheme to fill positions that require a high degree of expertise. This system recruits people with work experience, credentials and academic degrees relevant to specific fields/positions and is implemented regularly or on an ad hoc basis for all grades including the Senior Civil Service (SCS).

With the aim of enhancing expertise and competitiveness of the government, we are actively promoting to recruit more talents from the private sector in the civil service. The government-run headhunting program conducts talent search to fill key positions (i.e. open positions) in the government with the most qualified civilian experts, so that the right people work in the right place. In addition, our Ministry compiles a database of talented people working in various fields into the National Human Resources Database (NHRDB) and constantly utilizes it to enhance transparency and fairness in public personnel management.

▶ Annual recruitment of public officials

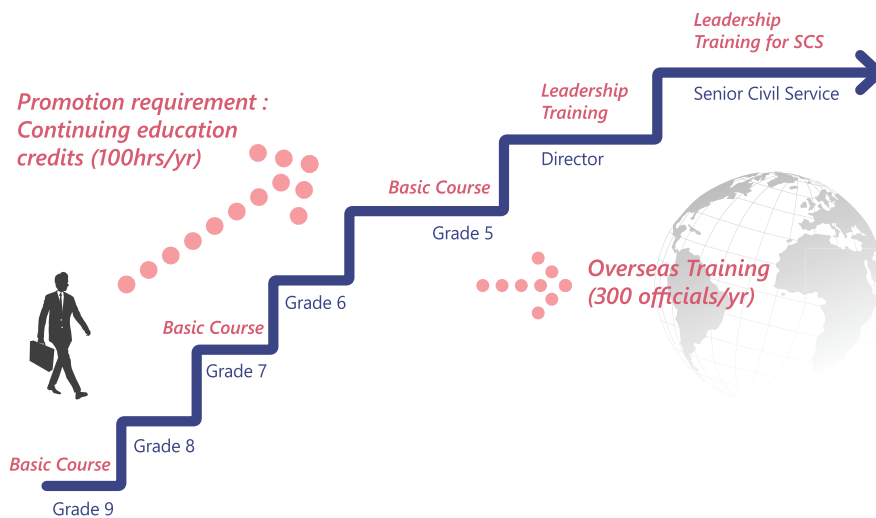


3. Human Resource Development (HRD)

Our Ministry equips government employees with a clear sense of duty and commitment for public service, future-oriented capabilities and expertise. We provide new recruits with education on public service values, and basic training necessary to perform their tasks. In addition, leadership training is offered to those promoted to deputy director (grade 5), director (grades 3-4) and the Senior Civil Service (SCS). It is mandatory for officials of grade 4 or below to receive minimum 100 hours of training each year, and the training results are reflected in promotion. We also provide specialized education to enhance expertise in each field.

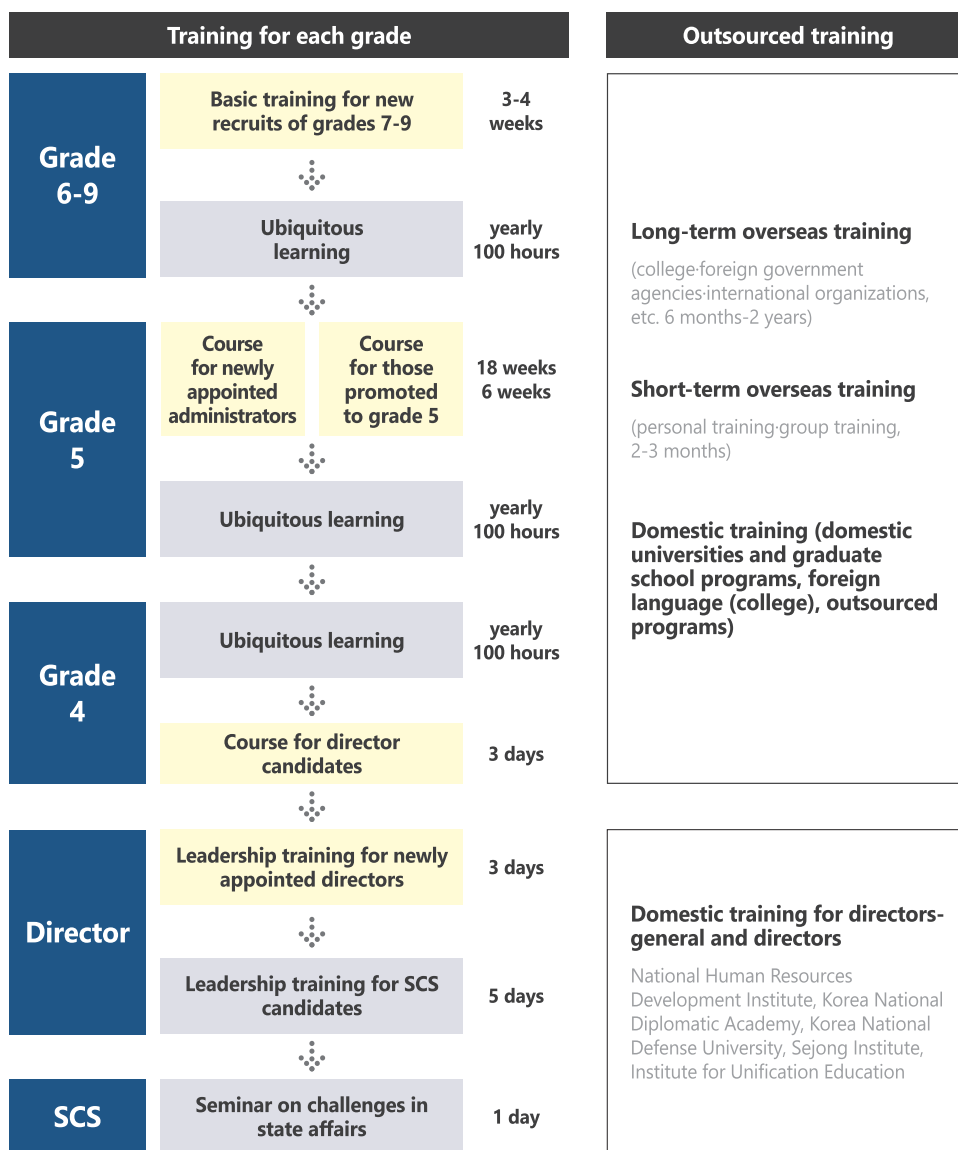
Our training portal (HRD Information Center: www.training.go.kr) provides information on the government's HRD policies and domestic and foreign education programs offered for civil servants. The site allows government employees to access information such as training program schedules and training materials and to upload training reports which should be submitted upon completion of training.

➤ Career Development Path - Education system



e-Learning

We have created an environment where government employees can receive various forms of education services tailored to the users anytime and anywhere, through smart education. We offer online and mobile courses on public administration, administrative and job skills development, as well as liberal arts and humanities subjects. Our smart education also supports an open online forum where learners can discuss and share information on topics of interest.



Self-development learning: Self-development planning / coaching-mentoring by division head

E-Learning-Mobile training (National Human Resources Development Institute and education and training institutions under each ministry)

■ Ubiquitous learning: Civil servants of grade 4 or below must perform self-directed learning for 80-100 hours annually for promotion

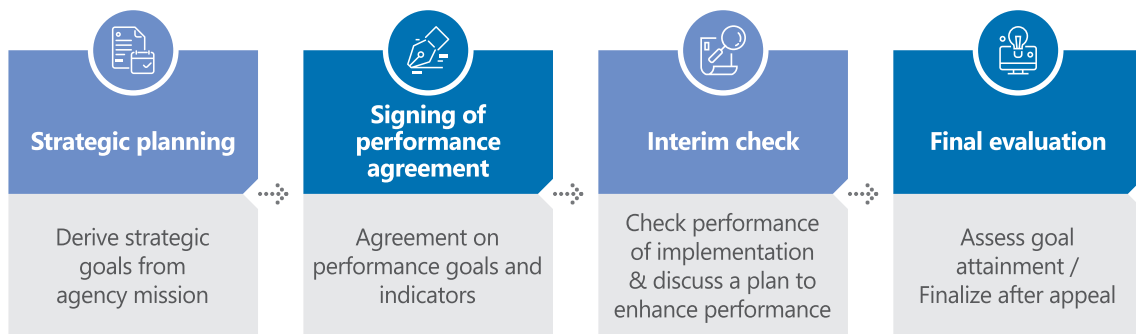
■ Study groups: Voluntarily formed and operated study groups on policy research, etc. Operating expenses are provided after evaluating yearly performance

4. Performance Management

Through our performance management system, the Korean government strives to enhance the capacity of public officials and to ensure that the hard-working public officials who make the Korean government more competitive are properly compensated.

►► Performance Evaluation

Public officials of grade 4 or higher, including Senior Civil Service (SCS) members and director-levels, receive an annual evaluation with regard to individual and departmental performance, and credentials and competence associated with job performance. After setting performance targets and indicators through consultation with the evaluator, the public official signs a performance agreement regarding individual and departmental duties, and he/she is evaluated based on this agreement. The results of the performance evaluation are reflected in grading for annual performance-based salary, and used in various personnel management processes such as promotion and appointment screening.



Public officials of grade 5 or below receive a biannual evaluation regarding work performance and job competency. The evaluator conducts a face-to-face interview with the official being evaluated, periodically checks and records the status of work done, and evaluates him/her based on the results. The performance evaluation results are reflected in promotion screening and grading for performance-based pay, and used in various HR operations such as job transfers and training and education.



▶▶ Performance-based Pay

Reflecting the results of performance evaluation, public officials of grade 5 or higher are paid a performance-based annual salary (accumulative), and public officials of grades 6-9 are paid a performance-based bonus (at least once a year, lump-sum).

The performance-based pay system was first introduced in the civil service in Korea in 1999 in the form of performance annual salaries for director general or higher, and performance bonus for director and below. Since then, the range of public officials receiving performance salaries has gradually expanded to include public officials of grade 5 in 2017.

The SCS members receive performance pay entirely based on performance evaluation results (including performance agreements) while public officials at director-level receive performance-based annual salary based on various evaluation factors including performance agreements. Performance pay is distributed according to 4 ratings (S, A, B and C).

Public officials of grade 4 (evaluations results including performance agreements used as reference) and public officials of grade 5 (performance agreements or work performance results used as reference) receive performance-based annual salary according to 4 ratings (S, A, B and C).

For public officials of grades 6-9, the score of work performance is used to determine performance-based bonus. Each ministry has autonomy in setting the rating system (minium three ratings) and percentage of staff receiving bonus and bonus amount as percentage of total payroll.



5. The Senior Civil Service (SCS)

The government of the Republic of Korea introduced the Senior Civil Service (SCS) in 2006, to place high-ranking officials at the deputy minister or director-general levels in the right place at agencies across government, beyond partitions between ministries, and to encourage openness and competition between the civil service and the private sector, as well as among the ministries.

Currently, about 1,500 senior civil servants are classified and managed as the SCS. Some of these posts are open to the private sector to encourage excellent experts to work in the civil service. Also, through a job position system, the government is encouraging inter-ministerial competition among public officials in different ministries.

A candidate for the SCS must first go through a strict assessment procedure at the Assessment Center. Through group discussion and role play, an assessment is made as to whether a candidate has the leadership and capacities required of senior civil servants. In the next step, those candidates who pass the Assessment Center are subject to personnel screening conducted by the Appointment Screening Committee of the Ministry of Personnel Management, and successful candidates who pass this screening are finally selected for the posts to be filled in the next appointment period.

Senior civil servants are paid a differential remuneration according to the grade of duty and performance evaluation results. Senior civil servants with poor performance are subject to qualification screening to determine whether they should continue to perform duties as senior civil servants.



Launch of SCS in Korea



International Conference Commemorating 10th Anniversary of SCS



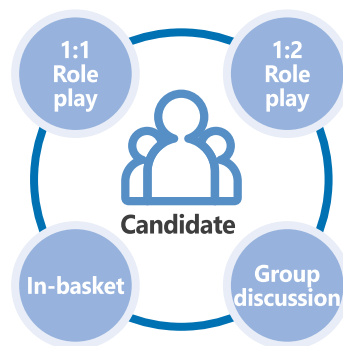
About the Assessment Center

The Assessment Center was initiated with the introduction of the Senior Civil Service System in 2006, aimed at appointing the right person in the right position through more objective and fair evaluation methods. The structure of the Assessment Center is based on multiple assessors and multiple simulation exercises. Multiple assessors observe one assessee's problem-solving capacity through multiple exercises in the background of real working conditions and complicated policy environments.

The Korean Competency Model is composed of six competencies (problem recognition, strategic thinking, change management, performance-orientation, customer satisfaction, coordination and integration). Each competency is measured by four simulation exercises (1:1 Role Play, 1:2 Role Play, In-Basket Exercise, Group Discussion).

Through this systematically designed Assessment Center, the Korean government tries to appoint more competent and capable senior government officials who play a pivotal role in the policy decision-making process.

➤ Types of Simulation Exercises

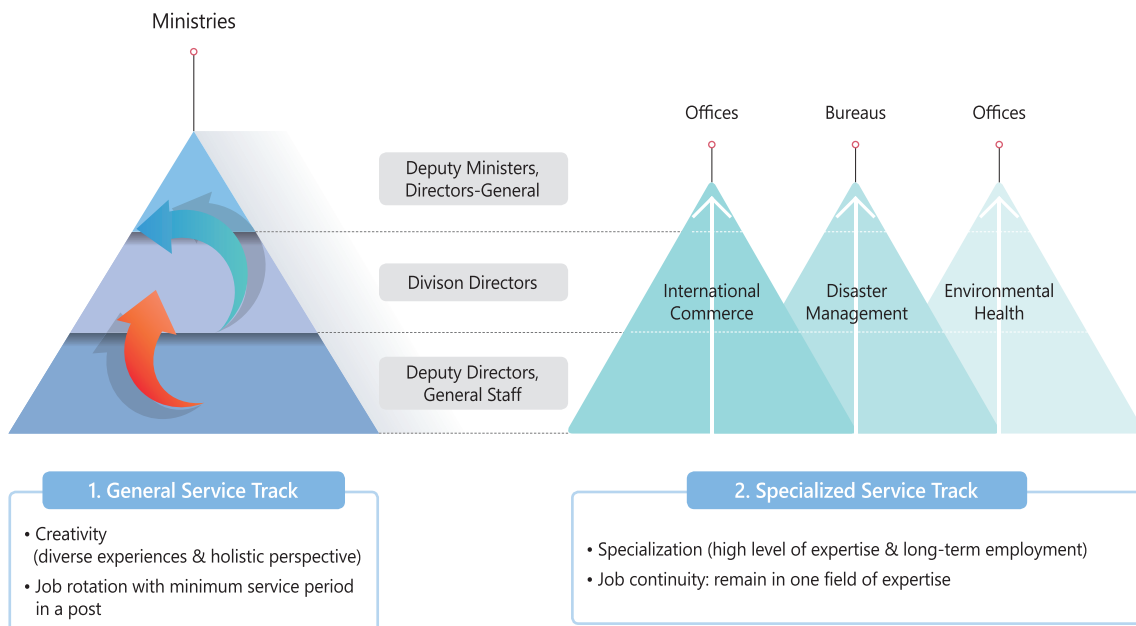


➤ Characteristics of Simulation Exercises

Type	Content	Time
1:1 Role Play	Responding to press interview about a particular policy problem and solutions (countermeasures)	Preparation 30' Role play 30'
1:2 Role Play	Resolving discord conflict between pros and cons	Preparation 30' Role play 30'
In_Basket	Solving 3 pending issues or policy problem by utilizing various informative materials in basket	Preparation 50' Follow-up Interview 30'
Group Discussion	3 Participants assigned roles discuss interdepartmental interest conflict issues and draw a reasonable compromise	Preparation 40' Discussion 50'

6. Specialized Public Officials

The Ministry adopted specialized public official system in 2017 to cultivate experts in key policy areas and resolve issues on low expertise and responsibility caused by rotation of public officials. The Ministry defines specialized fields in need of sophisticated expertise and long-term service by government agency, and appoints specialized public officials in specialized fields to lay foundation for policy implementation from a long-term perspective.



For specialized public officials, existing three grades from grade 3 to 5 have been streamlined to two grades: senior professional officer (equivalent to grades 3 and 4) and professional official (equivalent to grade 5). A separate HRM system applies to these specialized officials such as point-based promotion system where they can be included in the candidates to be screened for promotion once they accumulate a certain level of points of assessment. The Ministry actively supports development of specialized public officials in specific areas by encouraging their expertise and work competency.

Currently, approximately 200 specialized public officials perform their duty in 9 institutions (fields). The Ministry will continue to increase the number of specialized public officials to upgrade professional competency among public officials.

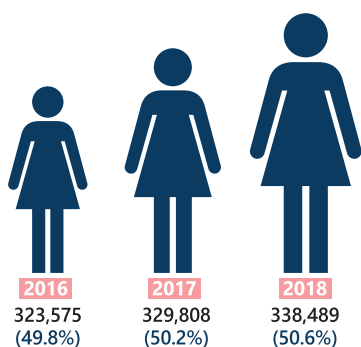
7. Diversity and Inclusion in the Civil Service

The Korean government has adopted an affirmative action policy for socially disadvantaged or vulnerable groups, including people with disabilities, talented people in regional or rural areas (local talents) and those in low-income groups. Our ministry established the First Basic Plan on Balanced Public Personnel Management (2018-2022) to systematically implement affirmative actions in the central government. Furthermore, the government set a Pan-government Plan on Balanced Public Personnel Management to encourage participation of not just the central government but also local governments and public agencies in implementing 'balanced personnel management'.

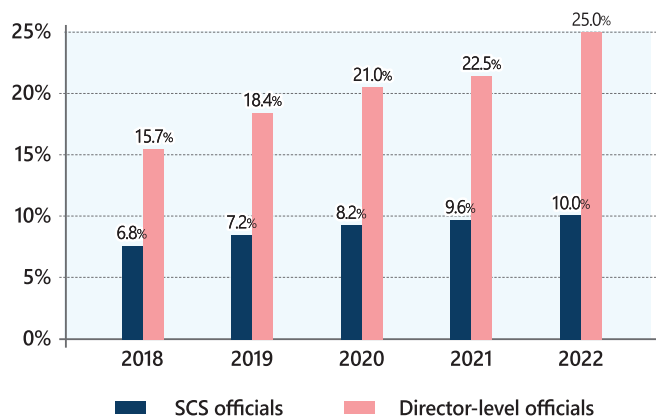
With the aim to resolve gender imbalance in the government, the quota for gender equality enables the recruiter to additionally accept applicants in excess of the scheduled number of new employees to ensure women or men account for over 30% of the planned number of recruits.

The percentage of women SCS (Senior Civil Service) officials who have the authority to make policy decisions had been small compared to the number of women public officials in the government. To address this, the government implemented the first and second Women Leader Appointment Plans to increase the number of women officials of grade 4 or higher, which has helped steadily raise the percentage of women leaders every year. In 2017, the government set Women Leader Appointment Plans (2018-2022) aimed at increasing the representation of women in the SCS to 10% and in the director-level group to 25% by 2022.

➤ The proportion of women in civil service



➤ Appointment Targets for Women Managers by Year (2018-2022)



Meanwhile, in order to promote the employment of people with disabilities, the government-as a model employer-mandates a specified quota for disabled persons when conducting the open competitive recruitment for Grades 7 and 9. In addition, we have “competitive recruitment for career positions” exclusively open to those with severe disabilities. As a result, the ratio of disabled persons employed in the central government (executive branch) has significantly increased from 1.95% in 2006 to 3.43% in 2018. In addition, the government has provided support to help public officials with disabilities enhance their work abilities through measures such as provision of assistive devices and work support service in the workplace since 2015.

In the era of the fourth industrial evolution, securing workforce with expertise in the fields of science and technology is necessary to enhance capacities to respond to the rapidly-changing environment. For this, the government recommends that those with science and technology background account for 30% of SCS officials and 40% of newly-appointed Grade 5 officials. As part of such effort, the percentage of SCS officials with science and technology background increased from 20.8% in 2017 to 22.1% in 2018.

Furthermore, in order to ensure the civil service members are more representative of regional areas, the government pursues a balanced selection of talented people from each region. In addition, we enforce a quota system in recruitment to support those in low-income groups to promote employment of economically needed in the civil service.

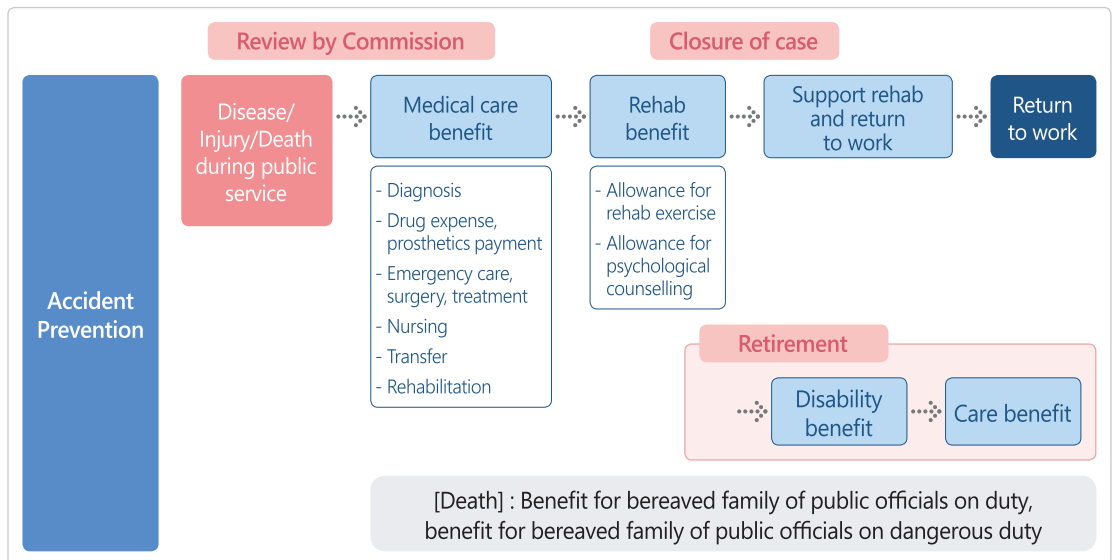


8. Occupational Accident Compensation

Public officials occupational accident compensation system is designed to provide appropriate compensation for injury, disease, disability, or death of public officials in the course of performing public duty, support their rehabilitation and return to work, create an environment through accident prevention projects to help public officials focus on their work, and improve welfare of bereaved families of public officials.

➤ Public officials' occupational accident compensation process

- Public officials' occupational accident compensation process consists of accident prevention, compensation, and reinstatement (rehabilitation) in order to reassure public officials and help them concentrate on public service.



➤ Scope of Occupational Accident Recognition

Disease	<ul style="list-style-type: none"> - Disease developed in the course of performing public duty for physical, chemical, or biological reasons - Disease developed in the course of performing public duty due to physically or mentally demanding work - Disease originated from injury in the course of performing public duty - Other diseases developed in relation to public duty
Accident (injury)	<ul style="list-style-type: none"> - Accident in the course of performing public duty or doing auxiliary work - Accident during commuting via usual means of transportation and paths - Other accidents in relation to public duty

▶ Types of Public Officials Occupational Accident Compensation Benefits

Type of benefit	Eligibility for compensation
Medical care benefit	- Public official's disease or injury on duty(reimbursement)
Rehabilitation benefit (allowances for rehab exercise, psychological counselling)	- Allowance for rehab exercise: with a medical opinion that the public official would be left with a certain disability within three months during or after care - Allowance for psychological counselling: mental treatment or psychological counselling for public official
Disability benefit (pension or lump sum pay)	- Retirement due to injury or disease during public service or disability developed after retirement from injury or disease during public service
Care benefit	- In need of frequent or occasional medical care after treatment
Benefit for bereaved families of public officials on duty (pension+compensation)	- Benefit for bereaved families of public officials on duty (pension+compensation)
Benefit for bereaved families of public officials on dangerous duty (pension+compensation)	- Benefit for bereaved families of public officials on dangerous duty (pension+compensation)

▶ Public Officials Occupational Accident Compensation Review Commission and Public Officials Occupational Accident Compensation and Pension Commission

Classification	Public Officials Occupational Accident Compensation Review Commission	Public Officials Occupational Accident Compensation and Pension Commission
Legal ground	Articles 6 and 7 in the Act on Public Officials Occupational Accident Compensation	Articles 52 and 53 in the Act on Public Officials Occupational Accident Compensation
Chief Commissioner	Appointed or nominated among commissioners by Minister of Personnel Management	Appointed or nominated among commissioners by the President at the request of Minister of Personnel Management
Pool of commissioners	Fewer than 100 including Chief Commissioner	Fewer than 50 including Chief Commissioner
Organization of commission	11~15 commissioners	11~15 commissioners
Major function	- Review on occupational accident compensation system - Review on occupational accident compensation	- Submission of opinions or recommendation for improvement of the system - Review on disposition - Review on the decisions by Government Employees Pension Service regarding pension benefit, collection of contribution, etc.

9. Ethics of Public Servants

As public servants who serve the Korean people, public officials have a duty to practice good faith, kindness and fairness, confidentiality, integrity, and political impartiality. Government officials are also prohibited from seeking profit, and taking part in collective action.

Officials who violate their duty may face disciplinary actions: a reprimand, pay reduction, suspension, demotion, dismissal, or expulsion, depending on the severity of violation. Monetary sanctions can be imposed in case of irregularities involving money and valuables.

We also have a system that prevents public officials from illegally obtaining property by using their position and that ensures the fairness of the execution of official duty.

First, public officials of grade 4 or higher have to report all individual and family property to the government while high-ranking SCS members must disclose their property to the public. If an official's property turns out to be inaccurately reported or omitted, he/she can be subject to fines or disciplinary actions.

In addition, if a higher ranking official in the SCS holds job-related shares worth over 30 million won (approximately USD 30,000), he/she must sell these shares or transfer them into a blind trust. If, however, the shares are determined to be unrelated to the official's job, he/she is allowed to hold the shares.

Moreover, during the first three years after retirement, public officials of grade 4 or higher are prohibited from getting a job at companies or organizations that are related to the division where they have worked for the past five years prior to retirement.



Public Ethics and Transparency Initiative System (PETI System)

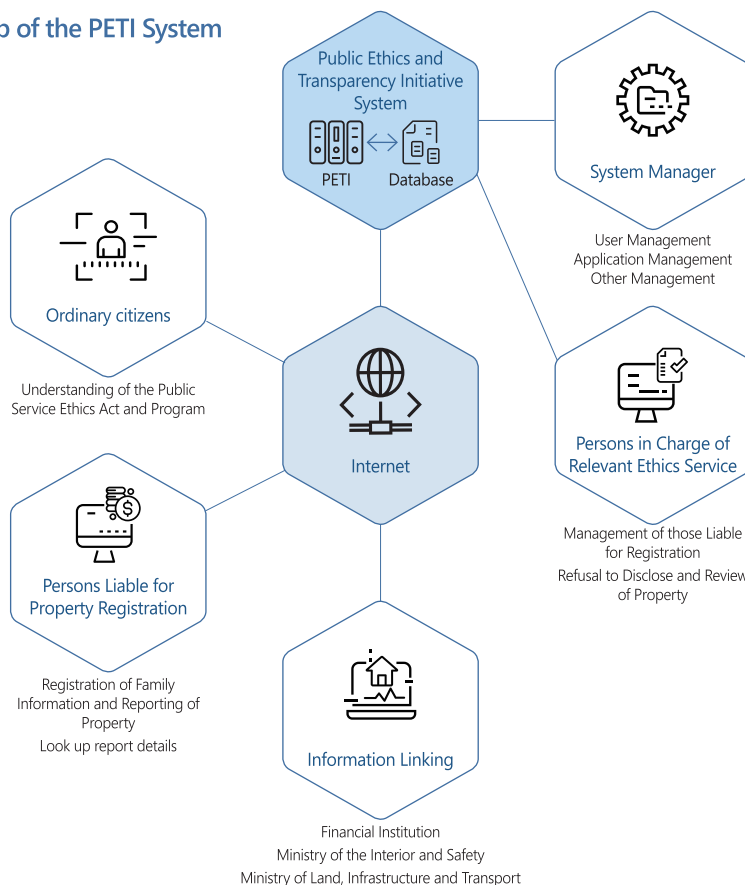
The Public Ethics and Transparency Initiative (PETI) System is an ethics portal system to oversee integrity and compliance of government officials in an efficient and systemic manner in a wide array of areas from registration, disclosure and review of property to restrictions on employment of retired public officials and blind stock trusts involving public officials.

The Ministry of Personnel Management is in charge of planning, operation, and management of the PETI System that is being utilized by over 230,000 users from about 1,700 institutions including constitutional institutions, central administrative institutions, local autonomous governments, educational agencies, and financial institutions.

Public officials obliged to register properties can simply enter their financial and real estate data online without the need to visit a government agency in person, by giving their consent to provide personal and family property information.

Moreover, the Ministry provides effective tools to visualize diverse statistical data to improve the system, so that ethics and compliance managers in government agencies can take a 360-degree view on the asset flow and asset-building process of public official candidates in addition to detailed property information already registered on the system. Through the PETI System, the Ministry contributes to building public trust on government officials with increased transparency and integrity.

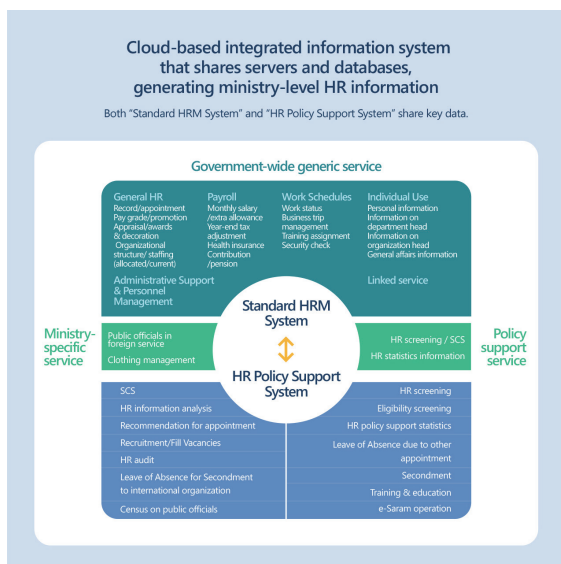
▶ Concept Map of the PETI System



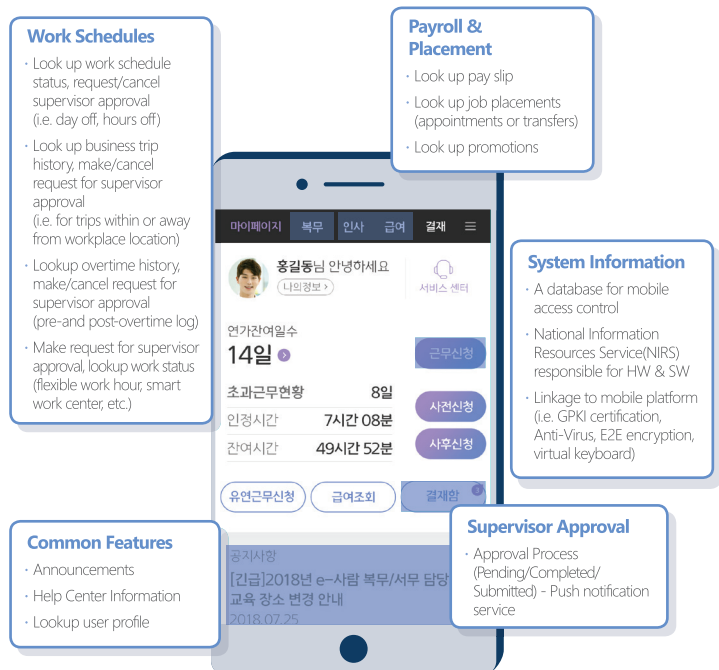
10. Electronic Human Resource Management System (e-Saram)

"e-Saram" is a standardized electronic human resource management system that supports government-wide personnel administration and personnel policy tasks of the Ministry of Personnel Management, by computerizing the overall personnel administration from recruitment to retirement. Through this system, each government agency can electronically manage a variety of personnel-related tasks such as appointments, performance evaluations, educational training, work schedules, and salaries. Furthermore, various data and statistics available in this system are utilized for personnel policy-making in the Ministry of Personnel Management. Since 2014, mobile service has been available to support flexible work environment free of time and space constraints.

➤ e-Saram Service Diagram







➤ e-Saram on Mobile



Main Features and Services





• Standard HRM System (for Ministerial Use)

This system is used by HR staff and general users to perform HR-related tasks. Each government ministry can keep a database of HR records including job placement, payroll, performance evaluation, training & education, and work schedules.

Task	Main features and services
 Appointment/ promotion	<ul style="list-style-type: none"> • Manages personnel records of individual officials and issues verification documents • Handles personnel appointments, employment records, etc. • Manages pay grade decisions, periodical promotions, education and training, rewards and discipline, and personnel increase • Manages departmental codes, organizational reforms, and the quotas and current personnel sizes of different departments and agencies
 Payroll	<ul style="list-style-type: none"> • Manages monthly and special wages (bonuses, annual holiday pay, etc.) • Year-end settlement of earned income and taxes, according to the income Tax Act
 Work schedules	<ul style="list-style-type: none"> • Manages working hours and arrangements, flexible working hour arrangements, and on-the-job status • Manages requests for and approvals of overtime work (due to the new requirement that no overtime work is to be allowed without prior request and approval) • Manages the number of personal holidays taken by employees and number of untaken personal holidays for which employees are entitled to monetary compensation
 Linkage	<ul style="list-style-type: none"> • Manages connections with other major administrative information systems, including those of the KFTC, Digital Budget and Accounting, and NHRDB • Manages connections with the administrative information systems and portals of individual departments and agencies

• HR Policy Support System (for MPM use)

This system is used by the MPM which is a central personnel agency overseeing government HR policies. Status analysis and statistical data are made available to facilitate a data-driven HR policy implementation.

Task	Main features and services
 <p>Senior Civil Servants</p>	<ul style="list-style-type: none"> • Manages information on different positions (e.g., positions open to public recruitment and competition, mid-level managerial positions, and so forth) • Manages results of recruitment activities for positions open to competition (including mid-level managerial positions) and public recruitment • Manages candidates for public offices, providing them with training and capability assessments • Manages the results of qualification reviews and assessments conducted for senior civil servants and current statistics
 <p>Appointment screening</p>	<ul style="list-style-type: none"> • Manages outlines and document templates of personnel reviews for senior civil servants • Conducts online reviews, and manages and communicates the results of reviews
 <p>Government Personnel appointment</p>	<ul style="list-style-type: none"> • Collects and manages documentation and results of reviews conducted for public office nominees • Manages appointment notifications and current statistics
 <p>Statistical analysis</p>	<ul style="list-style-type: none"> • Processes accumulated data and provides various statistical resources to support decision-making • Provides statistics, on a regular basis and upon request, on the distribution of government employees by position, occupation, etc. • Provides statistics on wages, work conduct, balanced personnel management, etc.

11. National Human Resources Database (NHRDB)

The National Human Resources Database (NHRDB) is a state-operated system that collects and manages information on candidates for public offices to ensure the selection of individuals for high-ranking positions based on objective data. Since its establishment in 1999, the NHRDB has contributed to ensuring fairness and transparency in government appointments by keeping decision-makers informed of important details and the particular expertise of key figures needed for the government.

Legal grounds

- Article 19.3 (Management of Candidates for Public Offices, Etc.) State Public Officials Act (SPOA)
- Presidential Decree on the Gathering and Management of Information for Public Official Candidates
- Ministry of Personnel Management (MPM) Guideline on the NHRDB

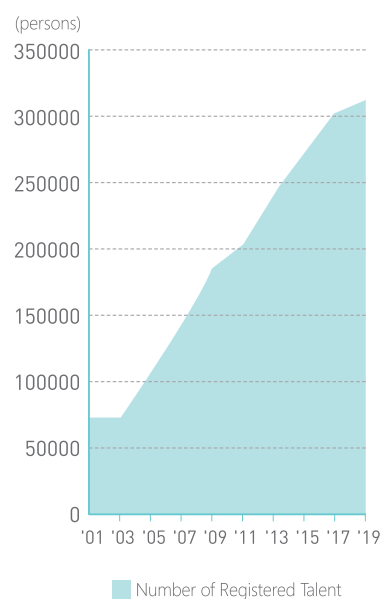
People included in the database

Public sector

- State public officials of Grade 5 or higher and regional public officials of Grade 4 or higher (for women, Grade 5 or higher)
- President/director and/or upper-level management who are subject to the Act on the Management of Public Institutions

Private sector

- Members of state-operated committees (including advisory committees)
- University faculty (assistant professor or higher), Ph.D. holders, and research staff of research fellows (senior or higher)
- Management of listed companies and/or CEOs of promising SMEs (medium-sized companies, registered venture firms, etc.)
- Holders of professional certifications in diverse fields (lawyer, medical doctor, CPA, etc.)
- Upper-level management (or higher) of key companies, associations, institutions, etc.
- Recipients of the Order of Merit or Medal of Honor for accomplishments in a specific area of expertise (culture and the arts, sports, etc.)
- People who represented Korea in domestic/overseas sporting events and received a medal or achieved medal-grade accomplishments in the given sport
- Individuals deemed necessary for registration in the NHRDB for other reasons

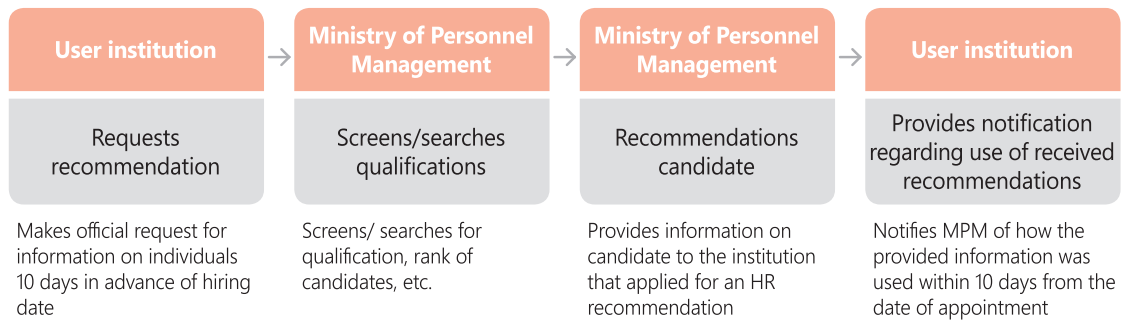


Scope of usage

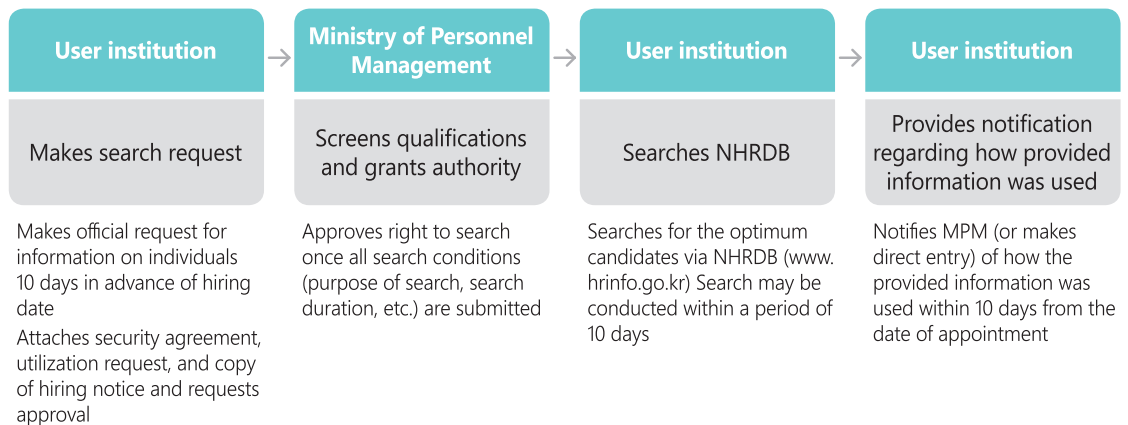
- Political service (excluding elected officials)
- Positions filled via open and public recruitment
- Head of an executive agency
- President and/or management of a public institution
- Members of a state-operated committee
- Examiners of various institutions
- Members of candidate recommendation committee or selection/screening committee

Process of use

► Human resource recommendation service



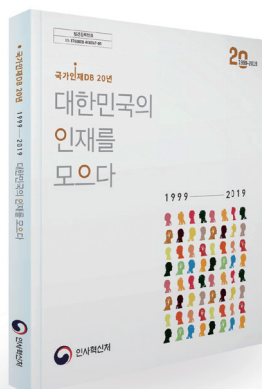
► Direct search service



Public Referrals to the NHRDB

“Public Referrals to the NHRDB” is a participatory talent nomination system that encourages citizens to recommend capable individuals for government positions and collects information of referred talents in the National Human Resources Database. We are expanding a talent pool and reinforcing talent database with public referrals in order to increase government competitiveness and enhance fair personnel management as well as meeting public expectations for employment in the government office.

The Ministry introduced the public referrals system in 2015, built an internet- and mobile-based public referrals platform (www.hrdb.go.kr/OpenRecommend) in 2018, and launched sector-specific expert nomination system in 2019. Through these efforts, we have promoted public participation in government policy development and implementation, and led open communication in HR administration and transparent personnel management.



Commemorating the 20th anniversary of the NHRDB, the Ministry published “20 Years’ History of National Human Resources Database,” a booklet that provides a historical overview of the NHRDB and highlights its past records from multiple angles. This brochure, which is the first documentary material that archives NHRDB only, covers the background and timeline of the database, major milestones for the last 20 years, and its direction for the future development.

12. Training for Foreign Government Officials

With the goal of building global partnerships and prospering together, the National Human Resources Development Institute (NHI) shares Korea's development and civil service education experiences with the international community through a variety of channels, such as training programs either in Korea or in the home country and consulting services*.

* About 5,513 foreign public officials from 148 countries have completed programs at NHI since 1984 (as of Dec. 2019)



- **Training program**

Generally 1-2 weeks, 10-20 participants, programs for single country or multi-country

- ▶ We provide customized training programs according to the training needs (i.e. duration, number of trainees, training topics).

- **Training topics**

Specialized subjects such as public administrative reform, e-government, human resources development, and comprehensive subjects including Korea's national development strategy, Korea's risk management experiences

- **Curriculum**

Lectures-debates, policy case studies, field visits, action plans, talks with Korean government officials, Korean cultural activities

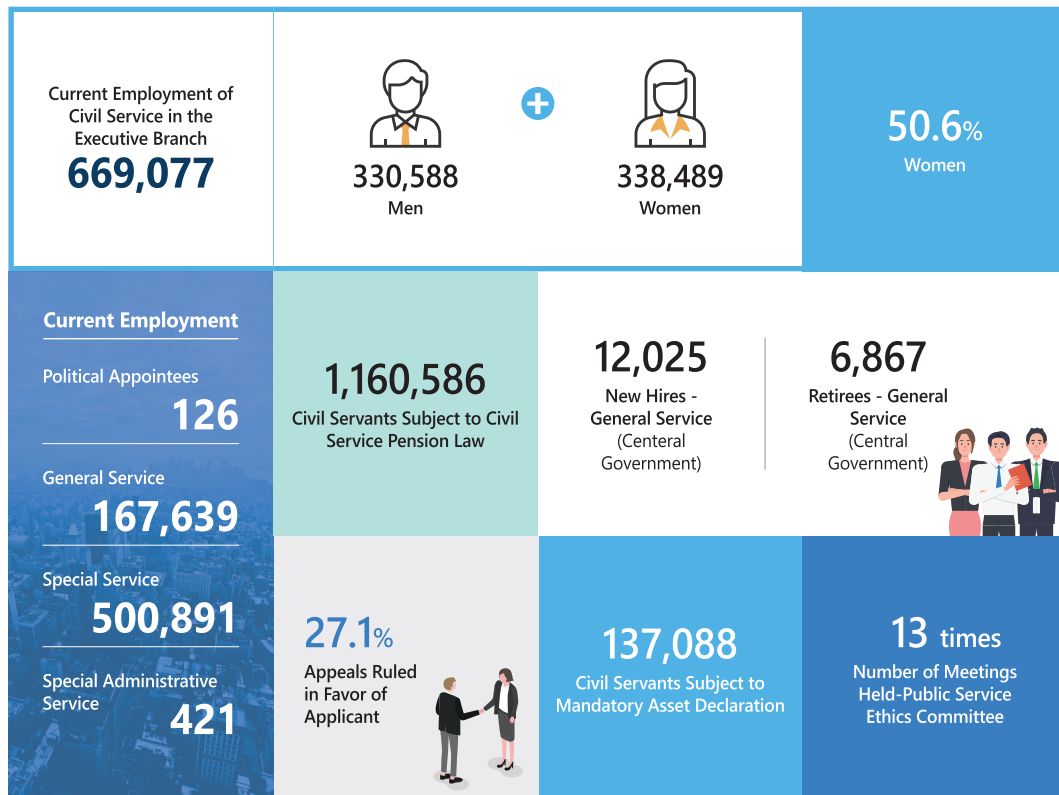
- **Training Type**

Training in Korea / home country, visiting professors, joint seminars



Statistics

As of 2018.12.31 or Annual Data for Year 2018



The Civil Service System of the Republic of Korea



Contact Information

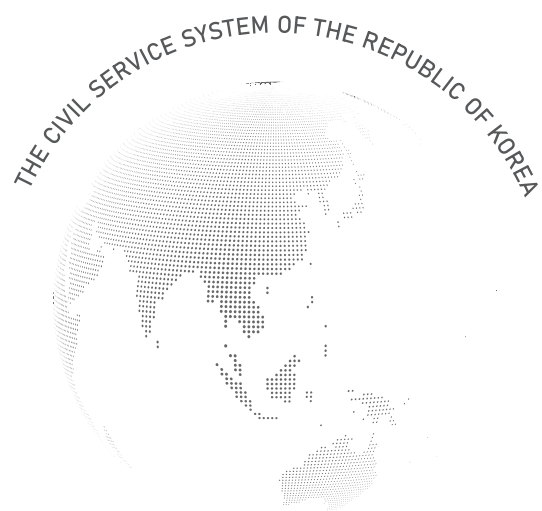
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