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MPM

Ministry of

Personnel

Management

Special Feature Column

Suggestions for globalizing K−HRM

Dong Ju Choi Professor of Global Cooperation in the School of Global Service at Sookmyung Women's University

Feature I Digital Personnel Management

Expert Column

Digital transformation and its polic implications for the public sector

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Ministry of Personnel Management

Beginning

The Ministry of Personnel Management publishes
'Global MPM Insight' to establish a clean and
transparent government by sharing the Ministry's
plans and achievements in international cooperation
and receiving diverse opinions from governments,
international organizations,
and experts around the world.

Minister's Message

Since its launch in November 2014, the Ministry of Personnel Management (MPM) has made strenuous efforts to promote expertise and openness in the civil service and build a clean and transparent government with the aim of meeting the public's expectations for civil service reforms.

During the coronavirus pandemic, the MPM prioritized recruiting experts who can respond to the outbreak of infectious diseases and contain their spread in a timely manner in order to prevent disruptions in public services. The MPM established the countermeasure taskforce within the government, streamlined the recruiting process for hiring experts, and encouraged online education programs and flexible working arrangements. The MPM introduced such efforts and achievements to the global community at international conferences.

In addition, the MPM published a series of handbooks introducing the Korean government's system for recruitment, performance management, and digital human resource management as well as other efforts to innovate the personnel management system. It also participated in diverse joint research programs and events with international organizations, and supported developing countries in reforming personnel management systems and strengthening the capacity of civil servants.

The publication of "Global MPM Insight" is part of MPM's initiative to share its plans and achievements in international cooperation and receive feedback from diverse people of the global community.

I am looking forward to your encouragement and support to "Global MPM Insight", which just took its first steps. Lastly, I would like to thank all those who contributed to the publication of this first issue.

Minister of Personnel Management

I am pleased to send the Ministry of Personnel Management (MPM) my warmest congratulations on the publication of the first issue of "Global MPM Insight," which contains news and achievements relating to international cooperation.

The publication of "Global MPM Insight" reflects the achievement of my vision, "globalization of the Korean public personnel administration," which I emphasized during my tenure as the Minister of Personnel Management from 2017 to 2018. I am thus even more elated to extend my heartiest congratulations and support to the entire Ministry of Personnel Management on the publication of "Global MPM Insight." I am sure it will be an effective medium of communication with domestic and foreign personnel organizations here and abroad.

A "global mind" is one of the core competencies required by civil servants of the Korean government in the emerging era, especially after the COVID-19 pandemic. We must all rise to become global citizens or leaders, especially beyond the boundaries of Korea and Asia. Korea's public personnel administration, which has promoted innovations in human resource management for over half a century, has received almost the best evaluations in various areas such as recruitment and selection, management of senior civil servants, electronic human resource management (e-HRM), competency assessment, and utilization of human resource data by the Organization for Economic Cooperation and Development (OECD).

During my tenure as the Minister of Personnel Management, I accentuated my vision for the staff of the MPM, stating that "we should not merely be self-sufficient based on the OECD average, but must now strive to become a leading country in the OECD." I emphasized that the staff of the MPM must cooperate with not only national and regional organizations but also with international organizations for the development of human resource management in government.

Furthermore, based on the government's New Southern and New Northern policies, the MPM has signed a memorandum of understanding (MOU) with relevant public agencies in Southeast Asia and Central Asia that would enable them to share the innovations and experiences of the personnel management system. Moreover, staff members of the MPM are actively participating in cooperation activities of local, as well as international organizations, such as the United Nations (UN), the OECD, the Inter-American Development Bank (IDB), the Astana Civil Service Hub (ACSH), etc.

To promote such international efforts more systematically, I actively pushed for the establishment of a department in charge of international cooperation within the MPM during my tenure. I am delighted to say that today, the Department of International Cooperation is a vigorous promoter of active cooperation in collaborating with more regional and international organizations around the world. Therefore, this first issue will provide us with a clear glimpse of the various achievements and efforts that the Department of International Cooperation has made since its establishment.

In hailing the inaugural publication of "Global MPM Insight", I would like to draw the attention of the staff of MPM once again to "the significance of international cooperation and global engagement for the development of public personnel administration." International engagement for promoting personnel innovation will provide the MPM with new opportunities to further work on innovations in personnel systems and related policies in the global context.

Recently, Korea's public personnel administration system has received international attention. Now is the time to share the MPM's experiences and expertise with many other countries to encourage more innovative efforts worldwide. Not only will such collaborative activities enhance Korea's global status and contribute to the promotion of mutual friendship with partner countries, but by improving the quality of public personnel administration, the MPM will also instill a sense of pride in Korean companies and citizens who travel widely with overseas markets, thereby extending help towards them in their activities.

I would like to end by sharing my hope that the MPM will further develop public personnel administration through cooperation and exchange with various countries in the field of human resource management in government, which occupies a very important part in public sector operations and administration. I would like to close my message by congratulating the MPM once again on the publication of the first issue of "Global MPM Insight." I look forward to seeing more advances in public personnel administration in future issues.

Commission Member of the International Civil Service Commission (ICSC) of
the United Nations and Former Minister of the Personnel Management in 2017 ~ 2018

Pan Suk Kim

Congratulatory Message

Undoubtedly, the effective governance system with human resources at the heart has significantly contributed to the Republic of Korea's leading positions it holds in economic development, innovations, and digitalization, on a global scale.

Indeed, Korean civil servants are well-known for their high competence, commitment to a common cause, and passion to serve the public interest. This, in turn, underlines the unique and efficient human resource management under the leadership of the Ministry of Personnel Management of the Republic of Korea.

These characteristics make the Republic of Korea one of the benchmarking countries, and the Ministry of Personnel Management a role model in human resource management for many countries.

Being one of the founding partner countries of the ACSH, the Republic of Korea has always been supportive to all Hub's initiatives. Among others, we are fortunate to have the valuable support from the Ministry of Personnel Management of the Republic of Korea, expressed through their active involvement in the implementation of the Hub's mission.

Nowadays, recognizing human resources and work conditions for their effective performance as one of the key factors influencing the quality of public administration, increased attention is being paid to personnel management in civil service systems worldwide. Attracting and retaining talent, creating a collaborative work environment for them to flourish, and enhancing civil servants' motivation are elements of great significance for public service.

Moreover, the Covid-19 pandemic has massively accelerated digital transformation of public administration, which has in turn amplified the role of human resources. In the context of a new reality, human resource management is expected to keep focus on flexible recruitment and contract schemes, a healthy work-life balance, and a corporate culture built with an emphasis on respect for dignity, work, and time, as well as the rights and freedoms of employees.

In light of this, MPM's broad experience and high expertise in the field of human resource management evoke a keen interest of the Hub's participating countries. Keeping that in mind, in partnership with the MPM we have developed a strong portfolio of joint capacity building activities, including workshops and study tours, receiving positive feedback from the Hub's participating countries.

The reports on HRM annually shared by the MPM are especially useful for specialized agencies of the ACSH participating countries, and a helpful guide for decision makers in the field of human resources. Dissemination of these reports is part of international cooperation that the MPM always strives for.

In this regard, on behalf of the Astana Civil Service Hub, I would like to express our sincere gratitude to the Ministry of Personnel Management of the Republic of Korea, and personally to Minister Kim Woo Ho for his passion for civil service excellence and earnest commitment to our continuous cooperation.

Chairman of the Steering Committee of the Astana Civil Service Hub (ACSH)

Alikhan Baimenov

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Suggestions for Globalizing K-HRM

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Technocrats of Developmental States

Core competencies to make Korea a developmental state: technocrats' capabilities and volunteering mindset

Scholars around the world who study national development models or economic history have analyzed the miraculous economic development of the Republic of Korea, an independent country established after World War II and suffered the Korean War, from diverse perspectives. Renowned academics including Peter Evans, Peter Katzenstein, and Alice Amsden consider Korea as a typical developmental state. Gunnar Myrdal, a Swedish scholar who received the Nobel Prize in Economic Sciences, studied newly independent countries that emerged after World War II and said that the hard state with a centralized political system is in a better position to achieve economic growth compared with the soft state with a decentralized system and a relatively long colonial experience. Researchers of the next generation took a step further to study what made only East Asian countries, including Korea, succeed in late industrialization and conceptualized their economic growth as developmental state models.

Basically, developmental state models are theoretical tools to analyze countries that achieved successful 'economic development'. According to developmental state models, developmental states share common features such as political centralization, one of the characteristics of the hard state, compensation for supporting the security interests of global superpowers during the Cold War, and competent technocrats. Literature focusing on Korea's economic development paid close attention to the country's competent technocrats and their commitment to public service. Many researchers have different opinions as for what makes Korean technocrats competent. Some consider the Gwageo, the traditional civil service examinations, as a key factor since it was a democratic system through which a person from any class could become a civil servant as long as he proved professionally competent. Other factors include Korea's unique culture, where knowledge ownership was highly valued and guaranteed social status, and the competitive environment that encouraged people to become professionals proficient in legal and institutional knowledge. In short, the pursuit of more knowledge, capabilities, and higher social status laid the foundation for the development of technocrats, enabling Korea to become a developmental state.

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Moving beyond Democratization and Transforming to a Developmental Network State

On the path to a developmental state, Korea faced democracy crises. Once the crises were overcome with the partitipation of citizens, Korea sought a new developmental state model. The elimination of trade barriers forced Korea to discard its export-driven protectionist trade policies, and the stunning development of telecommunication technology brought a hyper-connected society. Korean citizens showed untiring commitment to advanced democracy, and changes were made to the country's political process to enable citizens to keep the state power in check. As citizens called for 'inclusion' as their new value, the government implemented institutional changes in many areas to meet their needs. These circumstances required the country to implement changes to satisfy diverse interests of newly formed social groups; so far, the country has successfully embraced the needs of various social groups while making significant institutional improvements to stay competitive.

For late developing countries, Korea is seen as the embodiment of successful economic growth and democratization. Also, another aspect of inclusion emerged on the global scene, which requires Korea to exercise more responsibility and serve the global community. Building solidarity in and out of Korea to maintain the national status and promote sustainable development of society is now key agenda among citizens, individual countries, and the global community. The global community, once focused on the economic success of new states born after World War II, has shifted its attention to how Korea modified its developmental state model and what results it achieved. In particular, the global community is interested in Korea's industry-led human resources development (HRD) and public human resources management (HRM) systems, both of which maintain the stable supply of qualified personnel. The arrival of a hyper-connected society and the outbreak of infectious diseases and disasters have prompted Korea to share its experience in its post-war development, economic growth and democratization and at the same time, to play more roles and provide more contributions for the global community. In particular, now that the adverse effects of neoliberal globalization and the risks of anti-globalization are materialized and re-globalization emerges in the post-COVID era, many expect Korea to play more roles, make more efforts, and be more considerate to the global community. Against this

The global community is interested in Korea's industry-led human resources development (HRD) and public human resources management (HRM) systems, both of which maintain the stable supply of qualified personnel.
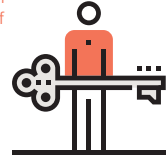
backdrop, how Korea has developed its public personnel management system by taking advantage of the country's technological prowess has garnered much attention around the world. In this regard, now is the time for Korea to seek a strategic direction of its so-called "K-HRM" diplomacy.

Strategic Direction of K-HRM Diplomacy

The Korean government has shared its public HRM capacity, i.e. "K-HRM", with the global community, and there have been a series of developments in the process. First, K-HRM provided lessons for developing countries that faced complex issues involving how to increase administrative capacity and eradicate public irregularities. Second, training provided by Korean institutes targeting civil servants of developing countries helped spread K-HRM around the world. Third, developing countries have come to commission their personnel management to Korea with their budgets. Fourth, K-HRM is gaining attention not only from the OECD but from diverse multilateral organizations and the governments of industrialized countries. This signifies that K-HRM has become Korea's key diplomatic tool.

We need to consider future directions of K-HRM diplomacy from the following four perspectives. First, while it is uncertain how individual states and the global community will respond to new international orders evolving in the current pandemic and the post-COVID world, it is likely that most will choose multilateralism or minilateralism. From a liberalist point of view, some may adopt multilateralism and shift to multi-bilateralism, a more practical option. The pandemic caused us to doubt the US' commitment and capacity to handle global problems, be

disappointed with Europe's vaccine nationalism and distrust the Chinese leadership. This will encourage individual countries to pay attention to multilateralism and take a fresh look at middle powers, such as Korea, and their HRM in the areas of public health and science & technology administration. In this regard, the fact that the Ministry of Personnel Management (MPM) of Korea is promoting institutional cooperation by the OECD holds significance; it signifies that K-HRM diplomacy attempts to lead cooperation between advanced donor countries using a multilateral scheme. In addition, secondment of Korean civil servants to multilateral organizations will help share the HRM capacity of the country that seeks a network-based developmental state model.

Second, as the functions and roles of non-state actors increase, there will be a paradigm shift in HRM diplomacy. The emergence of polylateral diplomacy, which takes both states and non-state actors into consideration, is likely to require cooperation between international relations, diplomacy, HRM researchers from the private sector, and technology-based administrative experts to meet the demands of a contact-free society. This, a trend that recognizes multiple actors from an institutional perspective, signifies a landmark event in HRM diplomacy. In this regard, the cooperation for K-HRM diplomacy between the MPM and Korean companies, which already succeeded in globalization to possess global brand power, can be understood as an advanced form of public-private partnership that enhances Korea's national brand value to further spread K-HRM.

Third, we need to pay attention to how para-diplomacy expands as society requires a shift from centralized government structure to decentralized local governance and government umbrella organizations play an increased role. It is projected that HRM diplomacy will increase between local governments that share similar types of industry clusters. Also, diverse forms of science & technology diplomacy are likely to emerge between expert groups and government-backed research organizations of different countries. Such concept of para-diplomacy derives from constructivism, a theory newly emerged to replace structuralism, which has been criticized for failing to recognize the historical contexts of international issues. The government should acknowledge that national interest and identity are structurally fixed but may be constructed and changed by society's subjective value, such as norms and culture, and based on this perspective, make efforts to lead HRM diplomacy between expert groups that pursue practical interests.

Fourth, the government needs to establish a mechanism for determining diplomatic partners and prioritizing diplomatic issues whether K-HRM diplomacy is traditional political diplomacy or public diplomacy aiming to improve the national image. It shall first determine which multilateral organizations will be the primary partners for K-HRM diplomacy, classify them into global, regional, and multi-bilateral categories, and apply systematic approaches to each of them. Also, in contribution diplomacy or diplomatic cooperation, it shall identify the demands of recipient countries in advance and classify them at global and regional levels to select priority recipients to approach the matter from a mid to long-term perspective. In particular, considering that demands are often concentrated on technology-based HRM, the government shall establish a demand analysis system to objectively and timely identify demands and seek diplomatic communication with the help of experts.

K-HRM Responding to the Global Paradigm

The Korean Wave is not a phenomenon of propagation but that of reception. K-contents are distributed only when the recipients, the public, are willing to accept, feel, and learn them. If the government provides too much support for or intervene in the Korean Wave, however, it becomes

propagation. From the beginning, the Korean Wave for public HRM was a phenomenon of reception; the global community paid significant attention to Korea's HRM model, which enabled the country to overcome the aftermath of the wars, poverty, and fiscal crises within decades and position itself as one of the top 10 largest economies by addressing social divisions and conflicts between classes, regions, and generations. In this regard, we need to consider what conditions are important to maintain the continuous reception of K−HRM diplomacy.

The global community, once led and managed by state actors, is now facing a hyper−connected and contact−free society; neoliberal openness and closed openness, or isolationism, coexist in the world we live in. Conflicts arise on a regional level, but disasters like pandemics occur on a global level. The global environment affects most political agenda items of a specific country. It is no longer possible for sovereign states consisting the international community to overcome crises and seek prosperity with their own capacity; the fast−changing paradigm requires countries to cooperate and communicate with each other through inclusion. In this respect, sharing and adopting advanced HRM capacity, which is key to individual country's competitiveness, holds absolute significance for sustainable development of the global community. Now is the time for us to review our policy environment and establish a mid to long−term masterplan to maintain excellence in K−HRM diplomacy.

People: Interviews

People

Call for a New Personnel Administration Platform in the Transition to the AI Society

Soonae Park, professor of the Graduate School of Public Administration at Seoul National University, was appointed as a member of the United Nations Committee of the Experts on Public Administration (UN CEPA). The appointment was announced at the coordination and management meeting of the UN Economic and Social Council (ECOSOC) on July 22nd in New York. The Committee, established in 2001, under the UN ECOSOC, is comprised of 24 global experts working to advance public administration and governance. Professor Park is the second person in Korea to become a CEPA member, preceded by Professor Pan Suk Kim of Yonsei University. The following interview highlights her plans for the new role.

At the time of her interview, Professor Soonae Park was the 56th President of Korean Association for Public Administration.

Soonae Park

Professor of the Graduate School of Public Administration, Seoul National University,
UN Committee of the Experts on Public Administration

Congratulations on your appointment as a UN CEPA member. This honor signifies the international community's recognition of your expertise and competence in the field of public administration. How do you feel?

I am grateful to the Ministry of Personnel Management for prioritizing female scholars over many competent candidates in the public administration field. I feel humbled by the mission ahead and also acknowledge the heavy responsibility as president of the Korean Association for Public Administration. Part of my mission is strengthening Korea's role in international public administration and governance. I hope the government continues to support Koreans' entry into international organizations so that Korean professionals can play significant roles in engaging and guiding global norms.

Three months have passed since you were appointed as a CEPA member in July. What are your specific tasks?

After the kickoff meeting on July 27th and the first official meeting on September 8th, we met 15 times up to the current date of October 19th, 2021. Because the meetings take place virtually—late at night in Korean time—I have been able to attend all of the meetings. As a result, I talk to CEPA members more often others in Korea. CEPA will run eight sub-committees from 2021 to 2025, and our current objective in the opening meetings is to decide the upcoming year's topics for these sub-committees[1]. The climate change sub-committee, which I co-chair, will hold its second meeting tonight. I will present the case of governance failures in the Fukushima nuclear plant accident. Each sub-committee will publish the committee report by mid-December.

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1 ① Governance and public administration aspects of the 2022 session of ECOSOC and HLPF theme, ② Building strong institutions to combat climate change and its impacts and for the sustainable management, protection as well as restoration of natural resources, ③ Issues of governance and institution building in conflict-affected countries, ④ Application of the principles of effective governance for sustainable development at the subnational level, ⑤ Issues in public financial management and budgeting for SDGs, ⑥ Public sector workforce matters, ⑦ Issues in digital governance, ⑧ Dialog with voluntary national review countries on institutional aspects of SDG 16

UN report scheduled for 2022 will focus on Goal 4 (quality education), Goal 5 (gender equality), Goal 14 (life below water), and Goal 15 (life on land). As this is my first year, I will attend all eight sub-committees meetings to understand the unique paradigms of sustainable development goals (SDGs).

I have observed under-represented Asian perspectives and cases while participating in CEPA sub-committee activities. The main reasons behind this status may be caused by complicated issues like limits of solidarity among Asian members or lack of topic relevance. For instance, when members start discussing the Afghanistan issue, African members actively share their opinions. Then suddenly, the discussion extend subject matters from Afghanistan to Africa's regional issues which results in only specific issues or topics dominated. During meetings, to mitigate any misrepresentation and forgoing of the Asian perspective, I continuously strive to bring attention to the link between the global issues raised and current situations in Korea or other Asian countries by providing relevant examples.

Sustainable Development Goals

You are currently balancing three roles: First, as a CEPA member. Second, you manage a busy domestic schedule serving as president of the Korean Association for Public Administration and—third—as a Seoul National University Professor. With a packed schedule like yours, it must be difficult to attend so many UN meetings. What challenges are you experiencing now, and how do you overcome them?

Initially, I was not familiar with the video conferencing system. The Microsoft Teams and schedule management was tough because my Seoul National University email is not linked to Google. Fortunately, I am now somewhat accustomed to these technical difficulties, but a couple of challenges remain as a CEPA member. First, as I have little experience participating in international organization meetings, it takes me some time to understand the political context and nuances in the international community. Before joining the CEPA membership, I used to approach the global affairs only from the Korean perspective and context. However, CEPA operates under the UN committee, and members should come up with policy implications that are acceptable by a multitude of countries. Often, my suggestions fell short of pleasing representatives from other countries because the solutions were not ideally applicable towards certain regions, and I am still struggling to adjust to this scope and magnitude of the meetings.

Although this board is called the Committee of the Experts on Public Administration, the focus is more on the 17 objectives to achieve SDGs than matters related to traditional public administration. I find myself becoming more cautious when discussing issues with international political implications. Some members from other countries attend the meetings with assistants, but I have to study and discuss those issues alone; thus, certain limitations exist. I will evaluate the situation until the end of this year and decide on which areas I should prioritize in and further tackle the more challenging tasks with some assistance in order to take part in leading future discussions.

Especially, the job is physically daunting. All meetings take place in the morning, New York time, so it's good in the sense that they don't conflict

with my daytime work; however, I'm unsure how long I could keep up with this upside-down schedule that requires me to be present all throughout the nighttime, especially considering my duly responsibilities during the day as well. These days I attend meetings almost three nights a week, since all eight sub-committees cover different contents and are actively setting their annual goals during this early stage. I feel obligated to attend all sub-committee meetings to gain the basic knowledge of all matters discussed. Right now, I am present for the meetings starting at 10 or 11 PM in my office three or four times a week. When the daylight-saving time ends in November, they will begin an hour later. Then, I will have to install the meeting platform and dial in from home.

What are your plans and aspirations as a CEPA member going forward?

The Korean government will run for the 2-year non-permanent membership of the UN Security Council from 2024 to 2025, marking the 30th year since Korea became a UN member. After UN accession in 1991, Korea served as a non-permanent member for 2 years each, respectively during 1996 and 2013, and is now running for the third time. The Ministry of Foreign Affairs is actively preparing for negotiations and policy promotions for the membership election. The Ministry of Economy and Finance introduced a new expenditure item for global contribution in the mid-term government financial plan, which will expand the budget for strengthening foreign relations and enhancing national interests. To help the national efforts in the run-up to the 2024 UN election, I will do my best to garner global support, share Korea's best practices, and lead global norms.
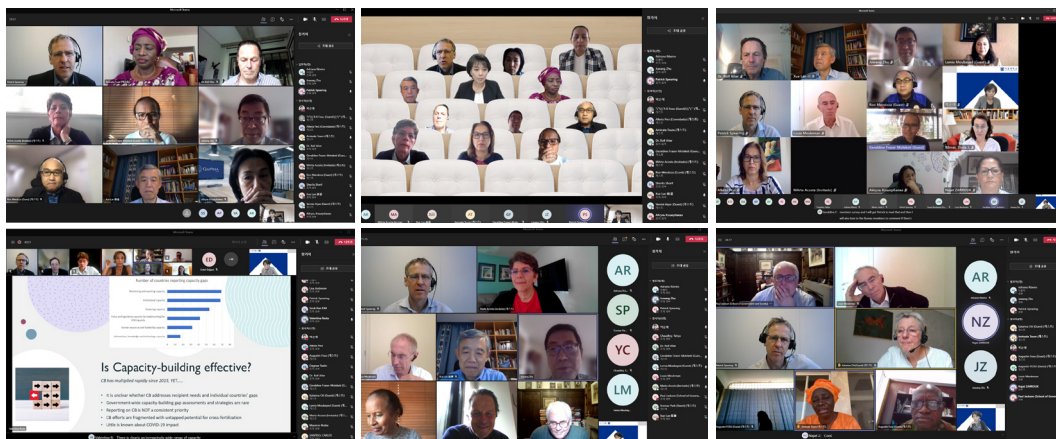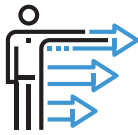
Key traits required by civil servants:
effectiveness, accountability, and inclusiveness

You have been very active in many fields of public administration and governance. I understand that you have a great deal of experience in posts, such as being a member of the Public Personnel Reform Committee, civil service exam writer, senior civil service corps competency assessor, and non-permanent director of Government Employees Pension Service. Please tell us about where the future lies with the innovative pursuit involving Korean HR administration.

The higher education completion rate of Korean adults is amongst the highest of OECD countries. The general public is exceedingly capable of analyzing and evaluating government policies and sometimes engages in intense conflicts around issues of interest. Therefore, every civil servant in Korea must solidify his or her role as the best policy designer in their department. Previously, civil servants were elite individuals who passed the competitive civil service exams, and possessed the necessary knowledge to lead society. However, in today's society, where risks have become a factor of everyday life, the civil service exam is no longer a relevant measure indicating aptness and competencies in public service candidates.

Additionally, the 2030 UN Department of Economic and Social Affairs agenda emphasizes that civil servants' convictions and attitudes must change to promote the effective and agile governance necessary to achieve SDGs[2]. The report categorizes the required traits of civil servants to achieve SDGs in terms of effectiveness, accountability, and inclusiveness and lists 14 sub-traits. The list of featured mindsets include digital mindset, inter-generational equity, empathy, inclusive, agile, and collaborative mindset, reflecting the recent social changes, such as the 4th Industrial Revolution.

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2 UN Department of Economic and Social Affairs. 2021. Changing Mindsets to Realize the 2030 Agenda for Sustainable Development: How to promote new mindsets and behaviors in public institutions to implement the Sustainable Development Goals. pp. 22-30.

<Key Traits Civil Servants Need to Achieve SDGs>

From this perspective, the knowledge, competency, and expertise asked of civil servants should be redefined from the beginning. Considering Korea's sociocultural characteristics, the government will have even more significant roles to play in the future when civil servants are at the center of governance. With the advent of Industry 4.0 and the COVID−19 pandemic, society is experiencing unexpected circumstances and unprecedented challenges. For civil servants to overcome this challenge and achieve national goals, they need to be able to understand and analyze social issues more deeply. They should accurately measure the impact of AI, new media, and other emerging sectors and have open communications with stakeholders based on facts.

Furthermore, some say that Korea has become globalized to some extent, but I believe it is confined only to certain areas. With scarce natural resources, Koreans should attain and hone the global communication skills. I sometimes feel frustrated during CEPA meetings when I cannot express the full depth of my knowledge in a foreign language. Even when

AI's strengths + Complement between humans and machines

I am well informed on a topic as a scholar, a very high level of fluency is necessary to convince other CEPA members to pay attention and support the issue, and I cannot build that overnight. Humanistic and political communication skills will become more important to enter the global market and lead the governance in international organizations. I hope to see a foundation of innovative national system to support future talents in obtaining English and Chinese language skills, much necessary to persuade and influence other people in global society.

As previously mentioned, in addition to the existing risk factors, such as low growth, unemployment, and climate change, during the pandemic, the environment for government policies and administration is changing rapidly with the advancement of contactless technologies, AI, etc. If the government fails to react fast enough and cause people inconvenience, people will always look to release their rightful anger towards the civil servants.

According to Eggers et al. (2019; Park Soonae, 2021 re-cited pp. 221-227), when AI automates most of the manual work, the focus of civil servants' daily job will shift to identifying and solving undetected problems. To fully utilize AI's benefits, human labor and machines should complement and support each other's strengths. In other words, governments can create synergy between human strengths and AI's strengths, such as speed, scalability, endurance, and calculation skills. Additionally, in future organizations where creativity and collaboration are more appreciated, the modern Taylorism of pushing each individual to the highest productivity will have no place to stand. It would be more beneficial to create a working environment for civil servants to concentrate on their tasks. In the future, added value will not be the sum of individuals' outputs but of high-performing teams. For instance, a high-performing soccer team, consisting of decent strikers and defense players, requires
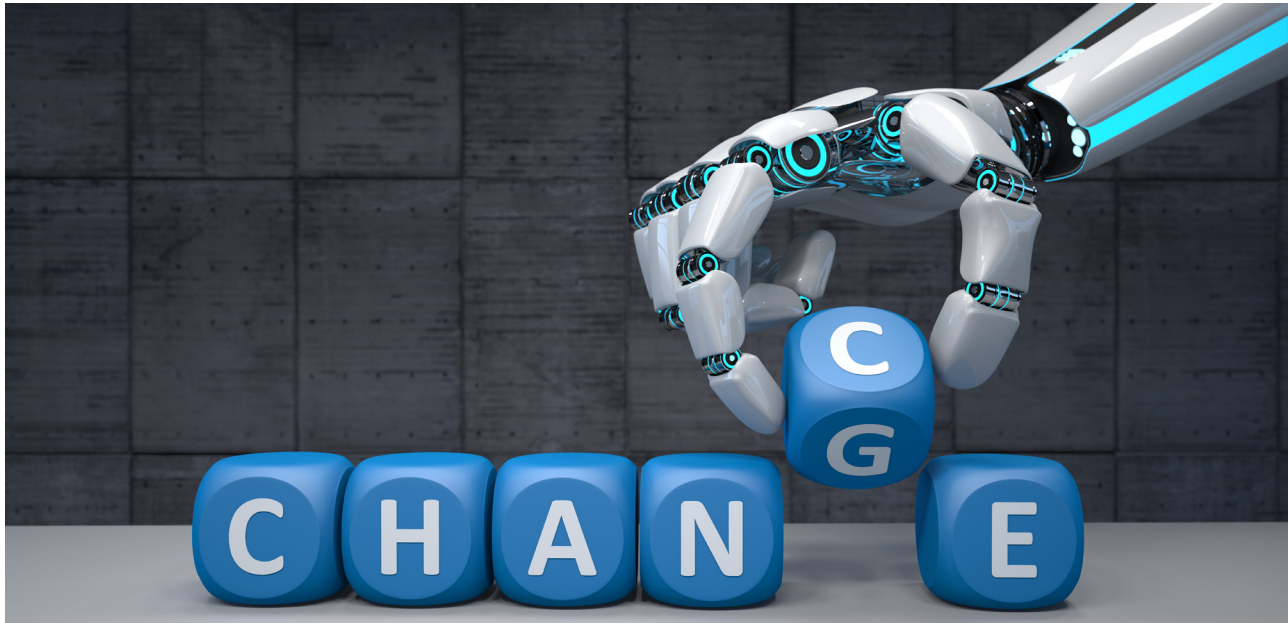
the synergy and experienced coaching staff to accomplish a successful season. Therefore, to form a great team, science and art—the two traits of public administration—will both be necessary.

Korea's public administration is already at the very forefront of the field. It has little need to benchmark other countries. We are positioned to play a leading role in the international community by finding solutions ourselves. It means that Korea must now set the standards for the world's public sector.

ICT-led rapid social changes and the 4th Industrial Revolution are felt everywhere. Thus, it is now critical to balance between the two objectives of technological development and social stability. The government should boldly implement strategies to utilize AI in order to improve productivity and the quality of service and create new jobs and services. The government needs to realize the ultimate form of future government by designing an organization where continuous learning and training are internalized, thus enabling civil servants to build the skills they need

in new environments[3]. As we transition to an AI society, the government needs to build a new personnel administration platform to answer any questions: primarily, how to identify the benefits and costs of technological advancements; how to find the right balance; how to effectively reach people and sectors in dire need of public services; and how to structure the qualifications and capacities of civil servants who can tackle all these tasks.

It is high time for the government to implement bold strategies that utilize AI to not only improve productivity and quality of service but also create new jobs and services.

3 Park Soonae (2021) "Government Work and Performance Management in the Age of AI" Eom, Seok-Jin et al. AI and Future Public Administration, Pakyoungsa pp.221-227.

People

Looking Forward to Cooperating with the MPM in East Asia

The Organisation for Economic Co-operation and Development (OECD), which is the only global organization that conducts research on public personnel management, has conducted diverse research projects on public service leadership, data-driven human resources management, etc. The MPM has participated in various research projects led by the OECD; in 2021, the MPM and the OECD conducted joint research on Korea's public personnel management system from the perspective of digital human resource management. The MPM approached the Director for Public Governance at the OECD, who is responsible for the development of public personnel management in countries around the world including 38 OECD member countries, for an interview and asked questions about OECD's recent research effort, Korea's personnel management system, OECD's future plans, etc. The article below is the full interview with Elsa Pilichowski, the Director for Public Governance at the OECD.

Elsa Pilichowski
Director for Public Governance, OECD

Elsa Pilichowski has more than 20 years' experience dedicated to public governance in OECD and Partner countries.
Prior to joining the OECD, Ms. Pilichowski worked at the World Bank's East Asia and Pacific Region Vice President's Office and the World Bank Institute.

The OECD seems to have been actively adopting policy recommendations on and conducting research in the area of public personnel management as it released the Recommendation on Public Integrity (2017), and the Recommendation on Public Service Leadership and Capability (2019). What is behind the growing interest in and talks on this area? What will be the next research area if under planning?

The OECD brings 38 countries together to share their experience and practice in a multitude of policy areas, generate a common set of priorities that can enable cooperation across borders and set standards in a large variety of policy areas. In all the areas we work on – from economic and social development to environmental policy and good governance – the quality of the public service is a strong determinant of success. Governments depend on skilled, committed and trustworthy public servants to provide objective policy advice and innovative service delivery to citizens, and this is at the heart of our work on Public Employment – how to make sure that public servants are ready and able to meet the increasingly complex challenges that governments face today and into the future.

In the era of pandemic, the importance of public service leadership is gaining more attention than ever, and civil servants as well as senior civil servants are struggling to devise innovative and effective measures to tackle unpredictable and unprecedented challenges such as COVID-19. What could be the implications of the OECD Recommendation on Public Service Leadership and Capability on each state government?

Two elements form the core of our work on public service leadership: the right leaders with the right tools. Public leaders have made a huge difference in the context of the global pandemic. While political leaders have been front and centre, our work looks behind the scenes, where many senior, and less senior, level public servants have been exerting a less visible kind of leadership. These women and men have worked tirelessly to ensure that the machinery of government adapts to meet the demands of the moment so that the health care systems remains functional, social support arrives where it is needed, and families are safe in their communities. In many cases, having the right senior level public

servants, with the right skills and knowledge, will have made a big difference in the effectiveness of the crisis response. To this end, equipping them with the right tools is also essential – for example, data to help understand the changing nature of the pandemic; and workforce flexibility so that they can access the right skills in their workforce.

The Governance Directorate has developed new comparative indicators in public human resources management. What is the impact of making international comparisons of national achievements?

Governments increasingly work on solving problems that have international and global dimensions. For example, the pandemic highlighted that many public management challenges, such as hospital management, are very dependent on global forces and supply chains, such as stocks of protective equipment and vaccines. So bringing governments together to share, exchange and coordinate their policy responses is fundamental to good governance. It provides great opportunities for governments to learn from each other's experiences. Much of our work is to make explicit the often hidden innovations in governance and management. We do this through comparative indicators, through meetings and conferences of our committees and networks, and through peer reviews where member countries help each other to solve specific governance challenges.

Korea was ranked high in the new indicators. What is your take on the Korean government's civil service management?

* In the 2017 edition, Korea was ranked:

– first in the index of collection and availability of administrative human resources (HR) data in central government and fourth in the index of the extent of the use of performance assessments in HR decisions in central government

* In the 2021 edition, Korea was ranked:

– third in the indices of use of proactive recruitment practices and managing the senior level public service and eleventh in the index of development of a diverse central government workforce

Korea should be commended on the active approach it takes to the development and management of its public service workforce. The prominence of Korea's Ministry for Personnel Management is a statement of the importance given to this function in government. Korea also has many of the components in place that are necessary to develop a high–performing public service. For example, our recent indicators show that Korea has a great amount of data available to inform people management policies. Korea also makes use of most of the tools and policies needed to manage senior level public servants and ensure they have the skills needed to be good leaders. The overseas L&D programme for central government civil servants run by the Ministry is a key example of this. Korea also takes an active approach to recruitment. These together show that many of the tools and policies are in place for effective public service management, and the challenge will be to ensure the tools are used to their full potential. One area that Korea trails behind other OECD countries is in gender balance, particularly at senior levels of the administration. Korea could take more active measures to recruit women into senior levels of the administration and support their career development.

For the past fifty years, Korea has successfully achieved great progress both in the field of democratization and economic development, and many Koreans believe that the Korean civil servants' capabilities and competitiveness contributed to it. What impact do you think systematic management of public human resources leaves on enhancing the government's competitiveness and economic growth?

To identify and develop skills for the future

It is clear to us that people are at the core of successful government
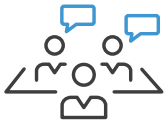
and governance. Results cannot be achieved without having the right people with the right skills working in an environment that allows them to put those skills to best use. So that is the challenge for public HR management – identifying not only the right skills today, but those that will be needed tomorrow, and ensuring those skills are developed and given an environment to flourish in. When these elements are in place, the public service is well equipped to address public challenges, whether economic development, growth, and wellbeing, or addressing climate change. However, these skills are changing, and are taking on a more international and global nature. Climate change is a perfect example and will require public servants to understand how global phenomena will impact Korea's development and well-being, and design policies and services that take this into account. So it's important that Korea, and all OECD countries, continuously update their HR management frameworks to ensure they are keeping pace with the kinds of challenges the public sector is required to solve.

After the global financial crisis and the European debt crisis, belt-tightening measures and enhancement of productivity used to be main concerns of many governments. Now, the global pandemic since last year has brought new challenges and issues in public employment management, such as the way of working. What do you think are the challenges ahead in the area of public personnel management in the post-COVID-19 era?

Public servants will be more important than ever to ensure a resilient recovery from the global pandemic. Our recent work on the future of the public service shows that automation will not replace the need for a strong public service any time soon. Rather, we highlight three important transformations that public services are making to be future-ready. First, public HR is becoming more forward-looking, by identifying the emerging skills and competencies needed in the future and doing effective workforce planning to ensure that the HR decisions leaders are taking today will build future capacity. Second, public HR is becoming more flexible, to ensure that the public service can respond quickly to unforeseen crises and adapt to ever faster change. Third, public HR is focused on providing fulfilling work experiences for an increasingly diverse public workforce – this means creating more individualised HR management to recognize that different people need different kinds of supports.

The work of the OECD extends beyond OECD countries. For example, Southeast Asian countries participated in a survey on Strategic HR Management and the results were published in, Government at a Glance Southeast Asia in 2019. What were some of the big findings of this research?

The process of developing this survey in Southeast Asian Countries was a very positive one. It showed that people management is a common challenge across the world, regardless of the region. Of course, there are adaptations that need to be made, to reflect different cultures, traditions, and levels of development. But despite this, there is a large interest in working together on these issues in the SEA region and we are delighted to continue the insightful discussions that we have begun. We are also delighted to be working with the Ministry of Personnel Management to establish an OECD network on public service in the East Asian region. This network will bring together leaders and experts from across the region to spark new innovations in East Asian countries and beyond.

We look forward to meeting and communicating with you in person in the near future.

Thank you. I have very much enjoyed my visits to Korea in the past and will certainly be hoping to visit in 2022.

People

Korea's Public Personnel Administration from the Perspective of Foreign Civil Servants

The research team led by Professor Sung Min Park in the Department of Public Administration & Graduate School of Governance at Sungkyunkwan University (SKKU) conducted an interview about Korea's public personnel administration with foreign civil servants currently doing Global MPA at SKKU.

Professor Sung Min Park's Research Team, Department of Public Administration & Graduate School of Governance at Sungkyunkwan University

Interviewers

Professor Sung Min Park
Professor in the Department of Public Administration & Graduate School of Governance at SKKU and Director of Center for Public Human Resource Development

Researcher Sung Yeop Kim
Researcher at Center for Public Human Resource Development and graduate student in the Graduate School of Governance at SKKU

Interviewees

Mr. Romero Jorge Luis
National Police, Investigator of High Complexity Crime, Peru and a graduate of SKKU GMPA

Ms. Aytakin Hasanova
Agro Procurement and Supply OJSC, Senior Specialist in the Human Resource Management Department, Azerbaijan and currently a graduate student in SKKU GMPA

Ms. Fanda Yurike
National Civil Service Agency (NCSA), Regional Office of Manado, North Sulawesi Staff, Indonesia and currently a graduate student in SKKU GMPA

How do the so-called "Generation MZ (i.e. millennials and Generation Z)" foreign civil servants studying in South Korea think about the roles of public personnel administration in the post-COVID-19 era? How do they consider the roles of Generation MZ and the Ministry of Personnel Management (MPM), and global cooperation in personnel administration? To obtain answers to these questions, the research team led by Professor Sung Min Park in the Department of Public Administration & Graduate School of Governance at SKKU conducted an interview with Mr. Jorge (from Peru), Ms. Fanda (from Indonesia), and Ms. Aytakin (from Azerbaijan). Mr. Jorge, a member of the National Police of Peru, participated in SKKU-KDI Knowledge Sharing Programs for personnel administration of Peru as a regional expert. Ms. Fanda has work experience in performance evaluation of local civil servants in Indonesia. Ms. Aytakin is a working-level officer in personnel management at the Ministry of Agriculture in Azerbaijan.

Interviewees' Thoughts on Various Systems and Programs Provided by the MPM and the NHI

The interviewees said that the integrated government services for public personnel management, smart personnel administration services (e-Saram), the national human resources database (HR Database), the government's effort to introduce a horizontal organizational structure, and proactive governance are the most noticeable features of Korea's personnel administration. Unlike South Korea, there are no integrated government services for public personnel management in Peru, Indonesia, and Azerbaijan; instead, each ministry is responsible for its personnel administration and operate different systems. While the interviewees agreed that such system can take each ministry's specific roles and functions into account, inefficiency in administration is a bigger issue. The interviewees all said that they are impressed by the advanced personnel administration services provided by Korea's integrated central personnel management agency and are willing to recommend the MPM and the National Human Resources Development Institute (NHI) to their governments as benchmarks.

They are highly interested in Korea's public personnel management systems based on strong IT infrastructure, including e-Saram, the Public Ethics and Transparency Initiative (PETI) System, and the HR Database. In particular, they wanted to learn how the Korean government implements and uses various e-platforms for integrated service management, documentation, and educational development in the civil service.

The interviewees also said they are impressed by the Korean government's effort to adopt a horizontal organizational structure. According to them, the governments of Peru, Indonesia, and Azerbaijan share similar concerns with regards to how to attract Generation MZ to the civil service. The younger generations value transparency and require fair compensation based on work performance; in this regard, the interviewees wanted to learn how the Korean government revised and innovated its performance evaluation systems and compensation schemes in the civil service. In terms of work culture, Mr. Jorge was interested in the Korean government's introduction of reverse mentoring and the 'Avengers for Government Innovation' project that helped bring flat organizational culture to the civil service.

Ms. Aytakin, who took notice of the Korean government's proactive governance, mentioned that most complaints with government services in Azerbaijan result from passive governance. She added that the Azerbaijan government needs to provide not only extrinsic but intrinsic motivation for civil servants to pursue proactive governance, not to mention a wide range of institutional support. For instance, to provide intrinsic motivation for civil servants, the government may consider encouraging citizens to

MPM's English website
www.mpm.go.kr
/english/
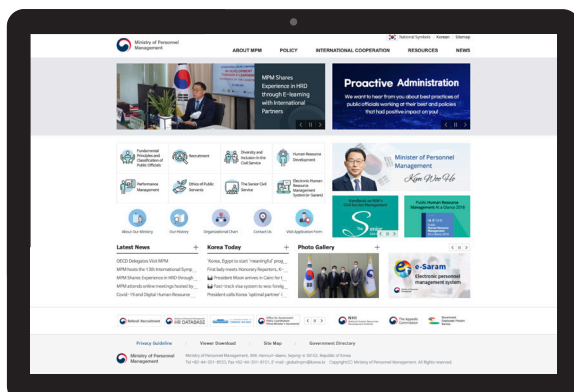
evaluate diverse cases of proactive governance, announcing the results of evaluation and using them as a basis of performance management and compensation.

Last but not least, the interviewees all mentioned that the MPM's English official website provides useful resources. They compared the websites of foreign government organizations to study how their duties and other personnel management affairs are carried out in various countries to find that the MPM's website provides organizational and policy information in a very systematic way. They added that the English publication on Korea's civil service management systems serve as useful benchmarks for their work, while the handbooks by policy topics, published and distributed by the MPM's Division for International Cooperation, provide significant and practical implications as well as helpful insights for their study and thesis writing.

MPM's Efforts for Global Cooperation

The three interviewees had detailed opinions about global cooperation in personnel management and human resources development. They all suggested that their governments need to pursue both institutional restructuring and ethics reform in the civil service in order to establish

a career civil service system and introduce the merit principle. In this regard, they wanted to learn Korea's best practices and trials and errors in detail and apply them to their countries. Based on her experience in performance evaluation of local civil servants, Ms. Fanda pointed out the need to nurture talented civil servants to have a trusted and transparent government; she said that Indonesia can learn important lessons from Korea's ethics and anti-corruption systems and educational programs. She expressed hope that she could introduce Korea's extensive experience in diversity management and balanced human resources policy to the Indonesian civil service.

Mr. Jorge, who participated in a few projects for building expertise and modernizing personnel management systems in Peru, said that he hopes to see further cross-national research conducted that shares Korea's best practice in personnel administration. In particular, he was interested in Korea's evidence-based personnel management policy (i.e. which uses big data analytics to innovate human resources management) and wanted to introduce it to Peru. He agreed that the government can pursue innovation in personnel management by improving the systems, people, and culture, and said he would love to have an opportunity to analyze both Korea's and Peru's personnel administration in a comparative manner and provide directions for future development to establish an objective analysis framework.

Ms. Aytakin said that unfortunately, administrative cooperation has not been active between Azerbaijan and Korea and she hopes to see Korea's excellent personnel administration systems introduced to Azerbaijan.

'K–personnel management' can become a national brand.

She told the interviewers that she wish to act as a bridge between the two countries to promote cooperation in personnel administration and plan a framework for bilateral cooperation in e–government, personnel management, collaborative governance, etc.

MPM, the Ministry the Interviewees Want to Visit Most

The interviewees all said they want to visit the MPM most among all central administrative agencies in Korea. They said the MPM's diverse personnel management policies came to their attention through research papers, MPM's website, and materials used in their graduate courses. This piqued their interest in the MPM, and now they wanted to visit the ministry and discuss practical issues with the ministry officials. In particular, they were interested in exploring historical achievements and lessons learned from past mistakes in Korea's personnel administration as well as MPM's future directions for innovative personnel administration.

Other central administrative agencies the interviewees want to visit included the Ministry of Science and ICT (MSIT), the Ministry of SMEs and Startups (MSS), and the NHI. Mr. Jorge was interested in how the MSIT designs, implements, and evaluates diverse policies in science and technology and how the ministry recruits experts from the private sector. Ms. Aytakin, who recently conducted research on Korea's personnel management systems and the Government Complex Sejong, wanted to visit the MSS to witness its modern and IT–centered work environment as well as learning–oriented and enterprenureal culture.

Research Team's Recommendations for Global Promotion of K-Personnel Management

We suggest the Korean government consider developing the country's public personnel administration, "K–personnel management",

as a national brand. As a means to attract talent to the civil service and develop them into a competitive workforce, K-personnel management can have great appeal to both industrialized and developing countries. e-Saram and smart personnel administration services are Korea's unique personnel management system that has many benefits; they helped minimize vacant positions during the COVID-19 crisis and will enhance work efficiency and diversity in the post-COVID-19 era. In terms of educational development, the Human Resources Development Platform (HRD Platform) is another brand that is yet to be promoted overseas. We hope educational courses provided by the HRD Platform, which aims to support civil servants' competency development and growth, as well as educational achievements and user satisfaction are widely recognized by countries around the world. Meanwhile, the government's effort to bring flat work culture to the civil service and "proactive governance" are gaining attention overseas. In this regard, we need to introduce diverse success stories in which civil servants play an innovative role in evolving civil service through proactive governance.

The government can also consider developing platforms to share the country's know-how in personnel management and listen to a broad range of opinions from around the world. During the interview, we

How about developing digital platforms that support international cooperation between civil servants and turning it into Korea's top brand in personnel management?
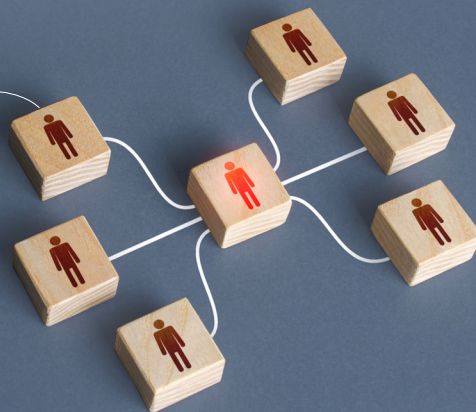
realized that the civil service in other countries experiences similar issues and concerns. We recommend the government go beyond promoting K-personnel administration and think outside the box to create a leading brand in the civil service; for instance, digital platforms that support international cooperation not only between countries but between individual civil servants can be an answer.

Conclusion

The research team had a short but productive interview with the interviewees, who have work experience in the foreign civil service and now study advanced government administration at SKKU GMPA. During the interview, the interviewees talked about future roles of personnel administration in the post-COVID-19 era and Generation MZ's roles in the civil service. They all agreed that governments play an important role in the COVID-19 crisis and have the responsibility to create a positive work environment; in this respect, they said flexible working and service management supported by Korea's smart personnel administration services (i.e. e-Saram) provided an alternative to working offline and will create flexible, agile, and autonomous work culture, enhancing creativity and problem-solving skills of civil servants. Ultimately, they said, the culture will drive collaborative, communicative, and proactive governance in the civil service.

In recent years, it is not only the Korean culture that has gained worldwide attention. Countries around the world, particularly developing countries, have paid great attention to Korea's public personnel administration and approached Korea for bilateral and multilateral cooperation to benchmark the country's excellent personnel management systems. We hope the MPM will continue to innovate the country's public personnel administration systems, institutions, and culture at home and at the same time, play a central role in disseminating and sharing K-personnel administration on the global stage and reflecting feedback to further refine the system.

Feature

Digital Personnel Management

Digital Transformation and Its Policy Implications for the Public Sector[1]

Seok-Jin Eom

Professor of Public Administration, Seoul National University

Introduction

Digital transformation is mostly a buzzword hinting at the change of government in an intelligent society. The advent of innovative technologies such as, but not limited to, artificial intelligence (AI), Internet of Things, cloud computing, and big data introduces governments to new opportunities for more efficiency and better public services. The scope and depth of discussions on the digital transformation are both increasing; they cover not only the expected outcomes of adopting new technology and changes in the administrative environment but also technology's adverse effects, countermeasures, and potential ethical and regulatory issues. In addition, the emergence of the Metaverse (i.e. a space where the real and virtual worlds are interconnected), Digital Twins, and other similar technologies is stirring up further debates on technology and its social implications, adding new dimensions to the discussions.

Public administrators have to consider how new digital technology should be introduced and utilized in the public sector as well as what social implications it will have. They need to understand the relationship between new technology and the diverse factors surrounding it from a comprehensive and balanced point of view. In particular, they need to be able to assess the impact of digital technology on the public sector and how the public sector should respond to such impact based on the concept of 'co-evolution' – i.e. technology, data, systems, organizations, public servants' capacity to use technology, awareness of and attitudes towards it all evolve together over time.

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1 This article is based on the author's book chapters and previous publications on the digital transformation of government.

This article explores the meaning and nature of digital transformation from both micro and macro perspectives. In chapter 2, the author analyzes digital transformation from the perspectives of user organizations and institutions and of the dynamics in the real and virtual worlds. In chapter 3, the author examines the expected outcomes of digital transformation with an additional focus on the adverse effects and threats it poses to society by presenting a few case examples. In conclusion, the author suggests what roles government should play and what qualities public administrators should have to better adapt to digital transformation.

Digital Transformation: Concepts

1. Digital Transformation from a Micro Perspective

'Digital transformation,' which was first utilized in the private sector, stems from the need for companies to adopt new technology to stay competitive in today's intelligent information society where most products and services are provided online or through a combination of online and offline methods. Through tech-based innovation, companies can provide a more personalized customer experience and promote automation, both of which help them maintain competitiveness. Some researchers, focusing on the role of information technology in innovating the organization and the means to achieve its goals, define digital transformation as the use of digital technology to reconstruct the business model based on customer needs (Eom, 2021). Vial(2019), summing up his analysis of 23 definitions, defines digital transformation as "a continuous process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies." In this regard, digital transformation can be explained as a combination of eight following factors, i.e. i) the use of digital technology, ii) disruption, iii) strategic responses, iv) changes in value creation paths, v) structural changes, vi) organizational resistance, vii) positive effects, and viii) negative effects. Detailed characteristics of these factors are as follows.

First, digital transformation means that digital technology brings changes to consumer behavior and expectations, utilization of resources, and strategies and operations of an organization. Digital technology can lead to disruptive innovation in consumer behavior and expectations as well as the organization's resources management. Companies respond to opportunities and threats posed

by disruptive innovation by implementing strategies that help them redesign their products, work processes, internal innovation strategies, and values they create. Second, the use of digital technology and strategic responses to it change the value creation paths of a company. In other words, the focus of digital transformation is on innovating the business model of an organization. Third, the processes and outcomes of digital transformation affect and are affected by a wide range of factors such as organizational structure, culture, and leadership. Depending on these factors, the processes and outcomes of digital transformation, value creation paths and the outcomes of technology use can differ from organization to organization. Sometimes, organizational factors such as business practice and interests stand in the way of digital transformation. Fourth, digital transformation can influence individuals, organizations and society as a whole both positively and negatively. For instance, digital transformation can boost individual and organizational efficiency and performance, but security and privacy can be seriously compromised (Vial, 2019: Loonan et al., 2018).

2. Digital Transformation from a Macro Perspective

While some discuss the concept of digital transformation from a micro perspective, others approach it from a macro perspective considering the dynamics in the real and virtual worlds. Recent technologies such as drones, robots, self−driving vehicles, virtual reality, and Digital Twins have all emerged against the backdrop of the integration between the real and virtual worlds. At CES 2019, Nissan introduced the concept of autonomous driving with "invisible−to−visible" technology that merges the real and virtual worlds. I will explain the digital transformation using Nissan's autonomous mobility as a case in point (See <Figure 1>).

<Figure 1> Conceptual model of digital transformation: Nissan's autonomous mobility
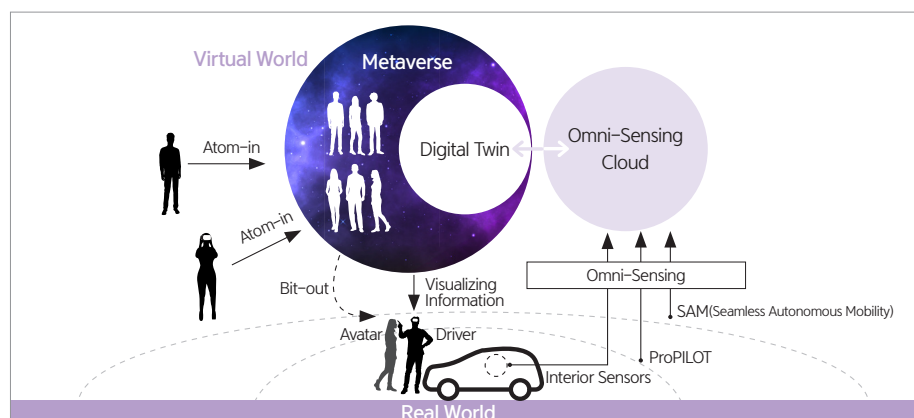
Source:: NISSAN Global News (2019.1.4.); Global Auto News (2019.1.4.)

Autonomous mobility requires technological infrastructure sufficient to support the Metaverse. The first step is to build the Metaverse based on data collected from drivers and their vehicles. Once data is collected by sensors inside and outside the vehicle and is combined with other data for the Metaverse, it is visualized, triaged, calculated, and assessed on the cloud computing system. Such data provides the driver with information about the surrounding area, including predictive information ahead of the vehicle, behind buildings, and around corners. Avatars appear inside the vehicle as a driving companion and help the driver make necessary decisions through a two-way communication method. The various sensors installed on the vehicle create a 360-degree map around the vehicle to provide information about the traffic on the roads and crossroads, road signs, and pedestrians. The sensors also detect the status of other passengers in the car and predict which services they might need, for instance, helping the passenger find what they are looking for or take a short break.

These 'new' machines – drones, robots, and self-driving vehicles – that operate in the virtual reality as well as new forms of services – 'sharing economy services' and 'platform-based services' – have expanded our horizons of time and space significantly by crossing and linking different areas and industries and moving beyond two-dimensional spaces to three-dimensional worlds. Also, human capability has been greatly augmented with externalized 'intelligence' which handles tasks that once required a human brain, resulting in a remarkable increase in productivity and the quality of service. Hence, while it is important to pay attention to the nature of each technology – AI, Internet of Things, and cloud computing – and how organizations can benefit from them, we also need to consider policy implications of new technology, i.e. how the dynamics in the real and virtual worlds, a new paradigm shift, affect our government and society in real life and how the virtual world can improve the real world (Eom, 2021; Schmidt & Cohen, 2014).

Implications for the Public Sector

1. Digital Transformation in the Public Service

Theory and practice in digital transformation in the public service can also be classified into micro discussions and macro ones. Mergel et al. (2019), based on expert interviews and literature analysis, define digital transformation in the public sector as a continual process that involves redesigning government tasks and services to fulfill changing user needs using new information technology. Digital transformation in the public sector aims to improve the quality of public services and change the organizational process and culture, and the way government organizations create values. This requires improving the relationship between the administration and its stakeholders, increasing citizens' satisfaction with public services, and changing the bureaucratic system and organizational culture. Vogl et al. (2020), focusing on system-level bureaucracy, define digital transformation as "combining people, computational algorithms, and machine-readable electronic files and forms to overcome the limitations of traditional bureaucracy and deal with the complexity of new public services."

In recent years, various projects for digital transformation have been conducted from a macro perspective. For instance, there have been active policy simulations and experiments involving Digital Twins, conducted considering the dynamics in the virtual and real worlds (Choi & Chung, 2021). Digital Twins are digital representations of physical assets or processes using a three-dimensional

model. In urban administration, a digital twin is built in a virtual space using geographic information about a city or a region to implement policies to resolve social problems in diverse areas ranging from local economy (e.g. employment) to traffic, environment, welfare, safety and construction. A multitude of factors including population, urban infrastructure and environment, and social phenomena closely interact with each other in a digital twin, which is used to develop detailed, comprehensive and consistent urban planning and operation systems and conduct simulations and experiments for a wide range of policies. The results of such simulations and experiments enable local governments to make evidence-based, reasonable policy designs and decisions. Once policies are implemented, they become data sources for another simulation and policy decision-making, making the whole process more sophisticated and timely.

Using information technology that harnesses the interaction between the real and virtual worlds, public administration can innovate itself to provide more scientific and evidence-based public services by collecting, analyzing, and utilizing data. The future of public administration will have the characteristics of precision administration (i.e. government analyzes data to understand citizens' behavior and policy issues and provides customized public services and policies based on their characteristics, preference and contexts), augmented administration (i.e. AI and information technology enhance the speed and quality of public services while saving costs), and connective administration (i.e. cooperation between individuals, organizations, and private and public sectors is promoted using the virtual world) (Eom, 2021).

2. Challenges Posed by Government's Digital Transformation

However, digital transformation in the public sector does not always produce positive results. In some cases, the use of digital technology compromises public values, such as accountability and equity, highlighting the need for government to come up with measures against adverse effects, threats and challenges posed by digital transformation. In this context, some researchers pointed out that more studies need to be conducted on the definition and characteristics of digital transformation in the public administration and there is a lack of studies on how certain constraints in public administration, such as political factors and publicness, affect digital transformation (Mergel et al. 2019). Also, with digital transformation emerging as a key policy agenda not only in industrialized countries but in developing ones, it is important to consider how the difference in economic development will affect the process of digital transformation (Fountain, 2019).

In fact, a few failure cases are discussed recently where digital transformation did not go hand in hand with public values. The Toronto project by Google's affiliate Sidewalk Labs is a typical example. When Sidewalk Labs first announced the masterplan of the Toronto Smart City project, it was ambitious enough to produce a draft plan of over 1,500 pages. As many as 60 new technologies were to be adopted. Myriad sensors connected to the network would monitor and collect data on temperature, air quality, noise, and garbage volume. The data would be delivered via high-speed broadband networks for analysis by big data technology and AI. Robots would handle freight through underground tunnels. Big data technology would predict and analyze weather events such as heavy rains, and in the event of rain, the rainwater harvesting system would capture rainwater on the rooftop and enable it to flow to the outside. Once the Smart City is built, Sidewalk Labs expected that greenhouse gas emissions would be reduced by 73%, potable water consumption by 65% and landfill waste generation by 90%.

However, this ambitious plan was abandoned after all. Officially, Sidewalk Labs dropped the project due to the economic uncertainty brought on by the Covid-19, but there have been concerns over the excessive use of personal data and privacy, the lack of transparency in the project, the legitimacy of a private tech company providing public services, and the lack of trust and accountability between Sidewalk Labs and citizens. The Sidewalk Labs case shows digital transformation requires more than technological advances; institutional contexts such as economic environment, the political legitimacy of policy-making, and privacy protection are indispensable factors (Eom, 2021; Fountain, 2019).

Roles of Government and Leadership of Public Administrators in Digital Transformation

1. Roles of Government in Digital Transformation

Then what are the roles of government in digital transformation? What position should the government have in digital governance? The government will continue to serve as a key governance player in the age of digital transformation. The roles of government as an 'institution builder' and a 'provider of public goods and services' will not diminish.

First, the government should play a supporting role in developing digital technology and the digital economy. It is the government's responsibility to reduce the social costs associated with digital transformation by addressing the conflicts of interests and uncertainty arising from digital transformation. The government needs to focus on resolving conflicts of interest arising from digital transformation, rather than participating directly in the process of digital transformation – e.g. selecting certain technologies and establishing digital transformation roadmaps. This requires the government to exercise strong leadership and maintain consistent policies.

Second, the government should address concerns and challenges posed by digital transformation. The government needs to identify the nature and reasons for negative implications and social threats posed by digital transformation, and come up with comprehensive and long-term measures to reduce the social costs. When addressing the adverse effects and social issues caused by digital transformation, the government should also focus on resolving the conflicts of interest. It should introduce a wide range of measures from both a short-term and a long-term perspective and finetune such measures according to the needs, for instance, of the socially disadvantaged and minorities. At the same time, the government should be able to persuade people with evidence and build social sympathy and consensus to address problems.

Third, the government should provide public digital services. Sharing data and information resources owned by the public sector is essential to promote digital transformation and develop the digital economy. Both government and public servants should acknowledge that the data they own and use derives from citizens and thus prepare institutional systems to share it with the public, provided that considerations are appropriately made for protection of private

Public administrators' leadership
Virtual world + Real world = Leadership

information. In addition, just as the government provides national defense, public security, and welfare, it should take measures for online security, fight against cybercrime, and address the digital divide as part of public services. What we need is sufficient resources to provide new forms of public services, efficient systems, and reasonable decision–making to allocate the social costs, and most importantly, political leadership to make these possible.

2. Public Leadership for Digital Transformation

Considering the roles of government in the digital age, what are the capabilities required for public administrators? There is a wide range of capability requirements, but in this article, I focus on the capability to understand the dynamics between the real and virtual worlds and leadership based on such traits. The digital age requires responsive, inclusive, and responsible leadership to meet the challenges of the time. Good leadership should be able to understand the nature of economic and social changes caused by rapid technological developments, respond to them, and take challenges as opportunities to bring digital transformation to overall society including the public service. To be specific, leadership should i) focus on the overall system rather than on individual technologies, ii) give authority to users and citizens to allow them to realize the potential of technologies, iii) cooperate with various stakeholders, and iv) appreciate technology's positive values (Eom et al., 2020).

Also, public administrators should have leadership that can deal with issues both from the real and virtual worlds. Good leadership must understand that public service in the digital age does not only take place in the physical world but also in a new space where the physical and virtual worlds are merged in a dynamic manner. Under certain circumstances, political–administrative issues in the real world will become political–administrative agendas in the virtual world.

Policy agendas will expand, spread, and evolve throughout the virtual world, and at the same time, trends in the virtual world are relayed in the real world by the media and political parties. Public administrators of the digital age need capabilities to combine politics and administration in the real and virtual worlds, manage their dynamics, and develop innovative social agendas – these are capabilities not required in the past. The digital age requires public administrators to act as network entrepreneurs, who can identify trends in information and policy agendas in the virtual world, realize them with the real administrative system, and bring them back to the virtual world to create a sort of virtuous cycle (Eom, 2019).

Conclusion

Public administration in the digital age is not deterministic but contingent upon a wide range of factors, such as the institutional nature of society, individual and organizational players involved, and other environmental factors. While new technologies and digital governance change over time by influencing each other, digital administration is likely to be path-dependent and self-reinforcing, considering the network effects and lock-in effects – two of the particular qualities associated with digital technology. In this regard, the first and foremost question for digital transformation in the public service is how to develop healthier governance. Different levels of institutional framework and player characteristics in current governance affect how digital technologies, such as AI, are formed and utilized, which will in turn affect the nature of future governance. It is essential to innovate the institutional framework to promote a mutually virtuous cycle of 'good' digital technology and 'good' governance, now that digital transformation is in full swing. The key is what kind of government we need to make 'now' and what kind of public administrators we need to be 'now' (Eom et al., 2020).

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Data-Driven Human Resources Management in OECD Member Countries

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This report is a summary of "Data-Driven Human Resources Management" section of the OECD report 「The Path to Becoming a Data Driven Public Sector」(Nov.2019), in which the author participated for research.

Introduction

In the age of digital transformation, many OECD members are promoting the development of DDPS, or Data-Driven Public Sector, recognizing data as an essential asset in decision-making and execution, organizational management and innovation[1]. They also pursue strategic human resource, or HR, management by utilizing HR data through DDHRM, or Data-Driven Human Resources Management.

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[1] van Ooijen, C., B. Ubaldi and B. Welby (2019), ""A data-driven public sector: Enabling thestrategic use of data for productive, inclusive and trustworthy governance"", OECD Working Papers on Public Governance, No. 33, OECD Publishing, Paris, https://dx.doi.org/10.1787/09ab162c-en.

In the past, human resource policies tended to rely not on scientific and objective evidence, but on the experience and intuition of the decision makers. However, the remarkable advancement of IT in today's era of big data facilitates the governments' efforts to hire, assign, train and motivate their staff using scientific and analytical methods based on objective HR data.

「OECD Recommendation of the Council on Public Service Leadership and Capability 2019」, providing 14 principles for civil service, recommends developing long-term, strategic and systemic approaches to HR management using HR data for strategic analysis[2].

HR Data Collection and Use by OECD Countries

In 「The 2016 Survey on Strategic Human Resources Management in Central Governments of OECD Countries」, OECD collected and compared its members' data on employment and overall HR management in the public sector. The result of survey on the volume and types of HR management data collected from OECD countries are included in 「Government at a Glance 2017」.

< Collection and Use of HR Management Data >
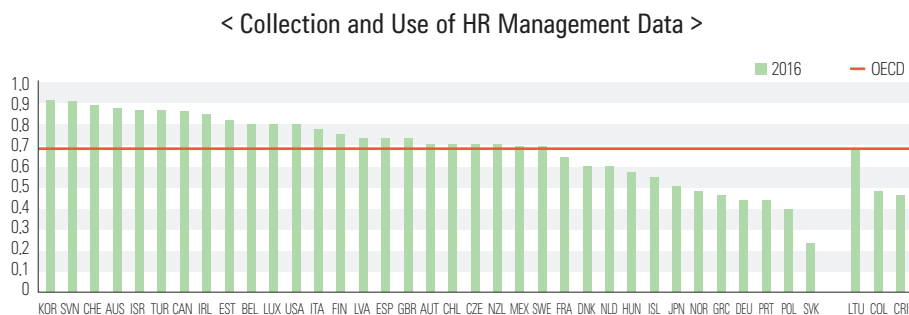
Source: OECD (2017), Government at a Glance 2017, https://doi.org/10.1787/gov_glance-2017-en

2 OECD (2019), OECD Recommendation of the Council on Public Service Leadership and Capability, OECD, Paris, https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0445.

The survey indicates that most OECD countries collect and follow basic HR data such as the number of public employees and their age, gender, etc. but fewer countries collect and follow the information on the minority, flex-hour system, union membership and other more meaningful and in-depth data on working conditions and organizational culture.

Application of DDHRM

Strategic Workforce Planning

Strategic workforce planning is a dynamic process of checking whether an organization has the resources with the right competencies and skills in the right place at the right time to achieve short- and long-term organizational goals[3]. This is essential to predict how the workforce changes according to the changes in administrative environment such as the population, technology and economic situation, and to prepare the talents fit for the organization.

DDHRM helps predicting potential gaps in organizations' workforce by identifying the long-term trend. For instance, various data such as in- and outflow of people, the gap between current level of workforce and the required level in the future, and the gap in the number and competencies of workers in each area of work can be utilized to analyze the workforce supply and the current situation and to predict the future demand and trends. In fact, Mexico's Ministry of Energy has been using strategic workforce planning for a decade in its oil and gas area, to check the gap in the people's skill levels between now and the future[4].

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3 Huerta Melchor, O. (2013), ""The Government Workforce of the Future: Innovation in Strategic Workforce Planning in OECD Countries"", OECD Working Papers on Public Governance, No. 21, OECD Publishing, Paris, https://dx.doi.org/10.1787/5k487727gwvb-en.

4 Deloitte (2016), People Analytics in HR, Deloitte.

Retaining Core Talents

Departure of employees, especially core talents, causes a loss to the organization's productivity and accumulated knowledge, a substantial cost to the employer in terms of sunken cost for hiring and training, and ultimately a significant damage to the public due to suspended policies and lower quality of administrative service. Predictive HR analysis is being used to prevent such turnover, especially by certain talent groups, as the labor market becomes competitive.

OPM, or Office of Personnel Management, of the US did a regression analysis of federal civil servants' information, including their age, type of office they work for, gender, level and type of pay, place of work, length of service, type and pattern of work, etc. The analysis indicated that people with longer period of service show lower turnover, turnover is linked to age, and people receiving standard type of pay show lower tendency to leave[5]. Tapping into this kind of models, HR managers can make policy interventions such as pay raises, opportunities to develop professional competencies and better working conditions.

Predicting Inclusive Leadership in Public Service

The Public Service Commission of New South Wales in Australia adopts a data-driven approach to designing and monitoring policies for diversity and inclusion[6].

The Commission has developed a model for predicting the ratio of women in high-ranking positions based on the current employment and assignment practices in the public sector. Based on the prediction model, the public sector needed to fill six out of ten high-ranking positions with women to achieve 50% of female representation by 2025, but data showed that only 5.5 positions are filled with women at the moment.
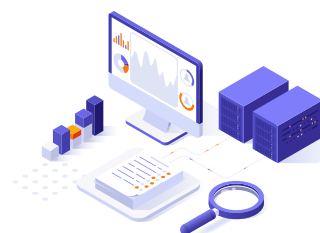
5 Frye, A. et al. (2018), ""Employee attrition: What makes an employee quit?"", SMU Data ScienceReview, Vol. 1/1,
   https://scholar.smu.edu/cgi/viewcontent.cgi?article=1010&context=datasciencereview.

6 OECD (2019), Inclusive Leadership in the Public Service of New South Wales, Australia, OECD, Paris.

HR Diagnosis and Assessment

1) HRStat Program of the US

HRStat, a program US OPM adopted in 2013, is a data-driven assessment process to help improve the performance of human resources and to assist federal government agencies with HR policy decisions[7]. HRStat focuses on certain HR issues identified through data analysis, diagnosis and assessment. Federal government agencies can evaluate their HR processes, improve strategies and build visible quantitative evidence on successful human resource performance through HRStat.

< Common Indices Measured for HRStat >

구분	Indices Measured
Federal Employee Survey	Employee engagement index, Workload index, Inclusion coefficient, Intention to leave, Talent management index, Job satisfaction index, Inclusive work environment index, Leadership index, etc.
Employment	Hiring period, Number of applicants, Qualification of candidates, Demographics and diversity, Information on workers with disability, Applicants' satisfaction, etc.
Education and Training	Completion of education and training, Satisfaction with education and training, Satisfaction with mentoring, etc.
Performance Management	Performance evaluation, Performance management process analysis
Organization's HR Database	Promotion, Demographics(job type, length of service, diversity, veterans, people with disability), Work-from-home and alternative holiday system, Health and welfare, Departure, etc.

Source: US Office of Personnel Management, 2017

HRStat uses a maturity model as a diagnostic tool to assess the level of advancement of organizations' data-driven HR management. The maturity model consists of scope of impact, initiative and effort, and performance of measures. The level of maturity of each element is classified into reactive, emerging, advanced and optimized.

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7 US Office of Personnel Management (2017), HRStat Guidance, US Office of Personnel Management, Washington, DC,
https://www.opm.gov/policy-data-oversight/human-capital-management/hr-stat/hrstat-guidance.pdf

< HRStat Maturity Model >
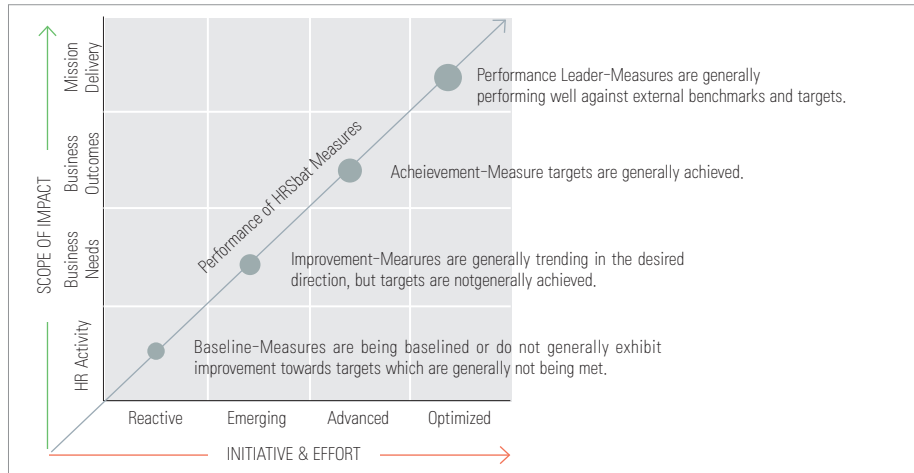
Source: US Office of Personnel Management, 2017

2) Diagnosis Index for Korea's HR Innovation

The Ministry of Personnel Management of Korea developed HR innovation diagnosis indices in 2015 to use for objective evaluation of each organization's HR innovation efforts. Based on these indices, the Ministry evaluates the HR innovation of each government agency and provides feedback to enhance their HR innovation capabilities through a model of Plan, Do, See and Feedback.

< HR Innovation Diagnosis System >
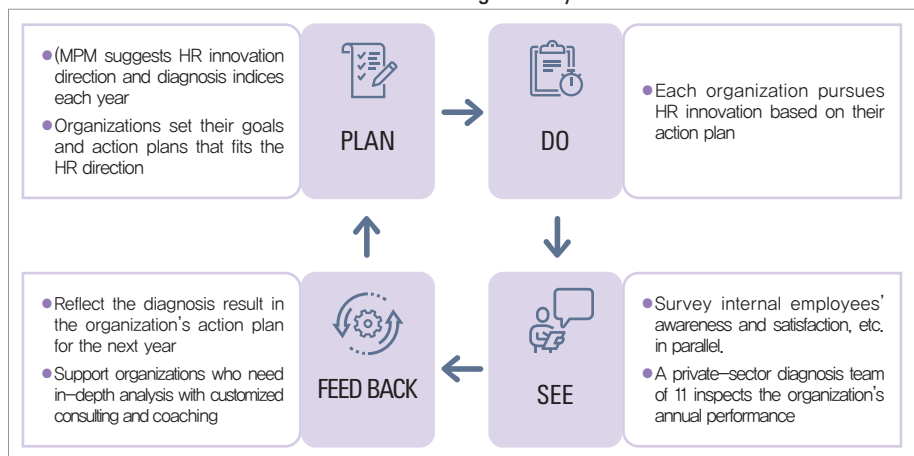
Source: Ministry of Personnel Management, 2018

These indices are classified into five areas, namely execution capabilities, employment, talent development, expertise and performance management, and working condition improvement. They are adjusted each year reflecting the government's direction towards HR innovation, feedback from government agencies and changes to the HR management environment, etc.

Challenges for DDHRM in the Public Sector

IT Governance, Infrastructure and Resources

The value of DDHRM lies in the possibility of collecting and analyzing data encompassing different agencies. However, integrating the data of agencies and databases which use different templates and indices is a difficult job. Without quality control and standardization of data, it would be challenging to ensure the accuracy and comparability of data.

To transition to DDHRM, it is necessary to change the way each agency collects and stores their data. This requires not only the changes to the IT systems, such as cloud computing, DDHRM platforms and software, but will entail a fundamental change to their ways of working.

Legal Limitations, Data Privacy and Confidentiality

There are legal limitations on the types of information government agencies collect, store and analyze. Much of information collected on the staff is sensitive data, such as their pay, performance and health status, etc. Many OECD countries have strict rules to protect their staff's private information. For example, EU's General Data Protection Regulation took effect in May 2018, which stipulates heavy punishment for violations. Also, many EU countries put limitations on the types of staff information that can be collected by organizations through laws prohibiting discrimination.

Implementation of the General Data Protection Regulation
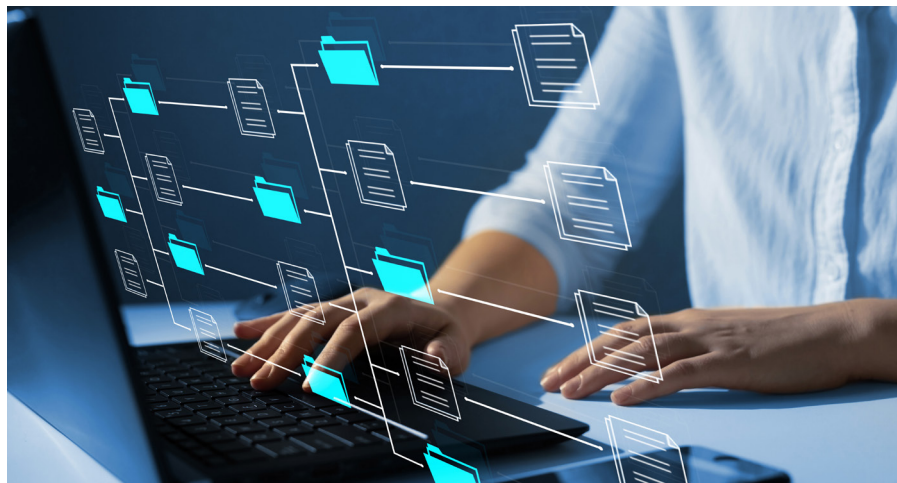
Shortage in Analysis Skills

DDHRM requires not only IT and statistical skills, but also storytelling skills. Many organizations are working in this direction, intensifying training on HR data analysis, hiring data scientists, and forming inter-functional teams for HR data analysis. A case in point is Google's People Analytics Team, conducting experimental surveys and studying records to provide HR data, which also suggests the direction for HR decisions.

US OPM officially recognized the data scientist position in June 2019, and Global Affairs Canada has developed a pilot program for data analysis training to enhance the staff's capabilities to use data for evidence-based policy decision-making. UK Civil Service introduced the Digital, Data and Technology Fast Stream to attract and develop talents with digital skills for public service.

Korea's digital personnel management system is drawing attention from the world amid the COVID-19 pandemic

Since the beginning of the spread of the infectious disease, the Korean government has mobilized all its capabilities to deploy strong prevention measures, and its proactive response to COVID-19 has drawn attention from the media around the world as an exemplary country in the pandemic situation.

The Ministry of Personnel Management also received positive reviews from home and abroad for its preemptive and agile response in each area of the personnel management system to prevent the spread of the virus in the public service and maintain the continuity in government work. In particular, last year, the Ministry was asked to share its experience in responding to COVID-19 from many foreign governments and international organizations, so it introduced the service system including telecommuting, recruitment system, shift to non-face-to-face education for public officials, and online training platform. As the spread of COVID-19 accelerated digital transformation and the importance of digital personnel management has increased even further, we will take a brief look at our representative systems that can show the current status of the Korean government's digital personnel management.

Electronic Personnel Management System (e-Saram)

The electronic personnel management system (e-Saram) is a standardized administrative system that electronically handles the overall HR administration such as HR, salaries, and service, from the appointment to the retirement of public officials in central administrative agencies. Currently, the system integrates and manages the data related to personnel, salaries, performance evaluation, education and training, and service of more than 360,000 public officials from 73 central administrative agencies.
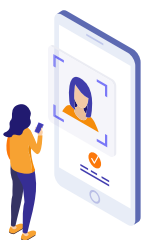
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Before computerizing HR data, personnel records of about one million public officials were managed manually in paper documents, causing frequent problems such as errors, duplications, omissions, and difficulties in calculating statistics on manpower. In addition, it was difficult for individual public officials to access their personnel records, evaluations, promotions, and salaries, reducing the reliability of personnel management. In order to solve these problems and achieve systematic and efficient personnel management, we have introduced an electronic personnel management system.

<e-Saram Screenshot>
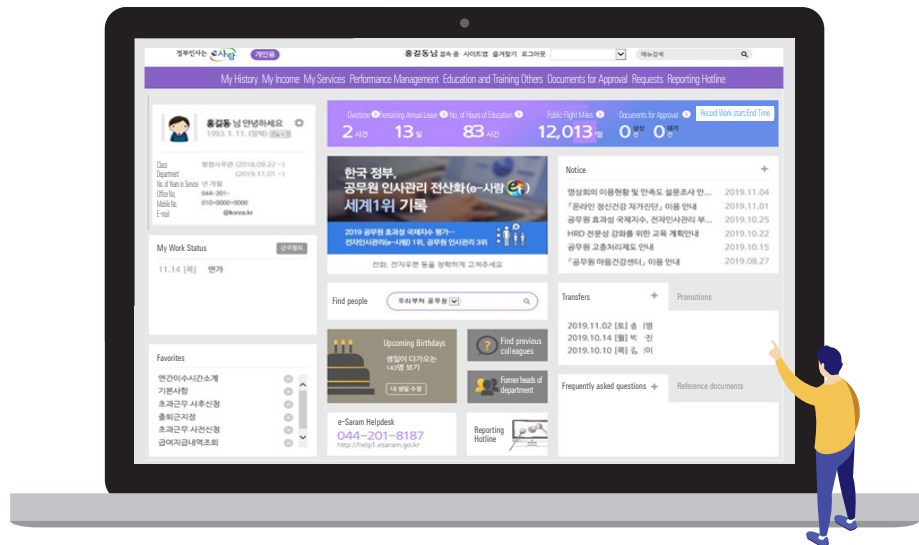
In the early 2000s, the electronic personnel management system was selected as one of the 'Eight Major Reform Tasks for HR Innovation,' prompting a full-scale system development project. In 2001, it was piloted to four ministries, and until 2008, it was continuously upgraded and then applied to all ministries, laying the foundation for electronic personnel management.

The first generation was built on the C/S-based system and operated by each ministry with the same system functions such as HR, service, and salaries, however, in 2011, the outdated electronic HR management system was completely switched to a web-based second-generation system. Since then, based on the newly launched next-generation e-HR management system, we have been providing services that meet the demands at the informatization-based HR administration environment.

The Korean government is pushing for continuous improvement of the e-HR management system 'e-Saram.' In line with the changing personnel administration, revisions to laws and systems such as personnel-related laws, regulations, and guidelines were reflected in the system in a timely manner to support the system implementation. In addition, with the growing number of people using smart devices and the changes in the internal and external environments with a paradigm shift towards field-oriented administration, the 'e-Saram mobile service' began to be provided in December 2013. As a result, users can handle various tasks such as annual leave or business trip applications and personnel appointment inquiries anywhere with a mobile device.

The functions and services of e-Saram are as follows. e-Saram functions both as a standard personnel management system and a personnel policy support system. First, e-Saram is a standard personnel management system that manages personnel data of central administrative agencies, serves as a database of HR data, and supports public officials in charge of HR tasks and general public officials to effectively handle HR administration such as general HR, salaries, and work schedules.

HR

Managing all personal information and personnel records from recruitment to retirement

- Managing personnel records and issue certificates
- Managing appointments including processing of personnel appointment and management of appointment records
- Managing salary grades including determination of salary grades and regular elevation of salary grade; and manage training, awards and decorations, and recruitment to fill a vacancy
- Managing department code information and the fixed number and current number of personnel of a department resulting from reorganization

Salaries

Supporting payment of salaries including allowances and deductions for public officials and administration support staff, and welfare management affairs including health insurance

- Payment of salaries and separate payment (performance-based bonus, compensation for unused annual leave, etc.)
- Year-end tax settlement in accordance with the Income Tax Act.

Service

Supporting service, overtime work, business trip, etc.

- Managing the basic service matters including hours and types of service, and the flexible time system.
- Managing the application and approval of overtime work according to the system to notify overtime work in advance.
- Managing the number of used annual leave days and the number of days of compensation for employees.

Connection

Providing an open system so that personnel information is readily available to all who need to access it

- Connecting with major government systems including the Korea Financial Telecommunications and Clearings Institute, the digital budget accounting system, the Human Resource D... etc.
- Connecting with the administrative information system (portals) of each ministry.

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Korea's digital personnel management system is drawing attention from the world amid the COVID-19 pandemic

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Senior Civil Service

The Senior Civil Service (SCS) manages a talent pool of senior civil servants and candidates and supports personnel affairs on SCS.

- Managing position information including opening and open recruitment positions (including a position of a director)
- Managing the positions after filling opening and open information including opening and open recruitment positions (including a position of a director)
- Managing candidates including candidate training and competence assessment management
- Managing regular and occasional eligibility screening of senior civil servants and retrieving statistics

Appointment Screening

Appointment Screening service supports personnel appointment management for recruitment and promotion of the SCS and online review process

- Retrieving summary of personnel screening of senior civil servants and forms for personnel screening
- Conducting online personnel screening, managing results of personnel screening and notifying a competent ministry thereof

Government Personnel Appointment

The Government Personnel Appointment supports the approval and issuance of presidential appointments, such as new employment and promotion of public officials subject to appointment recommendations

- Managing position information including opening and open recruitment positions (including a position of a director)
- Managing drafts, notifications of government personnel appointment and retrieving the current status

Statistical Analysis

Statistical Analysis provides all kinds of statistical data necessary for decision making by processing accumulated data into a form that meets user demands.

- Providing statistics including the current number of personnel in each rank/grade, the current number of personnel by job type regularly and occasionally
- Providing statistics on salaries, work schedules and balanced personnel management
- Providing a variety of data through unstructured data analysis

In addition, e-Saram is a personnel policy support system that supports the central personnel management agency (the Ministry of Personnel Management) to perform policy tasks and establish scientific and rational personnel policies using current status analysis and statistical data available in the system.

In terms of services for each user, e-Saram provides different services for each user group, such as those in charge of policy affairs at the central personnel management agency, those responsible for personnel affairs at each ministry, heads of departments or agencies, and general public officials. The head of a department or agency can directly check personnel data of government officials in the organization to make it easier and more efficient to manage the organization, and if necessary, they can use the talent search function to find the right person for a specific task. In addition, it is possible to handle tasks such as approval for overtime, vacation, and business trips, and work performance ratings of employees.

General public officials can view their basic personnel information, apply for changes in personal information or change it themselves using the e-Saram system. Also, they can check salary details or apply for annual leave or business trip. Service related matters such as training, commuting schedule, overtime hours, business trip and annual leave can also be applied for and approved through e-Saram. In addition, they can apply for various certificates, issue them online, attach evidence, and make inquiries about them.

The introduction of the electronic personnel management system has simplified the overall personnel administration process, and the standardized integrated personnel management system for the central administrative agencies has enabled real-time transfer and data access among ministries and statistics collection, maximizing the efficiency of government work considering the invested time, cost and manpower. The e-Saram HR data is commonly used by other e-government systems to enhance inter-organizational work interoperability, improve data accuracy, and greatly reduce work load for the person in charge, thereby dramatically increasing convenience in work. By computerizing all personnel management processes from appointment to retirement of public officials, the system has secured transparency and fairness in

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personnel management and enhanced reliability in civil servant personnel data. As personnel work can be handled in accordance with laws and regulations, the system has also contributed to securing transparency by preventing corruption in advance. Above all, it enabled more systematic personnel management for civil servants and contributed to scientific personnel administration, such as HR policy making based on accurate data.

Also, the government is in the process of establishing an intelligent third-generation digital personnel management platform (e-Saram) to meet the needs of the rapid-changing environment, such as hybrid working arrangements in the post-COVID era and the 4th Industrial Revolution, and the demands for future administrative services. In 2022, the government will perform BPR to improve the current work process into intelligent and automated services; also, it will conduct ISP to be able to flexibly adapt to future changes to employment and jobs in the civil service, such as advancement of AI and human jobs replaced by machines.

* BPR (Business Process Reengineering) is a new methodology to add value by reengineering the existing business processes
** ISP (Information Strategic Planning) is a mid to long-term strategy that utilizes information technology to realize the organization's future goals

Based on these new systems, the government will ultimately revamp and build a future-oriented personnel management system that supports collaboration between humans and machines (in 2024-2025). The new system will provide customized services to enable users to perform personnel management services anytime anywhere using intelligent information technologies such as AI, chatbots, RPA and mobile-based systems. Also, it will provide intelligent, automated and data-based personnel administrative services, leading innovation in personnel management in the civil service and laying the foundation for scientific policy-making systems.

* RPA (Robotic Process Automation) is business automation technology that uses robots or software to business process

<Development of Digital personnel management system (e-Saram)>

(First-generation) Digitization	(Second-generation) Integration	(Third-generation) Intelligence
• Produce databases from personnel management records • Establish HR management system (Second-generation) Integration	• Integrate resources and databases of different ministries • Establish cloud-based systems	• AI, Big-Data • RPA / Mobile
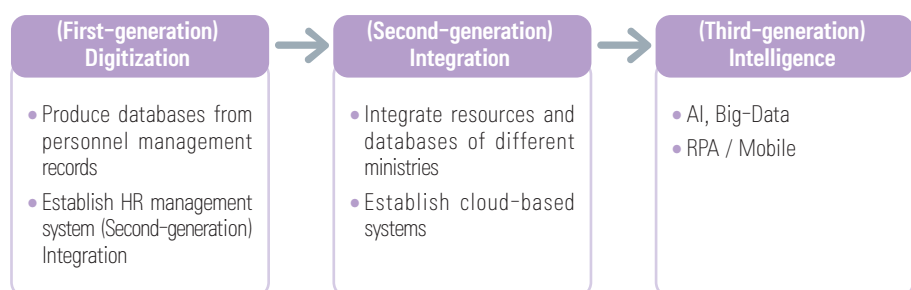
Talent Development Platform

As it became difficult to provide on-site training due to COVID-19, a non-face-to-face training system has emerged as an essential infrastructure. In addition, with the existing training method, the learning contents provided to public officials were limited, and the cycle of producing and supplying contents was too long, so there was a discrepancy between the competencies required in administration and the contents of education. The Ministry of Personnel Management is building a talent development platform, a more efficient online learning environment, to overcome the shortcomings of standardized education and to facilitate unstructured learning that connects work and learning. It is being built based on a three-year plan from 2020, and is being operated as a pilot program at three ministries from February 2021 and 9 more ministries from July, and the service will be expanded to state officials from all ministries in 2022.

The talent development platform is equipped with the latest technologies such as artificial intelligence (AI) and big data to provide customized analysis and recommendations for the optimal content for each individual's job or career. Therefore, it is possible to search and learn various learning contents from inside and outside the government on the platform, and automatically save and manage the learning data. As such, personalized learning recommendations considering jobs, learning history, and similar groups enables job-oriented learning. Any government official can quickly and easily share new knowledge and know-how, communicate with each other, and receive customized content most closely related to their work at any time.

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Previously...

- Offline-oriented
- Limited participation from private sector
- Burden of learning outside of work
- Contents for common education
- Manual work

Connecting contents

Government/ Public Institution

Education and training institutions

Connecting contents

HR information, Educational institution LMS, Job information

PLATFORM

AI X BIGDATA

Low entry barrier

Private education service providers

Public officials and Ministries

Discovering and sharing learning resources

In the Future...

- Real-time online connection
- Low entry barrier for private serviceproviders
- Connecting work and learning
- Job-oriented recommendation by AI
- Data-based HRD

Furthermore, more than 300,000 units of government and private learning contents were linked to establish a structure where learners can access rich and diverse contents. Currently, with no complicating procedures or high entry barriers, any private content provider can join the talent development platform and provide content directly to learners, and by providing a real-time online video education system specialized for public officials such as attendance and learning data management, we have created a learning environment where high-quality learning is possible anytime, anywhere without incurring the time and cost of going to a training site.

Going forward, the talent development platform will function as an integrated platform that links various contents to create an innovative talent development system that enables civil servants to more efficiently build job competencies according to the level of competency expected by the public in the rapidly changing policy environment. In the meantime, the Government e-Learning Platform will strengthen its role as a major content provider for the Talent Development Platform by developing government e-learning contents in the form of traditional courseware and contents specialized for public service.
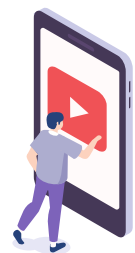
The Government e-Learning Platform

    The Government e-learning Platform enables for searching and taking all e-learning courses provided by the government and central and local educational institutions, and learning contents on the platform are also available for download. At first, the e-learning Cyber Center was opened in 2000, and then the system was upgraded and integrated to become the current Government e-learning Platform, a next-generation integrated e-learning system in 2017. About 3,000 types of contents for training public officials created within the government are uploaded, and standardized contents such as education (on gender sensitivity, integrity, etc.) and job training, compulsory courses for public officials by law, are created and used commonly by all ministries. In addition, we are collaborating with other government agencies, educational institutions, and the private sector to build an All-in-One platform optimized for tablet PCs or other mobile devices to promote e-learning.

<Government e-Learning Platform Webpage>
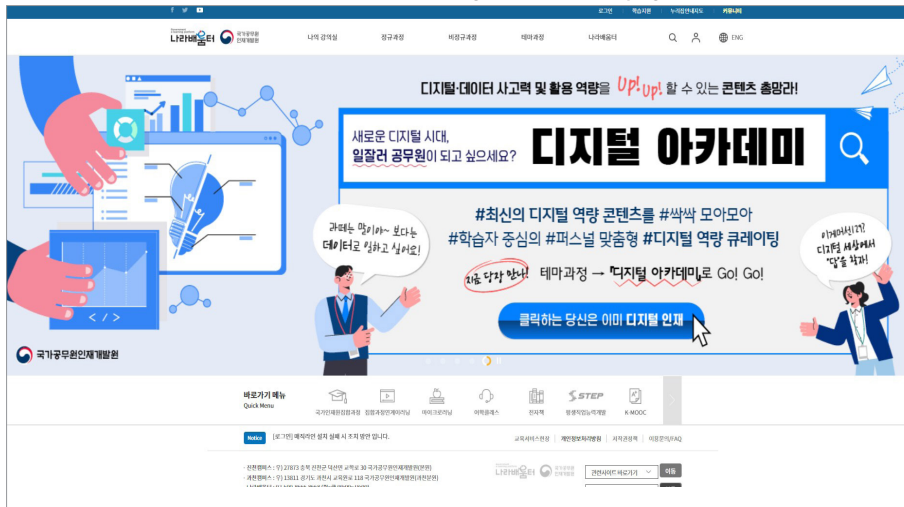
Established Government e-Learning Platform, an integrated e-learning system

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The e-learning Platform offers diverse learning courses. It provides excellent online educational contents from the private sector, such as economics, management, humanities, and international affairs, as well as public office values, government philosophy, leadership, and job competency. For instance, the Gov-MOOC course offers in-class lectures and seminars as video contents and a micro-learning course enables you to select and learn only the contents you want. In addition, e-books (including audiobooks) and open courses are also available.

Furthermore, the National Human Resources Development Institute (NHI) supports the joint use of e-learning contents and systems to institutions that want to run e-learning programs using the Government e-learning Platform and provides standard guides related to e-learning. Such an effort is contributing to reducing budget by preventing overlapping development of e-learning contents and systems and enhancing standardization and efficiency of e-learning tasks. The institutions that jointly utilize the platform include the NHI, central and local administrative agencies, municipal and provincial education-related institutions, and national universities
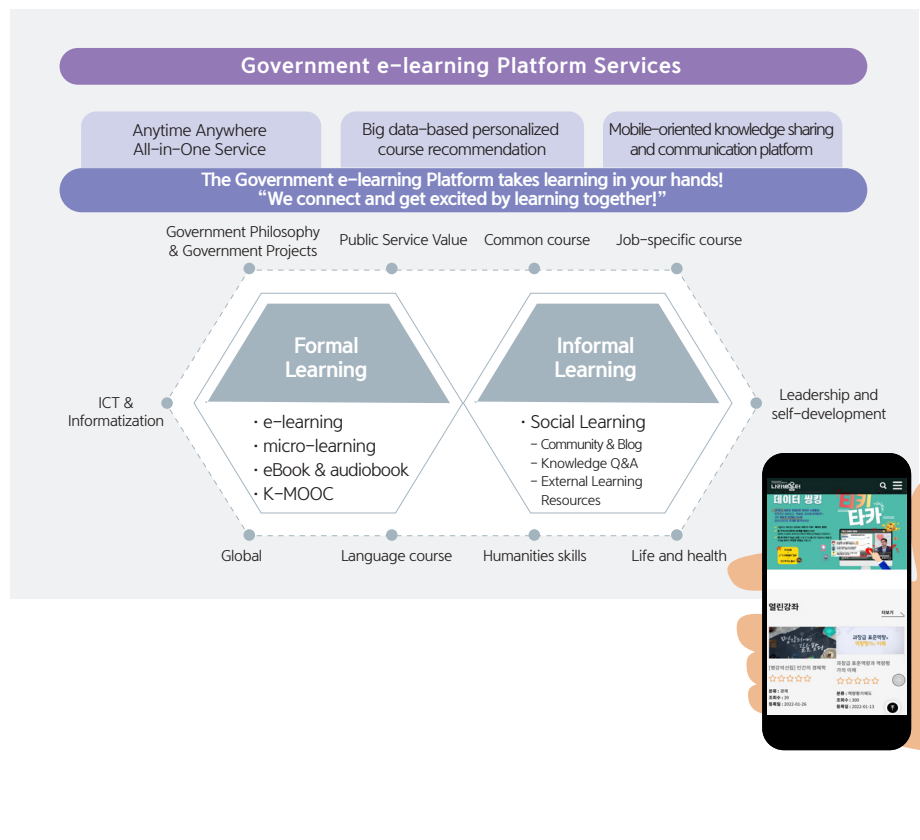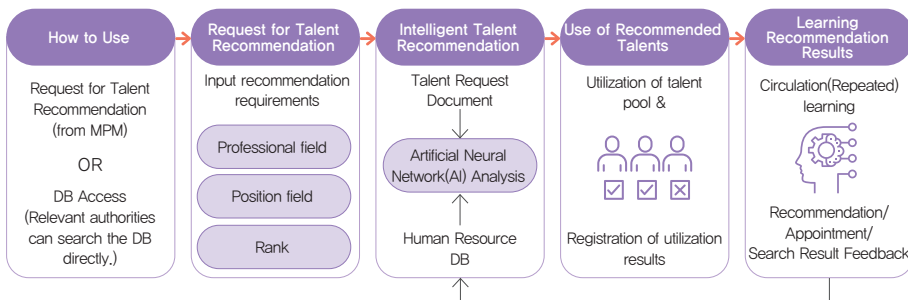
Intelligent Talent Recommendation Service

In 1999, the Ministry of Personnel Management established the Human Resource Database (http://www.hrdb.go.kr), a national personal information management system that collects and manages information on public office candidates to appoint right people for major public positions based on objective data and since then the MPM has operated the system. The HR Database maintains the profiles of about 320,000 people such as academic background, qualifications and careers, including Grade 5 state public officials (and above) , Grade 4 local civil servants (and above), assistant professors (and above), and professional license holders. Central administrative agencies, local governments, and public institutions can use the HR DB to search and appoint, for instance, members of various committees, candidates for open or publicly-recruited positions and heads and executives of public institutions.

As for talent recommendations using the DB, the relevant authorities were able to request candidate recommendations from the Ministry of Personnel Management or search the DB directly to identify talents. However, last year, we built a search system incorporating artificial intelligence technologies, and from July 2021, if you set and input recommendation requirements such as professional field, position, and rank, AI programs will search the expertise data in the database to match and recommend the most suitable talent.

The Intelligent Talent Recommendation Service not only provides a simple candidate list but also quantifies the matching ratio for each item, such as each candidate's professionalism, career, and the relevance of a thesis, and calculates a composite score. Furthermore, it evaluates the degree of adoption or suitability of the recommendation results and then re-learns to increase the accuracy of the AI recommendations.

< Overview of Intelligent Talent Recommendation Service>

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Korea's digital personnel management system is drawing attention from the world amid the COVID-19 pandemic

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In addition to developing algorithm tools to improve the accuracy of AI searches and recommendations, the existing 31 classification items for expertise identification have been significantly increased to more than 350, and the suitability of each item is scored instead of a simple adoption rate, and the evaluation is reflected in the algorithm to be used in the next recommendation. In such a manner, the accuracy of a search was improved. For about nine months from the beginning of 2021 to September, a total of 8,325 candidates for 3,418 positions in 91 institutions were recommended through the artificial intelligence search service. The survey on the satisfaction level of HR managers who used the service showed that the accuracy of the recommended people's expertise and positions has increased compared to the previous service, which helped their HR management.

Easier and simpler
Notice on improvement of registration and edit function of personal information on Human Resource DB

The Ministry of Personnel Management recommends candidates suitable for major positions in the government and public institutions based on registered personal information.

- Adding the function to register or edit personal information using a mobile device
- Function to edit or request for detailed information after saving basic information (current position, contact information)
- Function to request registration or correction of detailed information by uploading information such as resumes
- Simple authentication function using OTP or SNS

In addition, in order to improve the quality of the Human Resource Database, functions to improve user convenience such as updating person information were newly developed. The HR DB supports services to register and edit information by accessing from various mobile devices and browsers, provides simple authentication functions such as OTP and enables users to automatically extract data from standard resumes (in MS word or Hangul) using Robotic Process Automation (RPA) technologies and easily check and edit their basic information (current position, contact information, etc.).

The Activities
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Major Activities of the Ministry of Personnel Management in 2021

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MPM News

Major Activities of the Ministry of Personnel Management in 2021

Introduction of Mobile Public Official ID Card

The Ministry of the Interior and Safety and the Ministry of Personnel Management completed the project to introduce the "Mobile Public Official ID Card," which was being promoted as a pilot stage for the introduction of mobile ID for all citizens, and have been operating the mobile public official ID card since January 2021.

The public official ID card was first introduced in 1968 as a paper card along with a resident registration card, and then was changed into a plastic electronic ID card in 2003. Currently, both the plastic ID card and mobile ID card can be used and also can be issued as an application on a smart phone. The issuance of mobile civil servant ID cards is prioritized for central administrative agencies that often need access to government buildings.
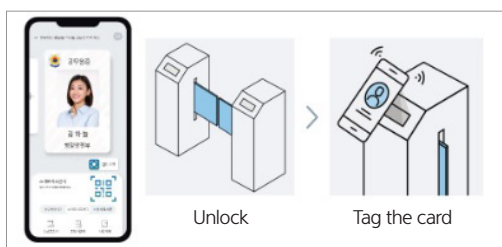
With the strengthened prevention measures, confirmed patients can also take the civil service examination.

In the 2021 Open Recruitment Test for National Public Officials, applicants who were confirmed with COVID-19 can take the test under thorough quarantine management if they wish to take the test. Based on the experience of exam management under quarantine measures in 2020, the Ministry of Personnel Management prepared stronger prevention measures in close consultation with related agencies. Starting with Grade 5 Open Recruitment Exam and the selection test for diplomats, confirmed applicants can also take tests in all national examinations.

Unlock   Tag the card
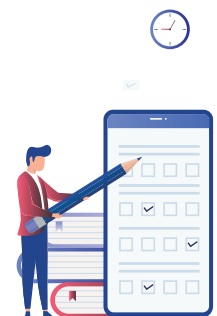
The first award ceremony for government officials recognized by the public for their active administration

The award ceremony was first held in 2021 for those who were recognized by the public for their active and creative work. The Ministry of the Interior and Safety and the Ministry of Personnel Management selected 30 employees of central government agencies and local governments, public institutions, and local public corporations who achieved exemplary results in active administration as the first prize winners.

One or more privileges are granted to the award winners such as special promotion, the highest grade for performance bonus, additional points in evaluation, and priority selection for education and training. In particular, the award for merit in active administration is indeed significant in that the public participated in the entire process to select the winners from candidate recommendation to screening and verification.

< Cases of winning the Administrative Merit Award for active administration >

A government official at the Ministry of Health and Welfare who improved the relevant regulations by actively collecting opinions from and communicating with the public and introducing a non-face-to-face medical treatment via telephone, thereby contributing to protecting the health of citizens and medical staff

A government official at the Ministry of Science and ICT who helped enable the transmission of EBS programs in real-time by simplifying relevant procedures when students at elementary, middle and high schools take classes online due to COVID-19

An official of Dongdaemun-gu Office in Seoul who established an "Intelligent (Smart) Waste Disposal System" to easily report waste disposal using a mobile phone to improve the cumbersome reporting procedures when discharging large wastes

An official of Daegu Infrastructure Corporation who used big data to prevent safety accidents by introducing an eco-friendly road heating system in the danger zone of black ice on the road in winter

Providing legal grounds for exemption from disciplinary actions for active administration award winners, expansion of sick leave for injured public officials, etc.

The amendment to the State Public Officials Act, which includes exemption from disciplinary actions for active administration award winners and expansion of sick leave for injured public officials, passed the State Council meeting in June and came into effect in December 2021.

The main points of the amendment are: first, the State Public Officials Act specifies the grounds for exempting disciplinary actions and grant preferential treatment in personnel matters for government officials who actively perform their work for the public interest, such as improving unreasonable regulations, and the grounds for giving preferential treatment such as promotions and performance pay have also been upgraded from the current presidential decree to law.

Second, public officials who suffer serious injuries or diseases while protecting people's lives and property, such as police and fire officers, will be able to take a leave of absence for up to five years until they are completely cured.

Third, it also included applying stricter standards to civil servants' misconduct, such as extending the disciplinary prescription for sexual misconduct and strengthening the collection of illegal receipts such as allowances and travel expenses. The statute of limitations for disciplinary action on sexual misconduct has been extended from the current three years to ten years so that even if the misconduct is discovered late, it can be held accountable.

📢 Requiring All Real Estate-related Public Officials to Register Properties

The Ministry of Personnel Management revised the Public Officials Ethics Act and the Enforcement Decree of the Public Officials Ethics Act to include all public officials belonging to real estate-related institutions and departments among central ministries, local governments, and public service-related organizations in the list of civil servants required to register property.

The main content of the amendment is that, first of all, public officials who engage in real estate-related business are obliged to register property regardless of their position. In particular, all employees of local corporations whose main function is real estate development, such as the Korea Land and Housing Corporation (LH), Saemangeum Development Corporation, Seoul Housing & Communities Corporation (SH) and Gyeonggi Housing and Urban Development Corporation, are required to register their property.

In addition, public officials who handle real estate-related business are obliged to describe how they acquired real estate and the source of income when registering the property. Furthermore, in principle, it is restricted to public officials in charge of real estate business from acquiring new real estate related to their work. Lastly, the scope of employment restrictions for LH employees for three years after retirement will be expanded from the current executive level to Grade 2 or higher.

📢 Strengthening support for pregnancy and childbirth, including extended leave or infertility treatment

In order to support pregnancy and childbirth, the Ministry of Personnel Management prepared and pre-announced an amendment to the State Public Officials Service Regulations, such as extending leave for infertility treatment.

The main amendments are: First, a maximum of two days of additional special leave is granted to female civil servants undergoing infertility treatment. Second, if there is a risk of premature birth, up to 44 days of maternity leave can be freely used at any time during pregnancy. Third, the hours during which overtime cannot be ordered to female civil servants who are pregnant or less than one year after childbirth are extended. Fourth, in preparation for the future outbreak of a new infectious disease such as COVID-19, the official leave system for disease prevention will be expanded.

In the future, in order for each institution or region to respond quickly to an outbreak of a first-class legal infectious disease* such as COVID-19, legal grounds will be established to grant official leaves when receiving diagnostic tests or vaccinations without separate guidelines.

* An infectious disease due to bioterrorism or one that needs to be reported immediately due to high fatality rate or high risk of mass outbreak and requires a high level of isolation, such as negative pressure isolation

Public officials suffering accidents in the line of duty to write their own statement on accident details when applying for medical care benefits; disability assessment criteria made more concrete; and State responsibility for workplace bullying, etc. strengthened

With regard to public officials suffering accidents in the line of duty, the Ministry of Personnel Management (MPM) revised relevant regulations on public officials' accident compensation, allowing public officials to prepare their own statement on accident details when applying for medical care benefits and providing a more detailed disability assessment criteria, an important standard used for disability benefits payment.

Accordingly, public officials who have suffered accidents on the scene in the line of duty will be able to prepare their own statement on accident details when applying for medical care benefits or disability benefits, and the disability assessment criteria, the criteria for disability benefits payment, became more systematic. In the case of two or more disabilities, the degree of disability shall be considered so as to ensure a consistency in determining the comprehensive disability level. In addition, the assessment criteria for work-related diseases arising from workplace bullying, verbal abuse from civil petitioners, etc., previously provided in the MPM's established rules, were legislated into a higher law, 'The Public Officials' Accident Compensation Act,'thereby strengthening the State's responsibility for such diseases.

Listening to Generation MZ's Opinions on Metaverse to Foster a Flexible Administrative Culture

On October 18, 2021, the MPM held a meeting on Metaverse, a digital space that uses extended reality, between young officials belonging to "Generation MZ" (Millennials and Generation Z) and senior officials of the director level who engaged in free discussions in order to find ways to create a flexible administrative culture. During this extended reality meeting, four teams–each made up of five members, including Minister Kim Woo Ho, director-level officials, and Generation MZ officials–shared their views on improving civil servants' culture.

The MPM, as the ministry in charge of spearheading proactive public administration and leading Korea's administrative culture, is making multidimensional efforts to improve administrative culture–such as the creation of "Work Innovation Guidelines for Public Officials" and its implementation among the 48 central administrative agencies– and Minister Kim became the first head of a central administrative agency to give "reverse mentoring."

International Cooperation at MPM

Outcomes of International Cooperation in Personnel Administration

Yun Jeong-min
International
Cooperation Division

The Ministry of Personnel Management, newly established in November 2014 to strengthen the openness and expertise of public officials, is the Central Personnel Management Agency in charge of the personnel system of the Korean government. The MPM, which has been striving for personnel innovation, such as civil servant pension reform, open career system, and the introduction of the professional civil service system, established the Department for International Cooperation on July 23, 2019 to proactively and systematically respond to the growing interest and demand for personnel administration consulting. Two years after the establishment of a dedicated department, we will look back on the footsteps and briefly look into the future direction of international cooperation in personnel administration.

Expanding the Scope of International Cooperation in Personnel Administration

Since the launch of the Ministry of Personnel Management, the number of foreign public officials visiting the MPM to learn the Korean personnel system has gradually increased, and that of foreign governments, international organizations and institutions signing a memorandum of understanding (for cooperation) with our Ministry to share experiences in personnel management has also increased rapidly. Until the first half of 2017, the only agencies that signed new agreements in personnel administration were the Human Resources Management Service of the Government of the Republic of Serbia and the Turkish Personnel Office, however, the scope of international cooperation has expanded as new agreements were signed with a total of 8 institutions by the end of 2019,

including Uzbekistan's Ministry of Employment and Labor, the Cabinet Secretariat of Government of Mongolia, the Astana Civil Service Hub (ACSH) and the Inter-American Development Bank (IDB). In May of last year, when face-to-face exchanges were difficult due to the spread of the COVID-19, the MPM signed a memorandum of cooperation in personnel administration with the Ministry of Human Resource and Social Development of the Kingdom of Saudi Arabia.

In 2020, international exchange and cooperation projects were carried out in a non-face-to-face manner due to COVID-19, which made it difficult to efficiently promote those projects. However, we had video conferences several times and continued to communicate with our counterparts to agree on the draft of memorandum of understanding (for cooperation) with Uzbekistan's Civil Service Development Agency and Kyrgyzstan's State Personnel Agency. In addition, on October 28 in 2021, we held a signing ceremony of a memorandum of understanding via a video conference with the Ministry of Civil Service of Cambodia, one of the new southern countries. Additionally, the MPM has agreed with the Personnel Committee of the Ministry of Administrative and Bureaucratic Reform of Indonesia and the IDB to continue cooperation and has been preparing to renew a memorandum of understanding.
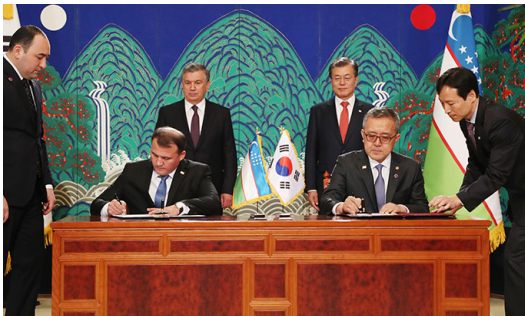
Signing an MOU with Uzbekistan's Ministry of Employment and Labor (Nov 2017)
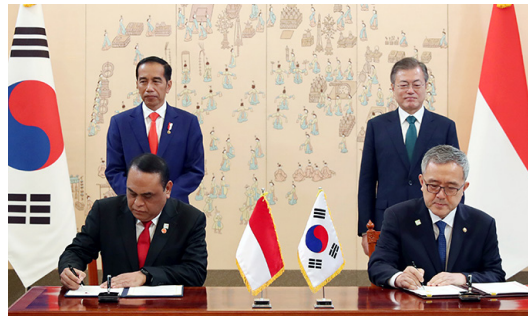
Signing an MOU with the Ministry of Administrative and Bureaucratic Reform of Indonesia (Sep 2018)

Signing an MOU with Ministry of Civil Service of Cambodia (Oct 2021)

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Strengthening Cooperation with New Southern and New Northern Countries

In order to align with the government's New Southern and New Northern policies, the Ministry of Personnel Management has designated Mongolia, Uzbekistan, and Kyrgyzstan as key new northern partners and is promoting active exchanges in the area of personnel administration. In addition, from 2021, the MPM is building cooperative relationships with new Southern countries such as Cambodia and Indonesia.

Mongolia

Since the revision of the Civil Service Act in Mongolia in 2017, the Mongolian government has been promoting reforms in all areas of personnel administration, such as strengthening the expertise and transparency in public service, establishing a professional civil service system, and enhancing the efficiency in civil service personnel management. The Mongolian government has designated Korea as a key partner country in personnel administration, and the Ministry of Personnel Management and the Cabinet Secretariat of Government of Mongolia signed a memorandum of understanding in 2019 and have been closely cooperating with each other. In particular, last year the MPM proposed an ODA project in this area to actively support the Mongolian government's personnel reform, and the ODA project will be carried out for four years from 2022 to establish performanceism in the nation and strengthen the capacity of public officials, which will serve as a basis for national development.

Uzbekistan

With the state visit of Uzbekistan President Shavkat Mirziyoyev serving as a momentum (November 2017), a memorandum of cooperation was signed in the presence of the two leaders of the nations between the MPM and the Ministry of Employment and Labor of Uzbekistan to promote exchanges, cooperation and mutual development in personnel administration. By learning about Korea's experience in personnel system development, Uzbekistan sought to gain help in personnel reform aimed at enacting a new State Public Officials Act, introducing a professional civil service system, and establishing a central personnel management agency. Indeed, the Uzbekistan government established a civil service development agency dedicated to personnel management of public officials (October 2019), and the Ministry of Personnel Management is

preparing to sign a new MOU with the newly established agency. Although the MPM has maintained a close cooperation with the Uzbek government by implementing a consulting project (DEEP) for capacity building of the Uzbekistan Academy of Public Administration, for four years from 2017, it is currently working with the Civil Service Development Agency by proposing a new ODA project to discover follow-up projects.

Kyrgyzstan

Kyrgyzstan is currently developing an online platform for its civil servants, and plans to develop a curriculum and expand its functions. Discussions on signing a memorandum of cooperation with Kyrgyzstan began in 2019, and currently we have agree on the draft. We are now discussing the schedule and format of the signing ceremony while paying attention to the COVID-19 situation, and are considering ways to connect it with an ODA project to provide practical consulting for capacity building of Kyrgyz public officials.

Cambodia, Indonesia

In order to establish cooperative relations with the new southern countries, we have first designated Cambodia and Indonesia as our key partner countries, and promoted exchanges in personnel administration. First of all, due to COVID-19, the MPM and the Ministry of Civil Service of Cambodia held an online ceremony to sign a business agreement on October 28. Cambodia is seeking public development for government innovation and capacity building of civil servants, and is modeled on Korea's public service system. Accordingly, the Ministry of Personnel Management plans to promote cooperative projects across the overall HR administration, such as recruitment and training, performance management, and personnel innovation of Cambodian civil servants, while at the same time discovering follow-up projects to support their civil service reform program. On the other hand, although MOUs were signed with the Personnel Committee of the Ministry of Administrative and Bureaucratic Reform of Indonesia in 2018, exchange and cooperation projects have not continued since then due to the lack of discussions on follow-up projects and specific cooperation plans. Fortunately, we have recently attended the "ACCSM+3 Personnel Administration Workshop" hosted by the Indonesian Personnel Committee and introduced our Senior Civil Service system and competency evaluation system. Furthermore, we began discussions with our Indonesian counterparts on the extension of the MOUs, providing an opportunity to rebuild relations with Indonesia.

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Promoting Various Cooperative Projects with International Organizations

The Ministry of Personnel Management is actively participating in regular meetings and workshops hosted by international organizations, as well as projects and research related to personnel administration. In particular, since 2018, the MPM has held knowledge-sharing seminars and discussed technical cooperation projects with international organizations that support economic and social development in Central Asia, Latin America and the Caribbean in the area of personnel administration, laying the groundwork for cooperation with countries in the region.

Since 2020, we have held online seminars with the Astana Civil Service Hub (ACSH), the Organization for Economic Cooperation and Development (OECD), and the Inter-American Development Bank (IDB) to share Korea's experience in HR administration amid the COVID-19 pandemic.

The Astana Civil Service Hub (ACSH) is a consultative body for public administration jointly established in Kazakhstan by the Kazakhstan government and the United Nations Development Program (UNDP) in 2013, and supports the development of civil service systems mainly in the Central Asian region. Currently, 45 countries and five international institutions are participating in the network, and since the signing of a memorandum of cooperation with the ACSH in August 2018, the MPM has maintained a close cooperation, such as holding international seminars. In particular, the international webinar, which we co-hosted with the ACSH* in June last year, was attended by about 300 participants from 10 new northern countries such as Kazakhstan, Ukraine, and Uzbekistan, as well as the OECD and UNDP. It was a good opportunity to publicize the Korean government's HR policies, such as service guidelines for public officials including telecommuting, and quarantine measures for recruitment tests.

* It is a multilateral cooperation organization for public administration jointly established in Kazakhstan by the Kazakhstan government and the UNDP in 2013 and it supports the development of civil service systems in each country, mainly in the Central Asian region.

2021 International Online Conference
co-hosted by the Ministry of Personnel
Management & the Astana Civil Service Hub

In 2021, the MPM held an online seminar jointly with the ACSH for the second time. As the importance of non-face-to-face talent development is growing due to COVID-19, Ukraine, Georgia, Kazakhstan, Estonia, and Uzbekistan, as well as the MPM, presented innovation cases under the theme of 'Capacity building of public officials through online education in the post-COVID-19 era.' About 200 people from 20 countries including Ukraine, Georgia, Kazakhstan and Uzbekistan participated in the seminar hosted by the ACSH and the Kazakhstan Public Administration Agenc

(IDB) in October 2018, the Ministry of Personnel Management has been promoting various cooperative projects. In June last year, the MPM held a video conference on knowledge-sharing about Korea's integrity-related systems, including the public official property registration system, and in October, an international online seminar jointly with the IDB to share Korea's experience in HR management amid the COVID-19 pandemic. More than 100 officials from personnel administration agencies from Latin American member countries such as Dominican Republic, Chile, and Costa Rica attended in the seminar, and showed great interest in our electronic HR management system (e-Saram) and online education system (Government e-Learning Platform). After that, as part of the technical cooperation project the IDB, we also introduced our e-Saram system to Latin American countries such as Uruguay and Barbados, and will carry out another TC project on PETI involving Paraguay and Honduras from 2022. Additionally, we will discover and discuss cooperation projects

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in personnel administration with the Central American Bank for Economic Integration (CABEI) to promote TC projects for improving CABEI human resource management and governance from 2022.

Furthermore, we held online seminars with the OECD for several times to introduce our civil service system and electronic HR management system to member countries including developed nations and jointly conducted a study on the personnel system of public officials in Korea under the theme of digital personnel management. The OECD showed great interest in the background, development process, and outcomes of the introduction of Korea's electronic personnel management system (e−Saram) and online education system (Government e−Learning Platform). When the research results are published, it will be a good opportunity to promote Korea's electronic personnel management system to member countries. In addition, the Ministry of Personnel Management is actively participating in the "ASEAN + 3*" and "ACCSM + 3*" regular meetings where the heads of personnel administration agencies gather together. In particular, last year, in order to promote personnel administration cooperation projects among ASEAN member countries and Korea, China and Japan, the MPM proposed to hold an international conference on personnel administration in 2022 at a meeting attended by the heads of personnel agencies of those countries. Going forward, the Ministry of Personnel Management will take the initiative in participating in cooperation projects to build cooperative relations with new southern countries based on "ACCSM + 3."

* ASEAN+3 : Consultative body composed of 10 ASEAN countries and Korea, China, and Japan (holding a formal meeting biennially)
** ACCSM+3 : Consultative body of personnel administration agencies from 10 ASEAN countries and Korea, China, and Japan (holding a formal meeting biennially)

The Ministry of Personnel Management & the IDB jointly hosted a webinar in October 2020

2020 ACCSM+3 Heads of Personnel Authorities Meeting

Strengthening Personnel Administration Network among Korea, China & Japan

The Ministry of Personnel Management is actively participating in the "Korea-China-Japan Personnel Administration Network," which has maintained cooperative relations for a long time, along with its efforts to diversify partner countries for international cooperation. Starting with the memorandum of cooperation in personnel administration signed at the Heads of Personnel Authorities Meeting of China, Japan and Korea held in Seoul in 2005, the MPM operates the Heads of Personnel Authorities Meeting, Meeting of Director Generals of Personnel Authorities, International Symposium on Personnel Administration, and a middle manager training program. In 2019, the Meeting of Director Generals of Personnel Authorities of China, Japan and Korea was held in Korea in April and a mid-manager training in December. In September of the same year, the Heads of Personnel Authorities Meeting was held in Japan, and the 12th International Symposium on Personnel Administration was held in China in November.

The three countries have maintained a close cooperative relationship while operating various personnel administration network programs, but almost all exchanges seemed to have stopped due to the global spread of COVID-19 in 2020. Fortunately, through a video conference among Korea, China, and Japan middle managers shared each country's changes in public service works and response measures to COVID-19 and communicated on the current status of COVID-19 response and overall personnel management of public officials in the future.

The 13th International Symposium on Personnel Administration of China, Japan and Korea

With the prolonged COVID-19, the 13th International Symposium on Personnel Administration of China, Japan and Korea in 2021 was held online. The symposium was hosted by the Ministry of Personnel Management and attended by high-ranking government officials from the State Administration of Civil Service of China and the National Personnel Authority (NPA) of Japan to shsre cases from each country under the theme of digital personnel management, and to think about ways to prepare for the post-COVID-19 era.

In 2022, the Heads of Personnel Authorities Meeting of China, Japan and Korea and the Mid-Manager Training Program will be held in China, and the 14th International Symposium on Personnel Administration and the Meeting of Director Generals of Personnel Authorities of China, Japan and Korea will be held in Japan. Although it is difficult to predict the COVID-19 situation in the future, the Ministry of Personnel Management will closely cooperate with China and Japan to ensure that the event is successfully held in 2022.

Publication of Series of Materials Introducing Korea's Personnel System

The Ministry of Personnel Management is not only expanding the scope of international cooperation, but also promoting the standardization of English materials on the Korean goverment's HR system. First of all, from August last year, we conducted a survey on the areas of interest of HR organizations in civil service of the New Southern and New Northern countries, and six themes were selected, focusing on the personnel systems that received high attention.

For each subject, namely recruitment, e-Saram, performance management system, talent development, senior civil service system, and Public Ethics and Transparency Initiative (PETI), we standardized the contents and translated then into English, including the background, progress, main contents, project outcomes, and future plans. In August 2021, the publication of the English handbooks on the six themes was completed, and upon request of the Inter-American Development Bank (IDB), which supports the socio-economic development of Latin American countries, handbooks on e-Saram and PETI were additionally published in Spanish. The handbook on the remaining four themes were all translated in Spanish in late 2021.

In 2022, we plan to select new topics such as the diversity & inclusion in the civil service and talent acquision & information planning, standardize the contents and publish them in English.

International Community's Evaluation of Korean Government's Personnel System and Direction for International Cooperation

Korea's personnel administration and related platforms are receiving a lot of attention from around the world and are also highly recognized by the international community. In the International Civil Service Effectiveness (InCiSE)* Index jointly surveyed and released by the Blavatnik School of Government at Oxford University and the British Institute for Government, a British think tank, in 2019, Korea ranked first in the level of computerization of personnel management and third in public officials' personnel management index. In the OECD report, "Government at a Glance 2021," published in July, Korea ranked high in some key categories, including the 3rd place among 35 countries in the public servants recruitment and senior civil service management. According to the report, the OECD assessed that Korea's digital personnel management system is becoming an important model at a time when digital transformation is accelerating due to COVID-19.

If Korea's highly acclaimed personnel system is more widely shared with the international community, it will contribute to the development of public administration in countries around the world and Korea's national status will be further enhanced in the long term. To this end, it is necessary to consider the direction for international cooperation in the field of personnel administration with a mid- to long-term perspective.

As part of such efforts, the Ministry of Personnel Management aims to provide a knowledge sharing and education platform by establishing a regional cooperative network joined by developing countries and international organizations in the field of personnel administration. To this end, we will establish a close cooperative relationship with the OECD and ASEAN+3. In addition, we plan to strengthen multilateral cooperation so that the regional network can serve as a medium for knowledge sharing, such as introducing cases of personnel innovation and promoting joint research. The beginning of these efforts will be ACCSM+3 International Conference on Personnel Administration, which will be held next year. Ten ASEAN countries, Korea, China, Japan, and international organizations such as the OECD will participate to discuss the latest issues in personnel administration and personnel reform measures to prepare for the post-COVID-19 era.

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Introduction to MPM's Major International Cooperation Projects

The Development Experience Exchange Partnership (DEEP) Program with Uzbekistan

* DEEP : Development Experience Exchange Partnership

Nam Sang-in

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National Human Resources
Development Institute

Background

As part of Uzbekistan's administrative reform, the Uzbekistan Academy of Public Administration (APA) had expressed its willingness to actively exchange and cooperate with the National Human Resources Development Institute (NHI) to learn about Korea's civil service system and education and training systems and accordingly, the NHI started to promote a development consulting project. The NHI has participated in the project as a general agency (PM) to share the experience of Korea's national development through education and training and personnel administration policy consulting that combines the existing curriculums for foreign civil servants, new curriculum design, textbook development, and teaching techniques.

Progress

Since the signing of an MOU between Uzbekistan APA and Korea's NHI in 2014, the two organizations have promoted continuous and active exchanges to mutually benchmark the education and training systems. In May 2015, Korea and Uzbekistan agreed on exchanges for 'public sector capacity building' at a bilateral summit. Accordingly, at the request

'APA Capacity Building Project for Public Sector Innovation' to support establishment of an education and training system for Uzbek officials through policy consulting, strengthen APA's educational capacity, and improve capacity building through invitational programs

of Uzbekistan, the NHI advisory group visited the APA in September 2015 and met with the First Deputy Prime Minister of Uzbekistan and the president of the APA. After that, Kim Hong-gap, former head of the Human Resources Office of the Ministry of the Interior and Safety, was hired as vice president of the APA, and he requested a development consulting project to improve the education and training system for civil servants in Uzbekistan. After KOICA's project review, dispatch of an planning investigation team, KOICA-APA Agreed Minutes, the Korea & Uzbek government's Note Verbale, and finally the NHI and KOICA concluded a contract in November 2017. Furthermore, KOICA selected Project Contractors (PCs) and formed a consortium to proceed with the project.

The official name of the project is the "APA Capacity Building Project for Public Sector Innovation in Uzbekistan" and the project aims to support the establishment of an education and training system for Uzbek officials through policy consulting, to strengthen APA's education capacity, and to improve capacity building through an invitational program. The project period is from November 2017 to November 2021, with a total investment of $3 million.

Major Progress

First, as a PM organization for the Uzbekistan DEEP project, the NHI played a role as a project manager for smooth progress of the project such

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as providing advice to project contractors in addition to individual tasks including offering invitational programs and on-site training workshops.

In order to monitor the project and support the tasks of PCs, a total of 9 business trips were made, including a launch survey, support for PCs' baseline investigation, implementation status monitoring and participation in conferences. Since 2020, as business trips to Uzbekistan was not possible due to COVID-19, the NHI has regularly held meetings for project management monitoring with PCs to successfully carry the project forward.

The main targets of the invitational training programs were Uzbek high-ranking government officials, APA master's students, APA professors, and faculty members, and since the first program that invited 20 master's students started in November 2017, a total of 237 participants have been invited to attend in total 12 online and offline training sessions. In 2021, real-time online training (one session for those with master's degree and 2 sessions for professors and faculty members) was conducted due to COVID-19. The main training contents included understanding Korea's national development strategy, presenting future development directions, finding ways to develop Uzbekistan by learning Korea's best practices through field trips or other methods, and the latest educational techniques such as problem-based learning.

As for the local education project activities, workshops for improving teaching methods and job skills were held five times from 2018 to 2019 for professors and faculty members of the APA in Uzbekistan. The goal of workshops was to strengthen the APA's education capacity by transferring teaching know-how such as developing curriculum and introducing teaching design techniques for professors, and introducing Korea's civil service personnel system latest HRD education techniques for faculty and staff.

2019 High-level Course Admission Ceremony

2021 Faculty and Staff Course Completion Ceremony

Project Outcomes and Future Plans

The most notable achievement of this project is that it not only contributed to the strengthening of Korea−Uzbekistan cooperation by providing training for trainees and faculty of the Uzbekistan Academy of Public Administration (APA) and the strengthening of its educational capacity through curriculum reorganization and branch office establishment, but also contributed to the capacity building of administrative personnel of the Uzbekistan government. It was also found that consultation on the opening of the Uzbekistan Civil Service Development Agency (newly established in October 2019) and the enactment of the National Civil Service Act had a significant impact on bringing about change and innovation in strengthening Uzbekistan's human resource capabilities. In addition, such outcomes contributed to establishing a systematic cooperative relationship between the two nations' HR ministries, and the bilateral cooperative relationship is expected to be further strengthened in the future.

Looking at the specific outcomes, the invitational training program was initially set with a target of 195 trainees and 12 sessions, but the program not only provided all the planned training sessions, but also trained a total of 237 people to educate 21.5% more than the original goal, and the trainees' satisfaction level was also quite high with 91.7 points. In addition, the survey conducted to find out about the APA's competency enhancement showed that the practical application (out of 5 points) scored 3.9 points, indicating many trainees applied what they had learned through the training to their work and helped improve their performance. Also, the score for job competency improvement (out of 5 points) increased by 8.6% after training (4.4 points) than before (4.05 points).

In addition, we plan to deliver public administration textbooks, policy casebooks, new training course information, and academic administration programs developed through a task with the Korea Institute of Public Administration, Seoul National University, and CIC Soft to lay the foundation for direct use and development at the APA.

The NHI will hold a joint conference to commemorate the 30th anniversary of the establishment of diplomatic ties between Korea and Uzbekistan in 2022, and will continue to maintain a cooperative relationship with the APA by holding joint workshops to improve APA professors and faculty members' job capabilities.

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Introduction to MPM's Major International Cooperation Projects

Official Development Aid (ODA) Project to Establish Performanceism in Mongolia

Lee Kyung-ah
International Cooperation Division

Background

The Mongolian government has been focusing on innovation in personnel administration, starting with the revision of the Public Officials Act in December 2017. In this process, Mongolia sought to cooperate with the international community such as the UNDP and South Korea, and in March 2019, a memorandum of understanding was signed between the Ministry of Personnel Management and the Cabinet Secretariat of Government of Mongolia and cooperation in personnel administration between the two nations began in earnest.

Through various exchanges such as a Korea-Mongolian personnel administration seminar in September, training for Mongolian public officials in Korea in October, and a visit to Mongolia by the Minister of Personnel Management in December in 2019, cooperation in personnel administration between the two countries has become more specific, and preparations for the 2020 ODA project in personnel administration began in earnest.

Progress

The main focus of Mongolia's reform of public officials' personnel administration is to strengthen personnel administration capabilities and establish performanceism. To support the nation's reform, the Ministry of Personnel Management applied for the "22 KOICA Government Proposal Project" in June 2020, and the Mongolian ODA project proposed by the MPM was selected as a candidate project in August, and a joint study in the nation was conducted to review the feasibility of the project in December of the same year. After project feasibility deliberation in March 2021, grant aid-related agencies' meeting in May, the International Development Cooperation Committee resolution in June, and budget

Memorandum of Understanding on Cooperation in Personnel Administration between Korea and Mongolia in March 2019

deliberation at the National Assembly in the second half of the year and finnally a local planning investigation for the full-scale start of the project in 2022 will be carried out in December. Considering based on the planning investigation, the details of the project will be more specified.

Project Details and Future Plans

The official name of the ODA project for Mongolia is "Personnel Administrative Capacity Reinforcement Project to Establish Performanceism in Mongolia," and a budget of approximately KRW 3.3 billion is expected to be invested for a total of 4 years from 2022 to 2025. The project consists of four main pillars: ①HR administration competency enhancement, ②senior civil servant competency enhancement, ③performance management system improvement and performance management capability enhancement, and ④performance management system establishment and operation.

Based on the analysis of Mongolia's personnel administration environment, the project aims to develop customized textbooks to enhance personnel administration competencies and open related curriculums, lay the foundation for capacity building for senior civil servants, provide performance management system-related consulting, and build a performance management system, thereby strengthening Mongolia's personnel administration capabilities based on performanceism.

When the project is completed over four years, an efficient personnel administration system based on the performance and expertise of public officials is expected to be established in the nation, further strengthening the overall governance in the Mongolian government.

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Introduction to MPM's Major International Cooperation Projects

Technical Cooperation Project with Inter-American Development Bank (IDB)

Jung Hae-young
International Cooperation Division

Background

In order to expand international cooperation in the field of personnel administration, the Ministry of Personnel Management has been actively promoting various exchange and cooperation activities in Asia such as Uzbekistan and Mongolia, as well as in other regions including the Americas. As part of such efforts, the MPM signed a memorandum of understanding (MoU) with the Inter-American Development Bank (IDB) in November 2018, and has been establishing a cooperative system to seek ways to develop human resources administration in Latin American countries. The IDB was established in 1959 to contribute to the economic and social development of countries in Latin America and has been one of the world's five largest financial institutions for international development and the largest financial institution for regional development in the Americas. It plays divers roles such as providing loans and technical cooperation to achieve continuous economic and social development and regional free trade and integration in Latin America.

Cooperation Projects with Latin America

With a huge domestic market with more than 600 million population and abundant energy resources, the Latin American region is classified as an emerging market with active infrastructure development projects. In addition, as there is a strong demand in the new industries such as e-government, information and communication technology (ICT), new energy industries, and climate change response, the region is gaining more importance as a major cooperation partner of Korea in the era of

the 4th industrial revolution. In order to expand cooperation with Latin American countries with such great potential, the Ministry of Personnel Management is exerting efforts to spread the Korean government's personnel management policies and experiences on public officials and currently promoting two technical cooperation (TC) projects with the IDB.

TC Project I – Electronic Personnel Management System (e-Saram)

First of all, the technical cooperation project being promoted in 2021 aims to "digitize personnel management of public officials and strengthen the expertise of civil servants" in Latin American countries and consists of a total of four areas: 'capacity enhancement program for advanced government personnel administration (Sub-project 1)', 'personnel management system diagnosis of participating countries (Sub-project 2),' 'Proposal for the development of an integrated electronic HR management system (Sub-project 3)' and 'sharing and disseminating project results (Sub-project4).' Currently, three countries, Uruguay, Ecuador, and Trinidad and Tobago, have confirmed their participation, and are discussing specific project methods and schedules.

Under this project, we will introduce the Korean government's excellent personnel management system and actual examples to the participating IDB member countries with the aim of strengthening their personnel administration, especially in digital HR management. Korea ranked first in the category of collection and availability of administrative HR data in central government in the OECD's 'Government at a Glance 2017' report and ranked 4th in the category of extent of the use of performance assessments in HR decisions in central government.

Also, to diagnose the status of the participating governments' personnel management systems, we will identify specific demands and carry out an impact analysis on those countries, develop diagnosis tools on related laws, organizations, manpower, and systems, and review institutional framework, technical structure, and human resource capabilities. Finally, we plan to propose the development of an integrated electronic HR management system and provide customized consulting and technical advice.

At the end of the TC project, we will implement various measures, including sharing project results, disseminating the project details, holding international workshops and publishing the results to spread the project in Latin America.

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TC Project II - Public Ethics and Transparency Initiative (PETI)

The Ministry of Personnel Management and the IDB plan to promote the 'Innovative Technology Introduction Project to Reinforce Ethics in the Public Sector in Latin America' in 2022. Based on the Korean government's Public Ethics and Transparency Initiative (PETI) and public service ethics system, the project consists of two areas: 'Improvement of the public sector ethics system (Sub-project 1) and Empirical analysis and knowledge spread (Sub-project 2).' Currently, as two countries, Paraguay and Honduras, have applied for participation in the project, we are designing consulting projects for these countries.

The Role of the Ministry of Personnel Management

While promoting and implementing the TC projects, as a major partner organization of the IDB, the Ministry of Personnel Management will introduce the Korean government's personnel administration systems including e-Saram to spread Korea's personnel management policies and share know-how on next-generation HR system development and operation.

In cooperation with college research teams and private companies in Korea, our government officials in charge of HR system will visit the participating countries to provide an analysis on HR and work processing system and advice on new system design. In addition, the National Human Resources Development Institute, which has operational know-how in public administration education and training for foreign civil servants, plans to provide capacity-building training for Latin American countries.

We hope these projects will help improve the efficiency and transparency of the Latin American governments' personnel management as well as raising awareness in the region about the excellence of the Korean government's personnel management.

International Community's Evaluation of Personnel Administration in Korea

Why Did OECD officers Visit Korean Government Agencies?

Looking at assessment results of civil service personnel management in "Government at a Glance 2021"

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Why Did OECD officers Visit Korean Government Agencies?

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Why Did OECD officers Visit Korean Government Agencies?
Looking at assessment results of civil service personnel management in "Government at a Glance 2021"

Yun Jeong-min
International Cooperation
Division

Introduction

The Organization for Economic Cooperation and Development (OECD) is an intergovernmental policy research and cooperation organization that operates a council, secretariat, committees by specialized field, and about 200 working groups. Among them, the Ministry of Personnel Management is participating in the Public Employment and Management Working Party (PEM), a consultative body of government personnel officials and experts from 38 member countries.

The OECD has released a report called, "Government at a Glance," every two years since 2009 which presents examples and achievements of government activities of member countries. The report also compares nations in key areas of public governance such as government finance, budget management, employment and personnel management.

"Government at a Glance 2021"

In the 2021 report published last summer, Korea ranked high in some key categories, including the 3rd place in the public servants recruitment and senior civil service management. As for the evaluation indicators, the implementation results of the Public Service Leadership and Capability (PSLC) recommendations and the data collected by the OECD from surveys on member countries over several years were compared and evaluated according to their importance and weight.

In the category of civil service personnel management, three new indicators were adopted and evaluated in 2021, namely 'Attracting and Recruiting Public Servants,' 'Senior Civil Service Management,' and 'Diversity and Inclusion in Public Service.' Korea ranked high in the areas, including third places in 'Attracting and Recruiting Public Servants' and 'Senior Civil Service Management.'
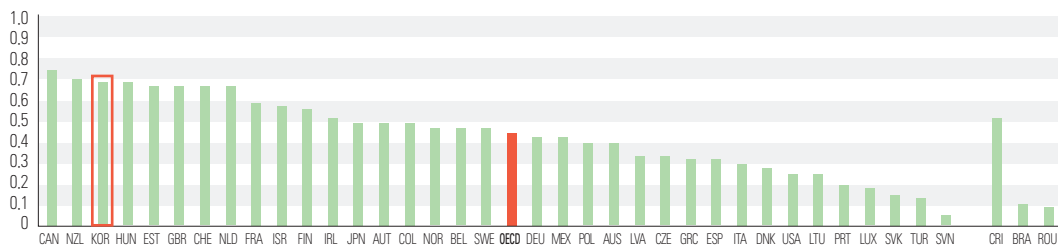
Attracting and Recruiting Public Servants

Korea ranked third among 38 countries in the category of 'Attracting and Recruiting Public Servants,' following Canada and New Zealand.

What was most highly regarded in the area was the branding of public offices and active recruitment efforts. Attracting talented people was also highly evaluated by emphasizing in the hiring process integrity, public office value and ethics, opportunities for innovation and change, diversity and inclusion, and serving in public office for the public interest.

In addition, the policies to actively attract outstanding talents were also highly praised. Specific examples include the government's headhunting system to attract private experts for open positions and recruitment procedure simplification to respond to urgent demands for necessary personnel due to the spread of COVID−19. The korean government received additional points for operating a balanced recruitment policy for women, the disabled, etc. to attract minority groups underrepresented in public office.

<Use of Proactive Recruitment Practices>

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Senior Civil Service Management

In the category of 'Senior Civil Service Management,' Korea was overall highly evaluated in the use of policy tools to develop leadership capabilities and manage performance and accountability, ranking third among 37 countries after Canada and the UK.

Efforts were made to attract private experts to senior civil service positions, such as active promotion and government headhunting system, salary negotiation for professional personnel, and post–employment training and fellowship opportunities, all of which enabled Korea to get high points. It was also well received to establish a separate competency assessment model for senior civil service and widely use it for recruitment, performance evaluation, and training.

Korea also scored high in terms of performance management of senior level public servants. It was noted that performance evaluations were regularly conducted for senior level public servants based on performance goals and competency models, and the results were reflected in their performance–based pay.

### <Managing the Senior Level Public Service>
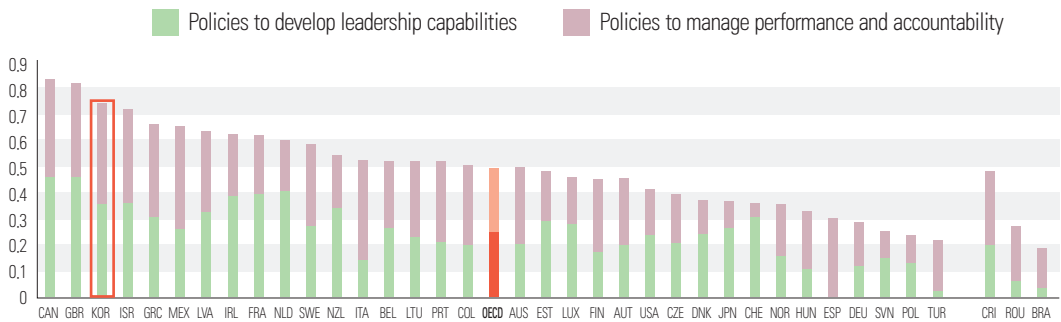
Diversity and Inclusion in Public Service

In the 'Diversity and Inclusion in Public Service' category, Korea ranked 11th out of 38 countries for its efforts to attract minority groups such as the disabled to public office.

More specifically, Korea received high marks for its efforts to achieve balanced personnel management, such as hiring minority groups (women, the socially disadvantaged, and the disabled) as central government public servants and operating policies to maintain their employment. Also, the Korean government was positively evaluated that in order to expand the entry of minority groups into public office, it used a quota system for the disabled and a recruitment target system for gender equality and introduced a separate recruitment procedure for severely disabled people. It was also notable that convenient services for applicants with disabilities were provided and various blind recruitment systems were implemented to minimize prejudice in the recruitment process.

<Development of a Diverse Central Government Workforce, 2020>
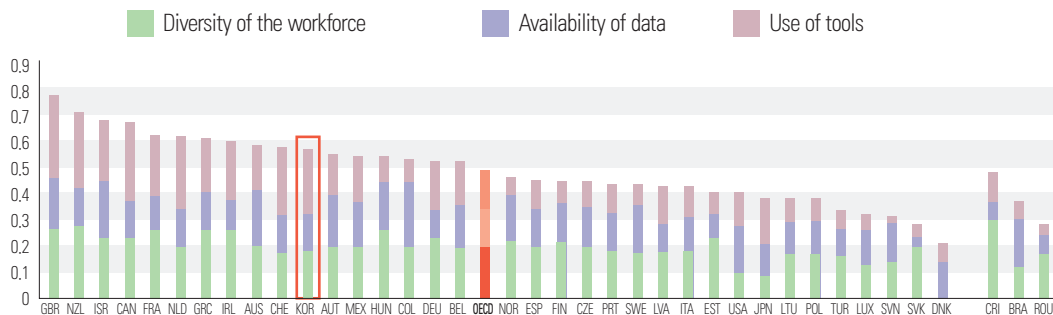
Major
International
Events in 2022

Major International Events

The 13th China-Japan-Korea Mid-Manager Training Program
- Organized by: The National Personnel Authority (NPA) of Japan
- Schedule: Jan 18, 2022 (Tue) to Jan 19 (Wed)
- Format: Online
- Content: Presentation and discussion of national personnel systems, expert lectures, etc.

The 10th Meeting of Director Generals of Personnel Authorities of China, Japan and Korea
- Organized by: The National Personnel Authority (NPA) of Japan
- Schedule and format: TBD

The 14th International Symposium on Personnel Administration of China, Japan and Korea
- Organized by: The National Personnel Authority (NPA) of Japan
- Schedule and format: TBD

The 9th Heads of Personnel Authorities Meeting of China, Japan and Korea
- Organized by: The State Administration of Civil Service of China
- Schedule and format: TBD

The MPM & ACSH IInternational Seminar on Personnel Administration
- Organized by: The Ministry of Personnel Management & Astana Civil Service Hub (ACSH)
- Schedule: In June
※Considering the COVID-19 situation, it will be held online.

ACCSM+3 International Conference on Personnel Administration
- Organized by: The Ministry of Personnel Management, ASEAN Cooperation on Civil Service Matters Plus Three (ACCSM+3) & Organisation for Economic Co-operation and Development (OECD)
- Schedule and format: TBD
  * Depending on the COVID-19 situation, it will be held in a hybrid format (online and offline).

OECD Annual Public Employment and Management Working Party (PEM) Meeting
- Organized by: Organisation for Economic Co-operation and Development (OECD)
- Schedule: In May
  * Special topic meetings can be held at any time.
- Format: Online
- Content: Discussion of public personnel administration research and case studies on personnel policies in each country

Ministry of Personnel
Management