

Country Reforms Matrix – Korea

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	Administrative Procedure Act	In 2015, the Administrative Procedure Act was revised and serves as the framework act concerning civic participation. The revised Act establishes a legal foundation for web- and mobile-based policy debates, which allows for real-time, two-way communication. Web- and mobile-based policy debates were adopted in 2003 and 2007, but they did not have any legal foundation at that time.
		Public Policy Proposal System	In 2015, the regulations governing the public policy proposal system were amended. Prior to this amendment, proposals that were not selected by the Government were abandoned. Now, abandoned proposals have a second chance - abandoned proposals are improved through debates, and surveys, as well as from the general public and a group of experts. Also, selected proposals are kept for three years, whereas abandoned proposals are kept for two years. This way, the government can reconsider and select any recently abandoned proposals.
		Community Participation App	The mobile Community Participation App was developed in 2015 and released in a few municipalities and districts. This app was developed to help citizens participate in the decision-making process on policy issues that affect their daily lives at the municipal and district level. Citizens need to simply download the app and they can submit their opinions at anytime, anywhere. This policy was enacted because approximately 90 percent of the population of Korea uses smartphones and mobile apps are appropriate to foster participatory decision-making.
	Establishing partnerships	Civic Participatory Service Design Teams	The Government has formed Civic Participatory Service Design Teams that allow citizens to participate in the design process for certain public policy or service decisions. The teams are composed of citizens (as customers), civil servants (as service providers), and experts working together to design new services or improve existing services. For each policy task at the national or local level, about 7 members form one team and work for three to four months to conduct field studies, literature reviews and brainstorming sessions. The service design methodology employed by these Design Teams observe customer experience, behaviour, psychology and surrounding environment in order to discover the hidden needs of consumers. The Design Teams were first piloted in 2014 in 19 central government agencies and 12 municipal or provincial governments. The Design Team program will be launched on a larger scale later this year. To date, over 200 teams have been formed and have worked on a variety of policy proposals.

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	Integrating groups		
	Using ICTs		
	Involving citizens		
	Using a mix of policy instruments		
	Using joined-up government		
Lab 2 - Design	Fostering a whole-of-government approach	Removing barriers between government departments	Since the launch of the Park Administration in 2013, Korea has worked hard to remove barriers between government departments and encourage collaboration across government . In order to facilitate interdepartmental collaboration, the government has laid the legal foundation to engage all related organisations to solve problems together. For example, the E-Government Act and the Regulations on the Efficient Management of Administrative Affairs both contain articles concerning information sharing among organisations, the operation of collaborative work systems, and the organisation of a team for collaborative work.
		Reassigning civil servants	The government has created a pool of staff by gathering one percent of the staff from each agency in order to reassign them where needed . Now, when the demand for a new employee arises, the demand can be met without recruitment. This way government employees are not constrained to one agency but are managed with a whole-of-government perspective. In 2014, a total of 994 employees from 39 central agencies were reassigned to areas including citizen security, economy and taxation without needing to recruit new staff.
		Job/Welfare Plus Centres	Job/Welfare Plus Centres were established to serve as one-stop shops for public services regarding employment and welfare. Before, citizens would need to visit multiple offices from local to central government agencies. Now, at centres, citizens can apply for many services at one place. The pilot location in Namyangju was given high marks by citizens and the city, which has resulted in a total of 10 offices put into operation in 2014. 40 offices total are planned for 2015 and 70 by 2017. A recent study found that job growth rates in municipalities with centres were 32.1 per cent on average, compared to the national average of 7.6 per cent.
	Engaging with innovative practices	Reassigning civil servants and Job/Welfare Plus Centres	Both pooling staff and the Job/Welfare Plus Centres described under 'fostering a whole-of-government approach' are examples of engaging with innovative practices.

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Lab 3 - Delivery	Strengthening the civil service	Ministry of Personnel Management	In 2014, the Ministry of Personnel Management (MPM) , an independent department in charge of the civil service, was launched to address future challenges and enhance the competitiveness of the public sector on a global scale. After being established the MPM conducted an opinion poll to listen to what citizens expect from the public sector. The poll found that citizens stress integrity and ethics in the civil service, civil servants want to feel proud and confident in the public sector, and expert groups prioritised openness and expertise in the public sector. MPM is also engaging in consultations with citizens and government departments. Based on this, a government-wide civil service reform was implemented in 2014, which focuses on three goals: innovation in recruitment, relevance of training and expertise/performance-based personnel management.
	Building a diverse & inclusive civil service	Ministry of Personnel Management	The Ministry of Personnel Management (MPM) reforms will hire more often from the private sector, including those who work for small- to medium-sized enterprises and social businesses. Also, irrelevant qualifications, such as computer proficiency certificates, will no longer be entitled to additional points for the recruitment of grade 6 officials or lower.
	Building trust in government	Ministry of Personnel Management	The civil service reform launched by the Ministry of Personnel Management (MPM) in 2014 is expected to make government more competitive and competent, which should raise trust. However, it is still too early to tell if any substantial impacts have been made. MPM will closely observe how the reform efforts unfold.
	Reaffirming the core values in the public service	Ministry of Personnel Management	In order to build a dedicated public sector and restore trust in government, the Ministry of Personnel Management (MPM) is working hard to reaffirm the core values of the public sector. In addition, the MPM has made some vacant positions open to the private sector only and took action to headhunt more private-sector experts for positions of director-level and up. Large-scale recruitment from the private sector is also being used for other official positions and is growing. Senior civil servants, including the heads of public organisations, should set the example when it comes to following the core values of the public sector. Their leadership is critical to making the public sector more open to the public.
	Establishing gender balance in the civil service	Gender Equality Scheme	In place since 2003, Korea's gender quality scheme prevents either gender from occupying more than 70 per cent of vacant positions. As a result, 49 per cent of the current Korean civil service is female.
		Mid-Level Manager Recruitment	The Korean Government has taken action to increase the number of females in mid-level manager positions in the civil service . Beginning in 2002, the government implemented a 5-year programme to increase the number of Grade 5 female employees. The success has led to a similar plan for Grade 4 employees. From 2007 to 2011, the number of female Grade 4 employees rose from 5.4 per cent to 8.5 per cent. A second implementation of the plan has increased the number to 11 per cent with the goal to raise it to 15 per cent by 2017.

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		Extending paternity leave	The government instituted a plan to raise the number of men taking paternity leave. In 2014, only 4.6 per cent of men took a paternity leave, which forces women to take a career hiatus to raise children. In order to prevent career hiatuses and to equally share the burden of childcare between husband and wife, the paternity leave of the public sector was extended to a maximum of three years from its current one year, which is the same as maternity leave.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Government Performance Evaluation System	The Office for Government Policy Coordination (OPC) evaluates the policies of the central government agencies on an annual basis. The Government Performance Evaluation System was established by the OPC in order to achieve policy goals and resolve issues on the Presidential Agenda in the fastest time possible. In 2014, the Evaluation System was amended to add public satisfaction to new evaluation criteria to highlight the importance of creating policies that change the lives of people in a satisfactory manner. Public satisfaction is measured in two ways: first, citizens who are directly affected by a certain policy are invited to participate in the evaluation process and, second, opinion polls are conducted to find out whether the general public was satisfied with the results of the policy. In particular, policies that affect certain social groups - such as small- to medium-sized enterprises, citizens with disabilities and women - were evaluated with separate polls for each group.
	Strengthening performance management	Traffic Light Monitoring System	In order to achieve policy goals and resolve issues on the Presidential Agenda, the Office for the Government Policy Coordination (OPC) adopted a special monitoring scheme, called ' Traffic Light Monitoring System '. Each issue receives a red, yellow or green light to indicate how well the issue is being managed by government departments. Yellow indicates large-scale issues while red indicates a very serious situation where no progress can be made and the existing plan needs to be revisited.
		General Performance Evaluation System	The Government Performance Evaluation System was also reformed to include more criteria for assessing the outcomes of government activities. From 2013 to 2014, the number of performance indicators related to the outcomes of government activities rose from 46 per cent to 79.9 per cent. As well, each Presidential Agenda item has a key performance indicator that can be easily communicated to the general public, such as export volumes of small- to medium-sized enterprises and housing transaction volumes. Furthermore, the evaluation of individual government departments is linked with the evaluation of government-wide efforts in relation to the Presidential Agenda and the Three-Year Plan for Economic Innovation.
	Identifying what works		
	Utilising policy and programme experimentation/piloting		