# Civil Service Commission and Reform Initiatives

2003. 9. 22

Civil Service Commission, Republic of Korea



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- Background of Gov't Reform
- **■** Major Reform Initiatives

## Introduction to CSC

## CENTRAL PERSONNEL AGENCY OF THE KOREAN GOVERNMENT

- Establishment
- Organization
- Mission
- Main Functions
- Emblem



\* Two Personnel Agencies

# Establishment of the CSC



### Background Ex-President DJ Kim's election promise (year of 97)

"the need for a central agency to guarantee a fair personnel system and to reform the civil service system"

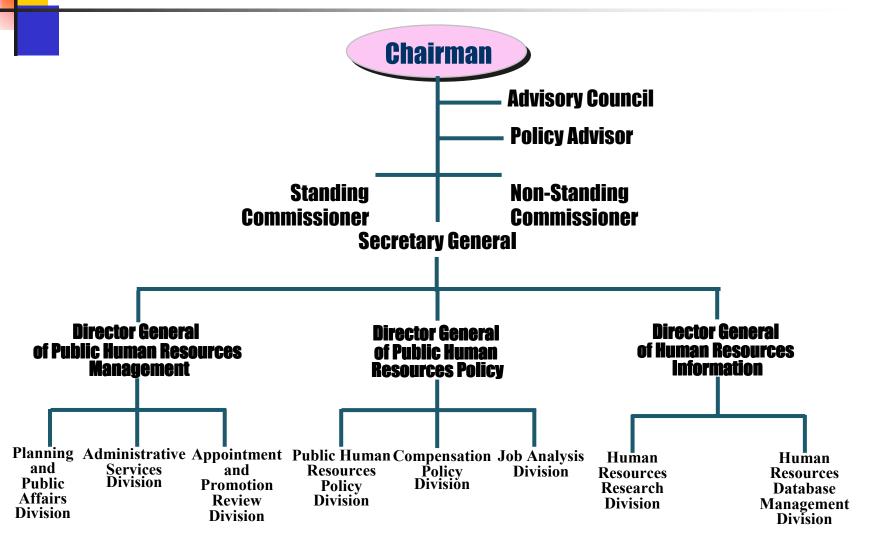
#### Birth & Structure

#### May 24, 1999

- Placed under the presidential authority (autonomous)
- Council system of 5 Commissioners



# Organizational Structure of CSC





3

To build a fair, open and transparent personnel administration.

To renovate the civil service system to be adaptable to future needs

To develop a system to operate a government based on knowledge, information, performance and competency

# The Main Functions of the CSC

1

**✓** Establish the basic policies for public personnel administration

2

**✓** Review the appointment of senior civil servants

3

✓ Improve workplace relations within the public sector and compensation system of civil servants

4

✓ Implement and develop an Open Position System(OPS)

5

✓ Inspect the personnel management of executive agencies





#### Main

Theme
The emblem represents CSC's determination to create a better government delivering quality civil service through persistent public

administration reforms and fair and transparent personnel management

#### Symbol Mark

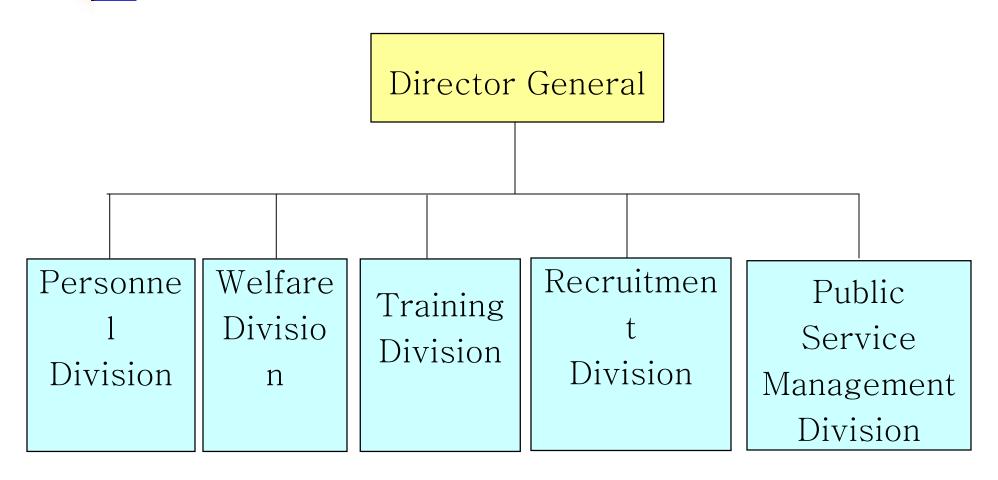
•The scale in the emblem represents impartiality and justice as the basic principles of CSC. This emphasizes CSC's strong will to appoint talents with fairness and justice

## Two Central Personnel Agencies

	<del>,</del>
Civil Service Commission	Ministry of Government Administration and Home Affairs (MOGAHA)
- Basic HR Policy	- Recruiting
- Compensation	- Training
- Screening for Senior	- Discipline
Civil Service	
- Job Analysis	- Pension & Welfare
- Managing the Pool of	- Appeals
Public Talent	



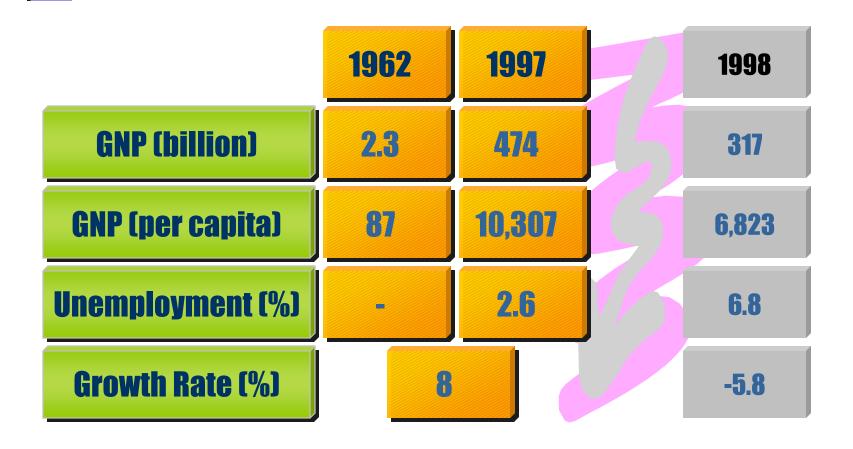
### Personnel Bureau in the MOGAHA



# Background of Government Reform

- "IMF Crisis"
- Inside and Outside of Korea
- **♦ Ideology: New Public Management**
- Decentralization
- Small but Effective Gov't
- Globalization

# "IMF Crisis"



# Inside and Outside of Korea

# Political Power change

• Traditional opposition party leader (Dae-jung Kim) was elected president in 1997

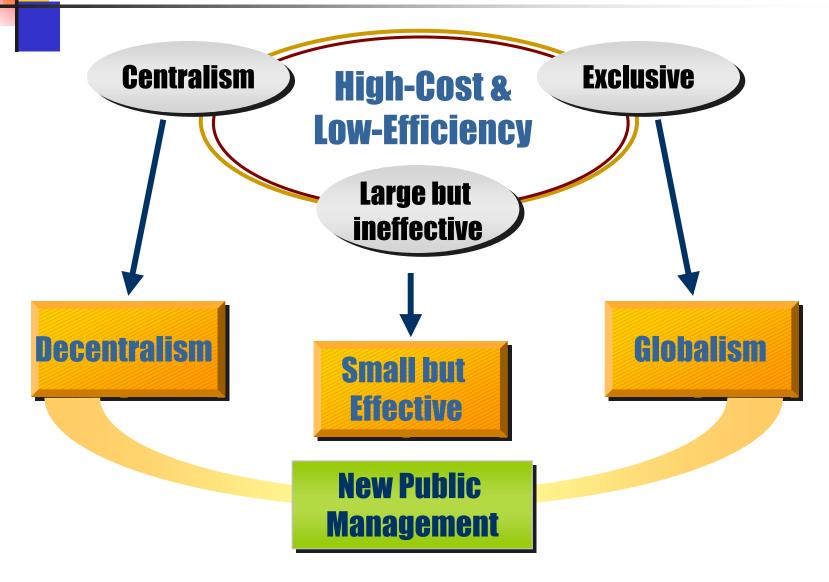
#### **Economic** Crisis

- A series of company bankruptcies ensued due to the current account deficits
- Loss of trust of gov't capability had been built since gov't-led development period
- Increased popular demand for political reform

Strong and and fundamental reform

- Prompt response of some developed countries (USA, UK, New Zealand) to challenges in the era of knowledge-based society
- Growing sense of crisis that the country might fall into dropout without immediate reform

## Ideology: New Public Management



## Decentralization

#### **Political · Social · Economic Democratization**

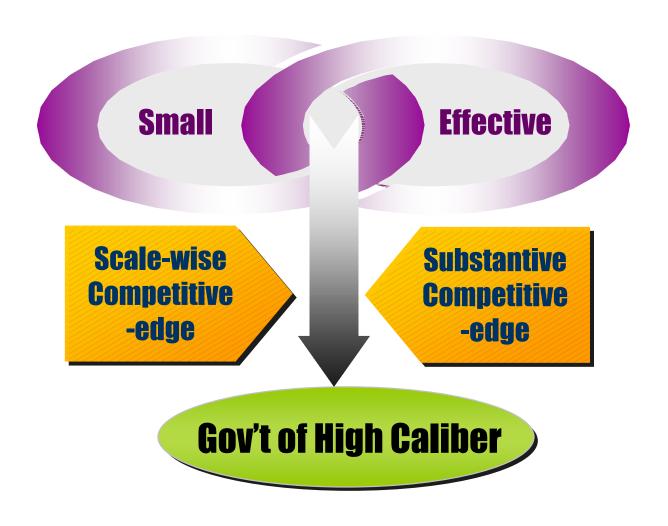
Policy-making Power weaken the authoritative executive-bureaucrats nexus

Functions of the Central Government ➤ transfer the functions of central administration to local level authorities and private sectors

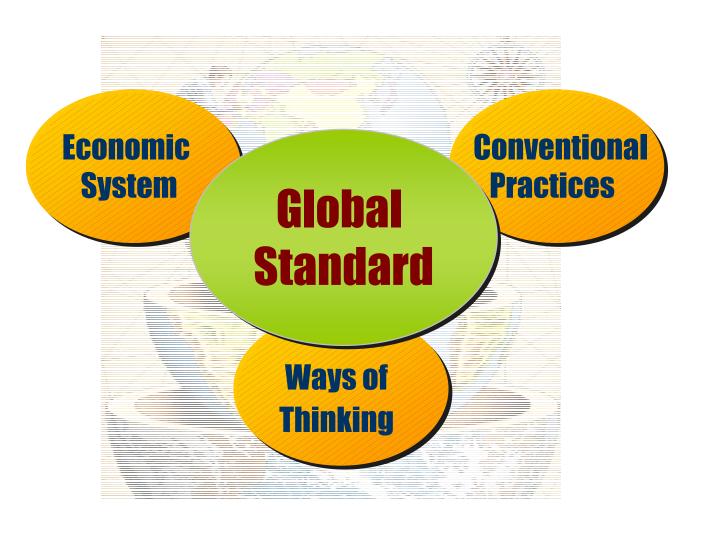
Policy-coordination Process

- favor more flexible committee / commission
- ✓ tripartite commission of state, business and labor on labor issues

## Small but Effective Gov't



# Globalism



# Major Reform Initiatives

- Open Position System (OPS)
- Job Analysis & Performance Management System
- 360 Degree Feedback Appraisal
- Compensation Based on Performance
- **Personnel Exchange Between Private & Public Sector**
- Affirmative Action for Gender Equality
- E-Government : PPSS
  - \* Paradigm Shift & Role Change

### 'Open Position System(OPS)'

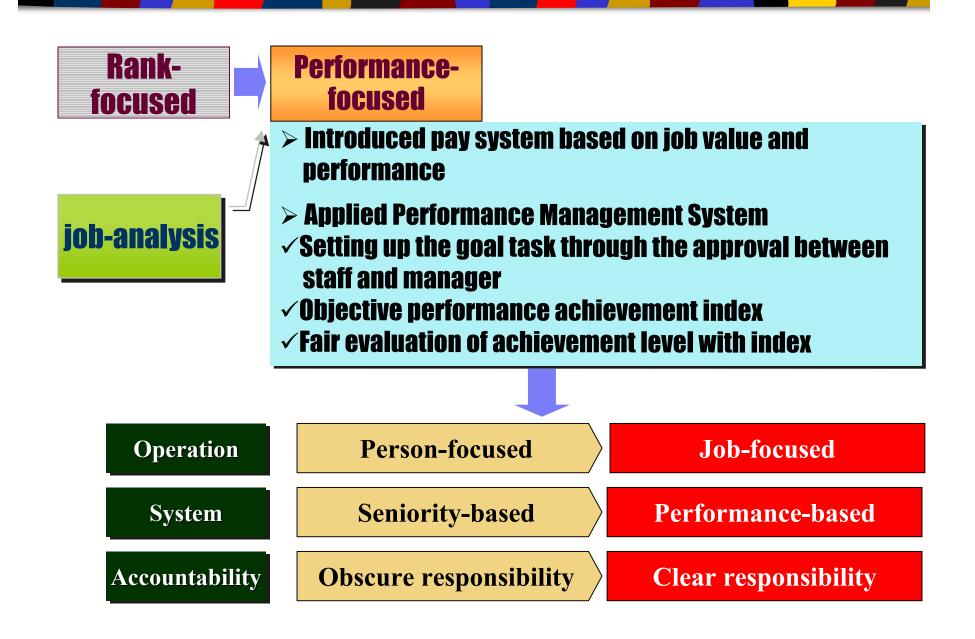
#### < Introduction of the OPS in 1999>

Filled 20% of the grade 3 and higher positions in all departments with the most qualified individuals from the private and public sector

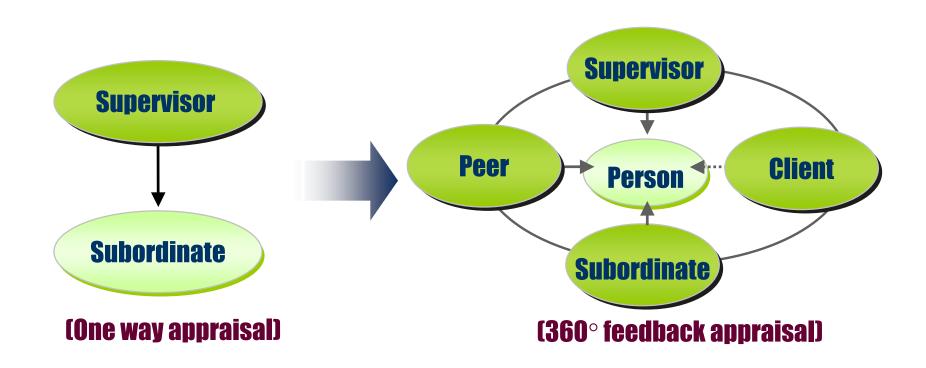


- The OPS is ...
- **▶** Designate 20 % of Senior Positions for Open Competition.
- > Set Qualifications for Open Positions.
- ➤ Recruit the Best Person through Competition between Government Employees and Private Experts.
- **\*\*** Appointment rate of the experts in private sector (`As of September.2003); 30 people, 24.2% (outside government) / total 124 (Open positions)
- **\*\* Other countries' cases : USA(11.0%), UK(27.9%), Canada(8.1%), Netherlands(12.5%)**

#### Job Analysis and Performance Management System



## 360° Feedback Appraisal



- > Developed the 360° feedback appraisal software
- > Distributed the software to all governments
- $\triangleright$  Utilized the 360° feedback appraisal as one of evaluation method

## Compensation Based on Performance

#### Five-Year Plan for Pay Level Improvement



- the CSC is implementing a 5-year plan to bring gov't pay in line with the private sector by 2004.

## Performance-Related Pay Programs

#### 1. Annual Merit Incremental Program

Appraisal Grade	Excellent (S)	Outstanding (A)	Normal (B)	Unsatisfactory (C)
Range	Top 10%	Next 30%	Next 50%	Bottom 10%
Performance Pay rate	+8%	+ 5%	+ 3%	0%

<Scope and Pay Rate by Appraisal Grade: as of Jan 2003>

#### 2. Performance Bonus Program

Appraisal Grade	Excellent (S)	Outstanding (A)	Normal (B)	Unsatisfactory (C)
Range	Top 10%	Next 30%	Next 50%	Bottom 10%
Performance Pay rate	More than 110%	80%	40%	0%

<Performance Bonus Rate: as of Jan 2003>

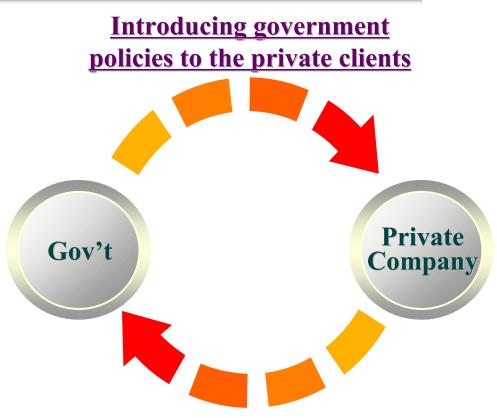
## Promotion of Personnel Exchange Between Public and Private Sector

 Provide mutual learning experience between private and public sector

Encourage customeroriented policy

➤ Target : Grade 4~5

Term: max. 3yrs.



Learning leading-edge management skills

## Utilizing Female Capitals

Removing the obstacles to the female's participation in public affairs

Increase female power in public affairs

**Institutionalizing the work system for female capitals** 

- □ Arranged support policy for nursery to increase the female's devotion to job
- > Relaxed the condition of nursery leave
- > Newly-introduced allowances of nursery leave
- ightharpoonup Extent the maternity leave( $60 \, \exists \Rightarrow 90 \, \exists$ )

- Established the Ministry of Gender Equality (2001.1)
- ☐ Enacted the laws on support for the company of female CEO and on raising female farmer and fisher
- ☐ Implemented the female employment quota system in national public servant and National Assembly member

## Affirmative Action for Gender Equality

## Recruitment Quota for Female

	Yr 1996	1997	1998	1999	2000	2001	2002		
G5	10%	13%	15%			20%	20%		
G7	1070	1070			20.0		20%	20%	23%
G9	-	ı	ı			25%	30%		

#### **\*\* 30% of Recruitment Quota for gender equality : from 2003**

- Any gender can not surpass 70% of total recruitment
- Plus-sum policy avoiding qualified victims

# No. of Female in All Employees

Yr 2002

	Total		Foreign Service	Educational Service	Police& Fire	Judges& Prosecutors	Technical Service	Excepted Service	Labor Service	Others
Total	869,030	287,765	1,422	290,991	120,634	3,166	149,317	8,814	4,069	2,852
Female	286,074	69,759	100	166,408	4,094	255	39,658	3,379	1,374	1,047
Ratio(%)	32.9	24.2	7.0	57.2	3.4	8.1	26.6	38.3	33.8	36.7

#### No. of Female in the General Service

Yr 2002

	Total		$CG_{-}CO$					
	Total	Subtotal	G1	G2	G3	G4	G5	G6~G9
No. of total employees	277,172	31,386	81	479	1,086	7,007	22,733	245,786
Female	67,882	1,271	1	5	21	204	1,040	66,611
Ratio(%)	24.5	4.1	1.2	1.0	1.9	2.9	4.6	27.1

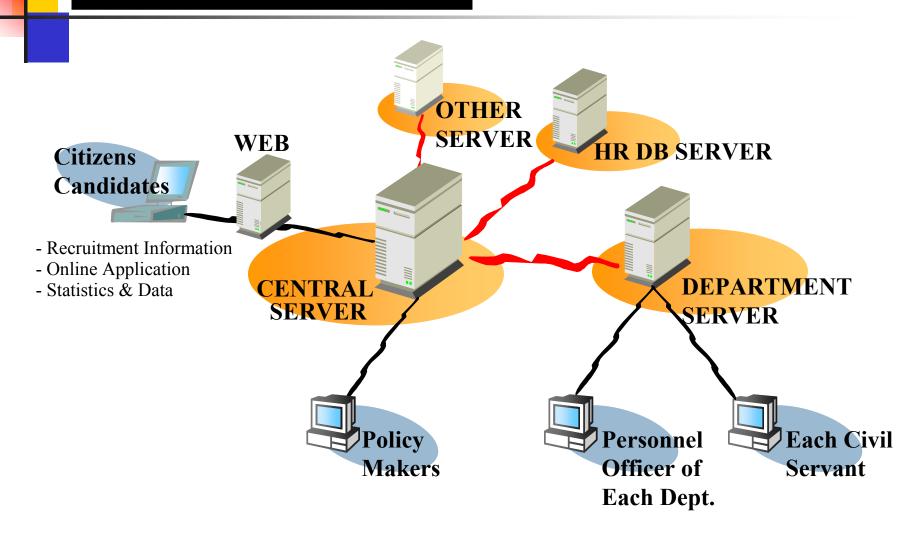
## E-Government



#### **PPSS**

PPSS: a case of e-HRM

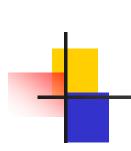
(Personnel Policy Support System)





## 4 Features of **PPSS**

From recruitm promotic To retirement	on, training,	Sharing Information b/w CSC and Departmen		
	Integration	Network		
	Services	Management		
Various service • Policy makers • Personnel offi • Civil servants	cers	Efficient Management through Real-time Data-Updating		



#### **Impact of PPSS upon Civil Service**





Reduction of more than 90%

# Qualitative change



**Electronic personnel management process: Transparency and impartiality of personnel management** 

#### Better Service Delivery



Instant job searching and recruiting information open to the public



# Paradigm Shift

Personnel Management



Human Resource Management



Human Capital Management

# Role Change

FROM	ТО
<ul> <li>Gatekeeper</li> <li>Processor</li> <li>Functional orientation</li> <li>Post-Decision Involvement</li> </ul>	<ul> <li>Consultant/Adviser</li> <li>Business Partner</li> <li>Business orientation</li> <li>Pre-Decision Involvement</li> </ul>
<ul><li>HR Focused</li><li>One size fits all</li><li>Outputs</li></ul>	<ul><li>Customer Focused</li><li>Tailored program</li><li>Outcomes</li></ul>

# Closing...

Our most important asset is our people.

**People, The Core of The future Government** 

#### **Therefore**

We should focus on the nurturing a competent government workforce.

#### **And**

With the competent workforce, we are trying to upgrade government administration and service delivery to the people. - Mission of the CSC-

# Thank you

