

The Power that Unites the Republic of Korea



# recruitment

in the Civil Service



Ministry of Personnel  
Management



# The Power that Unites the Republic of Korea

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

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





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

# Recruitment

**PART  
1**

Development of  
the Civil Service  
Recruitment System

**PART  
2**

Types of  
Recruitment Exams  
and Selection Methods

**PART  
3**

Recruitment System  
to Enhance  
Diversity and Expertise

# ABOUT Recruitment

## Historical Development of the Civil Service Recruitment System

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

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

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

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

## Two Types of Recruitment Methods

**Q. What are the government's recruitment methods?**

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

## Social Integration-oriented Recruitment

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

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

**Q. What is the Open Competitive Position System?**

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

## Annual Open Competitive Recruitment Examination

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

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

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

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

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

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

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

PART  
1

# HISTORY

Development of  
the Civil Service Recruitment System

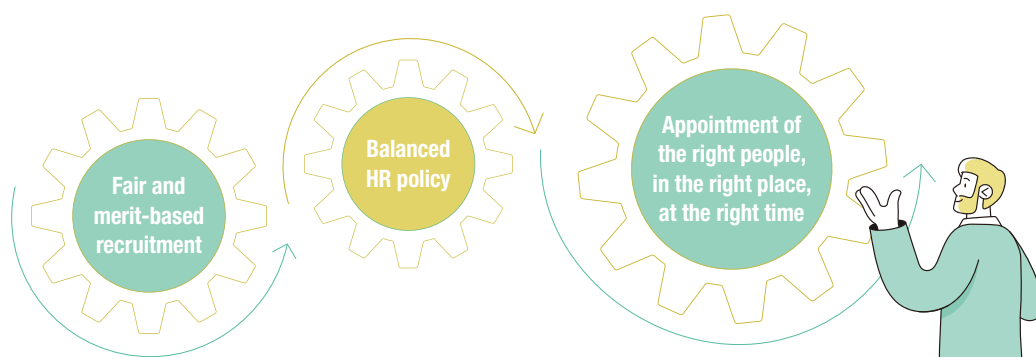




# Summary of the Civil Service Recruitment System

## Basic Principles of Civil Service Recruitment

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



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

### ● Responsible Ministries and Procedures for Recruitment

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

**Note**

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



# Summary of the Civil Service Recruitment System

## Recruitment Methods

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

### ○ Open Competitive Recruitment Exams

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

#### Types of Exams

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

#### Legal Grounds

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

### ○ Competitive Recruitment Exams for Experienced Professionals

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

#### Types of Exams

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

#### Legal Grounds

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



# History of the Development of the Recruitment System

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







# Chronological Development of the Recruitment System

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

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

### ● Open Recruitment Principle

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

### ● Reformation of the Civil Service Administration

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

### ● Adoption of the Recruitment Exams System

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

### ○ Expansion of the Special Recruitment System

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

## Fourth Republic (Dec. 1972 – Feb. 1981)

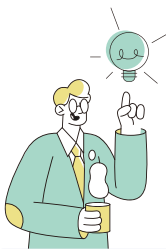
During the Fourth Republic, the country's civil service personnel management changed to reflect the government's focus on efficiency, effectiveness and democratic values. In particular, expertise and openness became important criteria in reorganizing the civil service personnel management system.

### ○ Introduction of the Non-regular Civil Servant Hiring System

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

### ○ Recruitment of Talent in Special Fields of Service

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



#### Note

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



# Chronological Development of the Recruitment System

## Fifth Republic (Feb. 1981 – Feb. 1988)

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

### Civil Servants in Career Service

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

### Civil Servants in Non-career Service

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

### Changes to the Classification of Grades

1949 - Apr. 1981



May 1981 - Present

Grade 1

Grade 2 Type A

Grade 2 Type B

Grade 3 Type A

Grade 3 Type B

Grade 4 Type A

Grade 4 Type B

Grade 5 Type A

Grade 5 Type B

Grade 1

Grade 2

Grade 3

Grade 4

Grade 5

Grade 6

Grade 7

Grade 8

Grade 9



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

### ○ Improvement of the Promotion System

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

### ○ Amendment of the Special Recruitment System

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



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

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

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

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

# Chronological Development of the Recruitment System

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

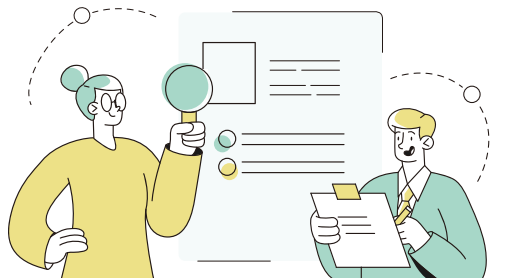
The Ministry of Government Administration continued to oversee the recruitment exams for civil servants in administrative agencies, but the amended Presidential Decree provided that the head of a responsible administrative agency shall oversee the recruitment exams for civil servants of Grades 6-9 in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

### ○ Promotion of a Better Work Environment in the Civil Service

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

### ○ Enhanced Competitiveness and Expertise

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



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

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

### ○ Reorganization of the Central Civil Service Management Agency

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

#### Key Roles of the CSC

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

#### Key Roles of MOGAHA

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

#### Note

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



# Chronological Development of the Recruitment System

## ● Introduction of the Open Competitive Position System

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

### Enactment and Implementation of Relevant Provisions

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

## ● Introduction of the Public Service Aptitude Test

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



### ● What is the PSAT?

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

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

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

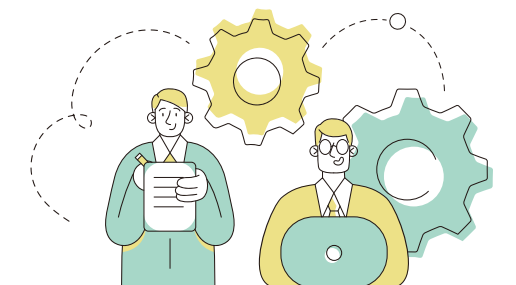
On June 12, 2004, general personnel management, education and training, administration of recruitment exams and appeals review functions were transferred from MOGAHA to the CSC. Thus, the central civil service management agencies were unified into one agency.

### ● Introduction of the Concept of Job Grade

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

### ● Introduction of the Senior Civil Service

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







# Chronological Development of the Recruitment System

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

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

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

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

### ○ Reform of the Recruitment System

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

#### Recruitment of Professionals from the Private Sector

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

#### Extension of Open Competitive Positions

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

#### Recruitment for Enhanced Social Equity

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

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

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

### ○ Innovation in Various Areas

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

#### Recruitment Based on Public Service Values

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

#### Increased Openness of Civil Service

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

#### Recruitment for Social Integration

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





# Chronological Development of the Recruitment System

## Moon Jae-in Administration (May 2017 – )

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

### ○ Promotion of Fair Recruitment Culture

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

#### Publication of Brochures on Fair Recruitment

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

#### Reduction of Exam Timeframe

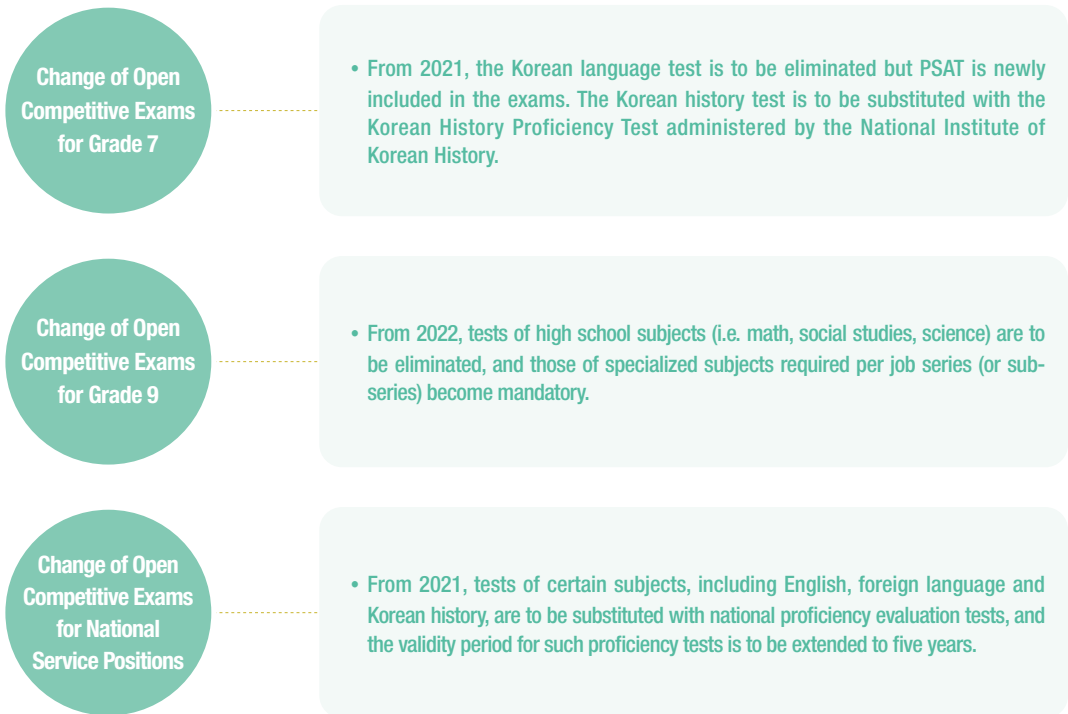
The MPM overhauled the civil service recruitment system in order to select applicants based on their competence and build a fair and transparent public HR management system. It reduced the timeframe for each open competitive exam by more than two months (281 days saved in total), enhancing applicant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

#### Improved Recruitment Operations Process

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

### ○ Improvement of the Recruitment System

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



PART  
2

# TYPES & METHODS

Types of Recruitment Exams  
and Selection Methods

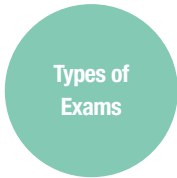




# Classification of Recruitment Exams

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

## Recruitment Exams Administered by the MPM



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

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

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

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

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

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

**Special recruitment exams for government scholarship recipients**

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

**Special recruitment exams deemed necessary by the MPM**

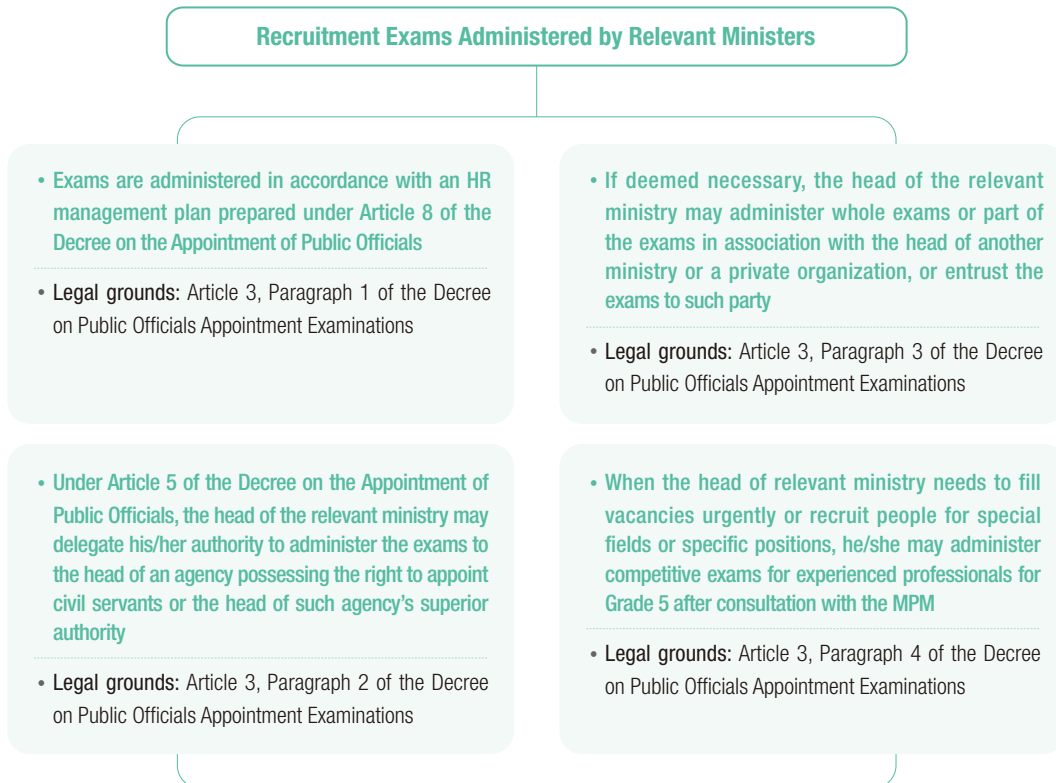
• Legal grounds: Article 34, Paragraph 1 of the State Public Officials Act and Article 26, Paragraph 3 of the Decree on Public Officials Appointment Examinations



# Classification of Recruitment Exams

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

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



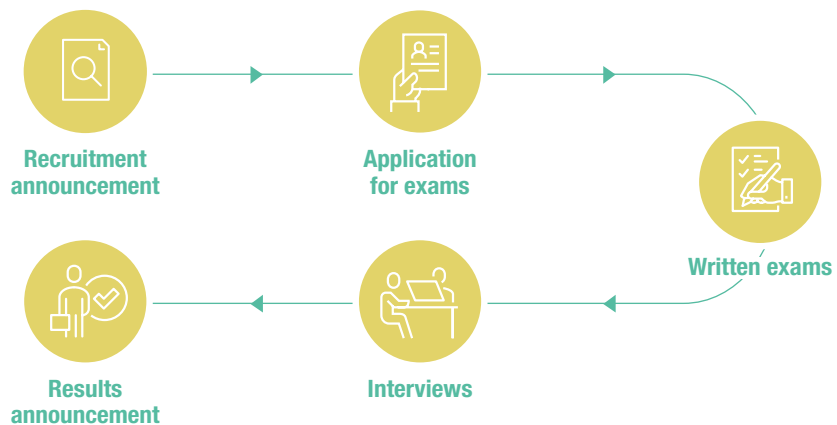
Depending on the examination methods used, the civil service recruitment exams are categorized into open competitive recruitment exams and competitive exams for experienced professionals.

## Open Competitive Recruitment Exams

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

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

### Process of Open Competitive Recruitment Exams







# Classification of Recruitment Exams

## ○ Open Competitive Exams for Grade 5

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

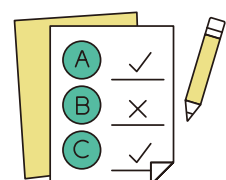
Type	Exam Method	Exam Subjects
1 <sup>st</sup> round	Multiple-choice tests	<p>PSAT (linguistic logic, data interpretation, situational judgment), Constitution, English (substituted with an English proficiency test) &amp; Korean history (substituted with the Korean History Proficiency Test)</p> <p>* PSAT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

### ○ Open Competitive Exams for Grades 7 & 9

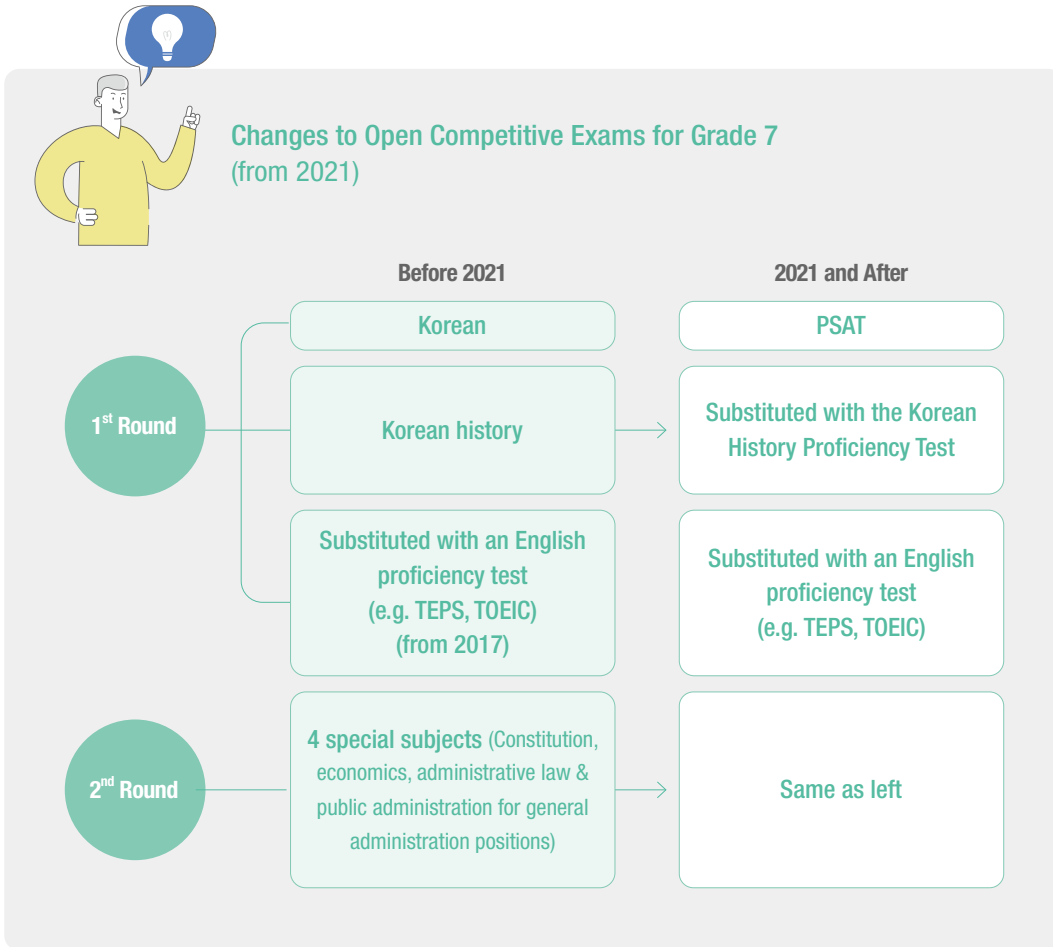
The open competitive exams for Grades 7 and 9 consist of written exams (1st round) and interviews (2nd round). The exams for Grade 7 evaluate the applicant's capability and knowledge required to perform specialized administrative tasks, while the exams for Grade 9 assess the applicant's basic capability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

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

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



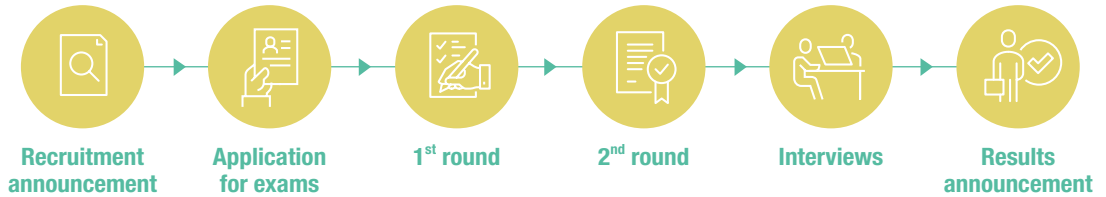
# Classification of Recruitment Exams



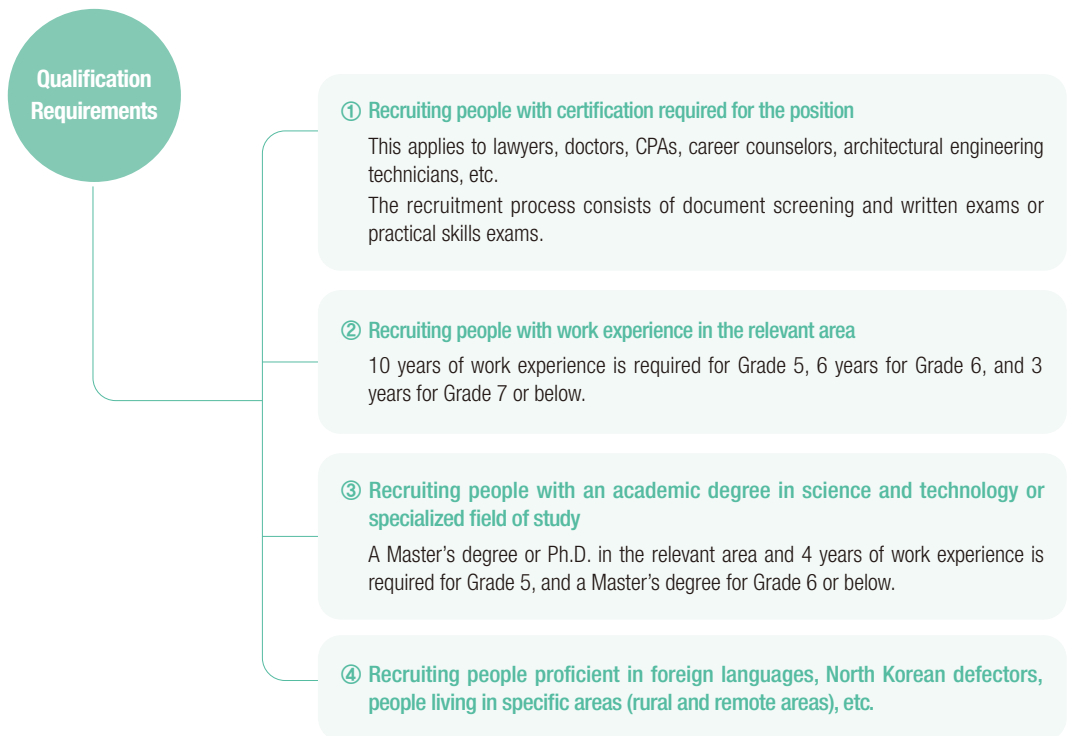
## Competitive Recruitment Exams for Experienced Professionals

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

### Process of Competitive Recruitment Exams for Experienced Professionals



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



# DIVERSITY & EXPERTISE

Recruitment System to Enhance Diversity  
and Expertise in the Civil Service

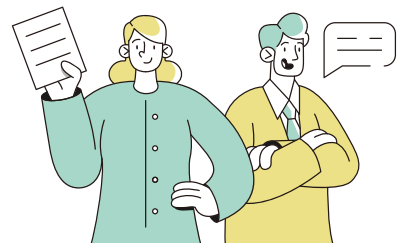
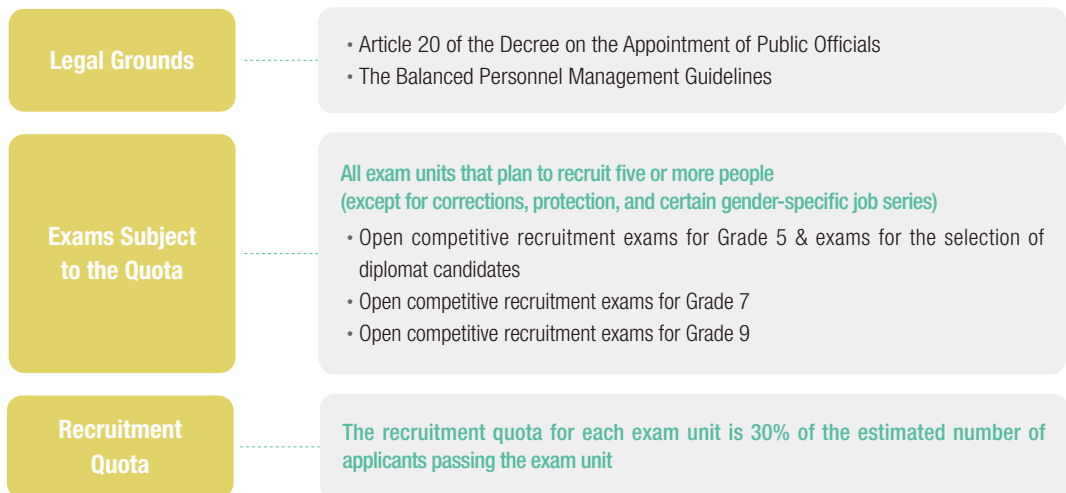




## Recruitment Quota for Gender Equality

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

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





# Recruitment System for Promotion of Diversity

## Recruitment of People with Disabilities

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

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

### ○ Separate Recruitment of People with Disabilities

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

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

#### Legal Grounds

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

#### Eligibility

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

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

**Recruitment Methods**

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

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

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

**Legal Grounds**

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

**Eligibility**

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

**Recruitment Methods**

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



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

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





# Recruitment System for Promotion of Diversity

## Recruitment of Regional Talent

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

### ○ Recruitment Quota for Regional Talent

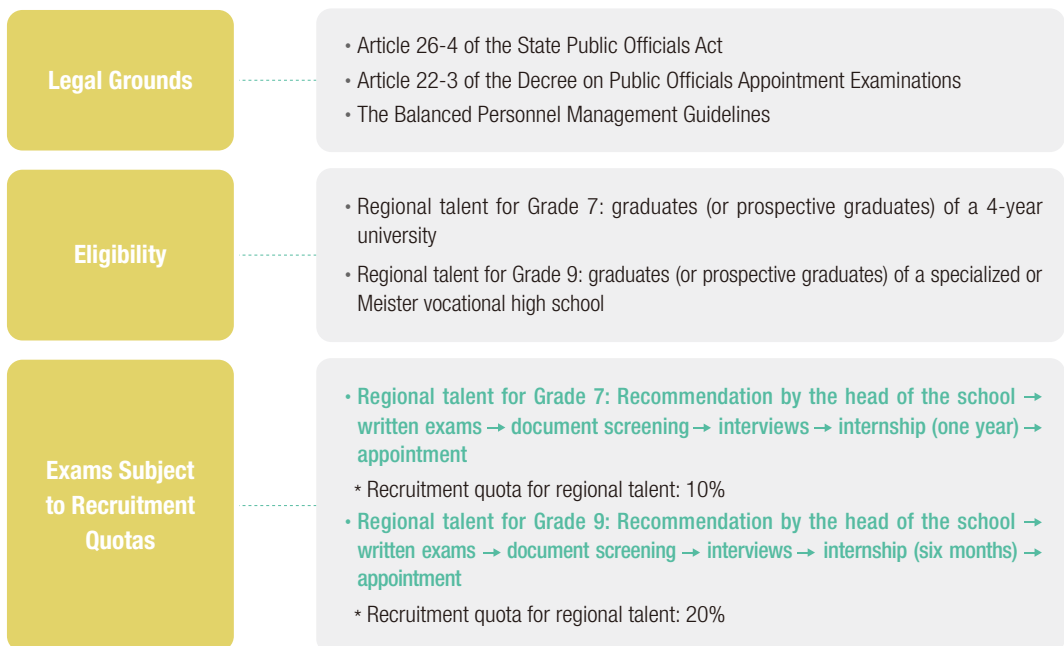
Under the recruitment quota system for regional talent, recruitment is carried out until the number of new recruits meets the specified quota. The purpose of this scheme is to increase opportunities for regional talent to secure government jobs. The scheme was introduced as part of the open competitive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



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

### ○ Recruitment Based on Recommendation of Regional Talent

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





# Recruitment System for Promotion of Diversity

## Social integration-oriented Recruitment

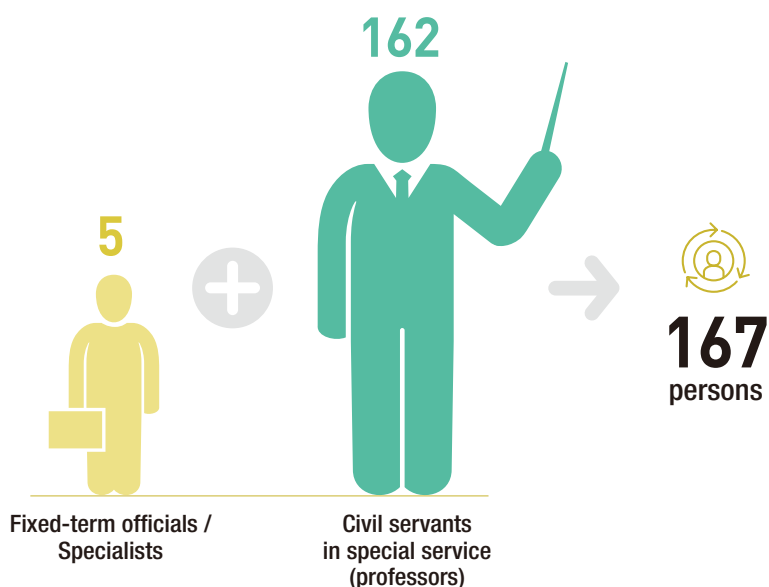
### ○ Separate Recruitment of People from Low-income Backgrounds

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

### ○ Recruitment of Foreign Nationals and Dual Nationals

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

### Employment Status of Foreign Nationals (2019)





# Promotion of Expertise and Openness in the Civil Service

## Background and Recruitment Status

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

### ● Open Competitive Position System

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

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

### ● Open Competitive Position for Experienced Professionals System

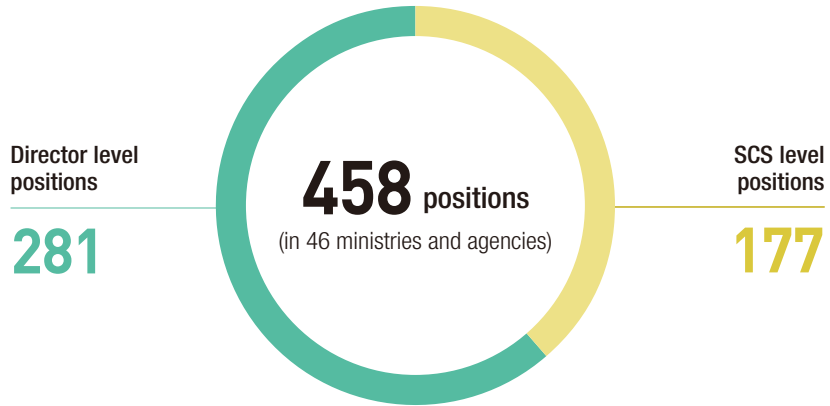
The Open Competitive Position for Experienced Professionals System, which is part of the Open Competitive Position System, aims to take advantage of the expertise and professional experience of the human resources in the private sector. The system is open to people from the private sector only.

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

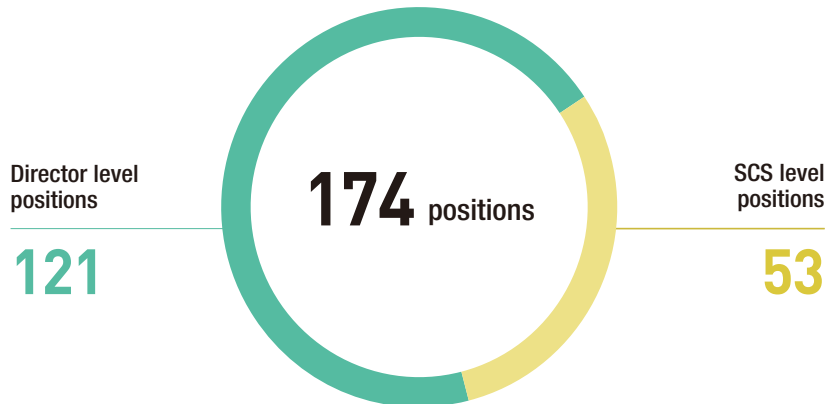


## Promotion of Expertise and Openness in the Civil Service

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



### Employment Status of Open Competitive Position for Experienced Professionals System



#### ● Application for Open Competitive Positions for Experienced Professionals

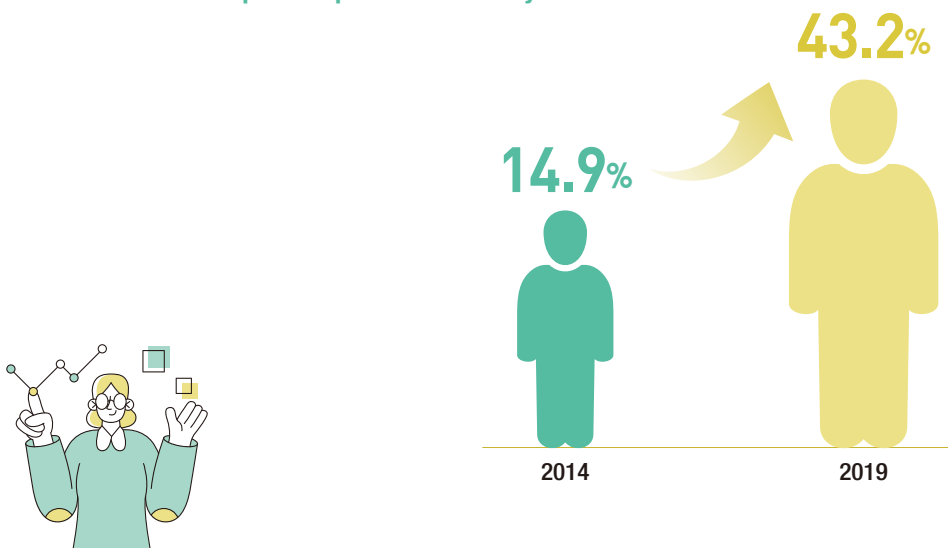
Positions subject to the Open Competitive Position for Experienced Professionals System are openly filled from the non-public sector (except for the faculty at national and public universities). Contract-based civil servants hired through the Open Competitive Position System are eligible to apply, and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

### ○ Selection Process of the Open Competitive Position System

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

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

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



### ○ Central Selection Exams Committee

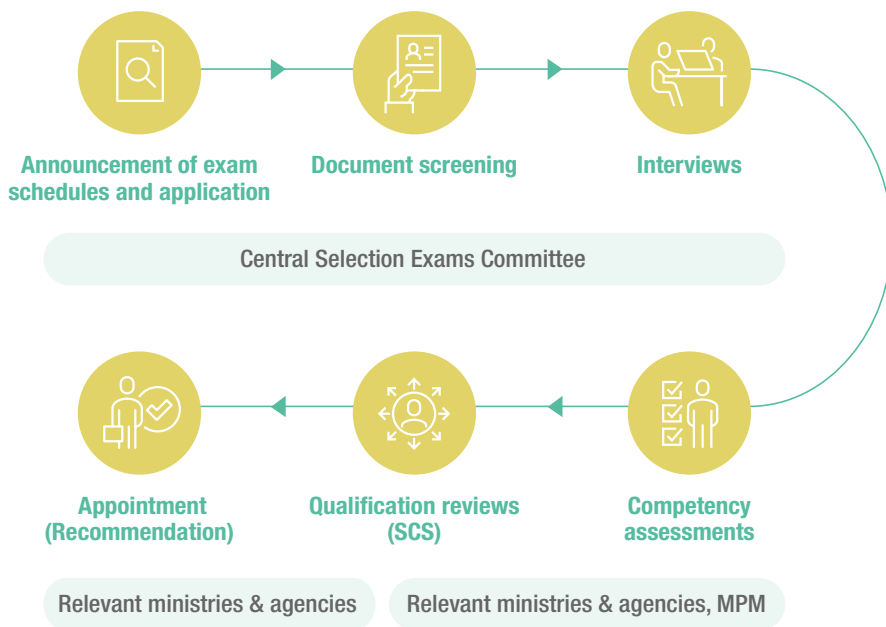
The Central Selection Exams Committee is an independent organization established under the MPM to administer recruitment exams for open competitive positions fairly and efficiently. The members of the committee consist of non-governmental persons (except for the faculty at national and public universities)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

# Promotion of Expertise and Openness in the Civil Service

## Selection Process

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

### Selection Process for Open Competitive Positions



### Selection through Private Headhunting

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

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

## Employment Period

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

### ● Extension of Employment Period

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

### ● Transfer to General Service Positions

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





## Achievements since Establishment

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

### ● Promotion of Fairness and Competence

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

### ● Convenience for Exam Applicants

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

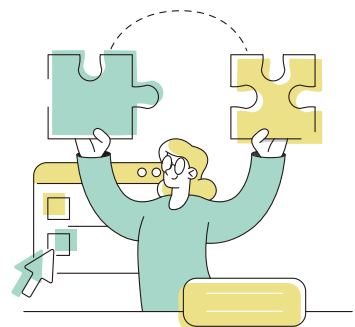
Also, the MPM has hosted consultations on fair recruitment for government ministries and agencies, local governments, and public agencies to share its know-how on fair administration of public recruitment exams, and published guide brochures on fair recruitment.

### ○ Diversity through Balanced Personnel Management

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

### ○ Enhanced Openness in the Civil Service

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





## Key Achievements

### Future Plans and Directions

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

#### ● Qualitative Development of Open Competitive Positions

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

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

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



## Conclusion

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

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

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

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





## Bibliography

- Ministry of Security and Public Administration, Korea University & Sungkyunkwan University. (2013). *2012 Economic Development Module Project: the Establishment of Career Civil Service System*. Ministry of Economy and Finance.
- Ministry of Personnel Management (MPM). (2016). *2016 Personnel Management White Paper*. MPM.
- Ministry of Personnel Management (MPM). (2019). *2019 Civil Service Personnel Management Working Paper*. MPM.
- Ministry of Personnel Management (MPM). (2020). *Onboarding Guide: Private Recruits to Open Competitive Positions*. MPM.
- Ministry of Personnel Management (MPM). (2020). *Annual Report on Diversity in the Public Sector*. MPM.
- Korea Institute of Public Administration (KIPA). (2009). *Improvement in the Civil Servant Recruitment System: A Review of the Introduction of Flexible Hiring System by Ministry*. KIPA.



**RECRUITMENT**  
in the Civil Service

**Date of Publication** January 15, 2021

**Published by** International Cooperation Division, Ministry of Personnel Management ([globalmpm@korea.kr](mailto:globalmpm@korea.kr))

**Address** 499 Hannuri-daero, Sejong-si, Republic of Korea 30102

**Contact No.** +82 44 201 8533

**Designed by** CREPAS ([crayon0663@daum.net](mailto:crayon0663@daum.net))



Ministry of Personnel  
Management