

# 7

## Establishing An Effective System for Trust-based Diplomacy

---

**Chapter 1** Strengthening Diplomatic Capacity for the Successful Implementation of Trust-based Diplomacy **378**

**Chapter 2** Improving the Education and Evaluation System **383**

**Chapter 3** Personnel and Organizational Restructuring **388**

---





DIPLOMATIC WHITE PAPER

## Chapter 1

# Strengthening Diplomatic Capacity for the Successful Implementation of Trust-based Diplomacy



The Ministry of Foreign Affairs is rendering support for the pursuit of Trust-based Diplomacy, which lies at the very heart of the Park Geun-hye Government's foreign policy. For the successful implementation of Trust-based Diplomacy, the Ministry has endeavored to enhance its human resources capabilities through the reformation of the human resources management cycle, the expansion of the Open Position System and the Personnel Exchange Program, and the reorganization of the roles and positions of attaches.

## 1. Strengthening of the MOFA Headquarters as the Control Tower of Foreign Policy

The Ministry is seeking to further strengthen the role of the MOFA headquarters as the control tower of foreign policy, by reforming the human resources management cycle. Previously, newly appointed diplomats returned to the MOFA headquarters after working in diplomatic missions abroad for two consecutive terms of service during a period of four to five years. Starting from the year 2014, however, diplomats who have recently joined the Ministry may return to MOFA headquarters after working in one diplomatic mission abroad. The greater number of officials in the MOFA headquarters who have worked abroad, with the benefit of their hands-on experience, serves to further enrich the decision-making process. The Ministry believes that this serves to further enhance its capability to carry out policy tasks in the pursuit of trust-based diplomacy, such as the trust-building process on the Korean Peninsula and the Northeast Asia Peace and Cooperation Initiative.

## 2. Establishment of System for the Management of Human Resources in Accordance with the "Government 3.0" Paradigm

The Ministry of Foreign Affairs has increased the number of Open Positions to make use of outstanding human resources from both the public and private sectors. There are twenty-two senior posts which have been allocated as Open Positions, including major posts in the MOFA headquarters such as the Director General for Policy Planning and the Deputy Spokesperson, and many other prominent

positions in major diplomatic missions abroad such as the Minister at the Embassy of the Republic of Korea in the US and the Deputy Permanent Representative of the Permanent Mission of the Republic of Korea to the United Nations Office and Other International Organizations in Geneva. Furthermore, the Open Position System is applied to three Director positions in the MOFA headquarters including the Director of the Bilateral Economic Promotion Division. In 2014, there will be four more Open Positions among Director-level positions in the MOFA headquarters, including Director of the International Legal Affairs Division and Director of the Global Green Growth Division.

Moreover, the Ministry is moving forward with "Government 3.0" by eliminating barriers and promoting communication and cooperation with other ministries. To that end, the Personnel Exchange Program is being expanded among senior officials, Directors, and diplomats at the working level. Furthermore, the Ministry is continuing to implement the Personnel Exchange Program with 15 local governments around the country, including Seoul, Busan, Gyeonggi Province, and the Jeju Special Self-Governing Province with a view to supporting their internationalization. Furthermore, there is a special form of cooperation between the Ministry of Foreign Affairs and the Ministry of Strategy and Finance - the Personnel Exchange Program is implemented between the Director of the Development Cooperation Division in the Ministry of Foreign Affairs, which is in charge of grants, and the counterpart in the Ministry of Strategy and Finance, which is in charge of concessional loans. Through this Program, the two Ministries can reach a deeper mutual understanding and foster closer cooperation on Official Development Assistance policy. By actively pursuing Personnel Exchange Programs with other ministries such as the Ministry of Science, ICT and Future Planning, the Ministry of Health and Welfare, and the Ministry of National Defense, the Ministry

of Foreign Affairs is endeavoring to further enhance inter-ministerial collaboration and communication, and strengthen the competence at the international level of all parts of the Korean Government.

### 3. Reorganization of the System of Attachés in Diplomatic Missions Abroad

The Ministry of Foreign Affairs hopes to remove barriers and to foster cooperation between officials from different ministries in diplomatic missions abroad, so that it can more efficiently carry out major policy tasks of the administration such as the pursuit of the "Creative Economy," "Job Creation," and "Public Safety." The Ministry reshaped the roles and positions of attachés by engaging in discussions on this with other ministries, and the changes to the system are to be implemented in the course of the year 2014. Changes have been made in the roles to be played by attachés to reflect the recent reorganization of the government. There have also been changes made in the number and places of attachés to better meet the actual needs. The aim of this rethinking of the roles and positions of attaches was to bolster substantial collaboration between ministries and to develop international cooperation. As a result, each ministry is better able to achieve its policy tasks, which is in the national interest. During the process of reorganization, the Ministry's primary concern was the actual demand for attachés in diplomatic missions abroad. At the same time, it has strived to make optimum use of the existing personnel by appointing attachés to posts in other areas. The Ministry will continue to seek to manage the various diplomatic capacities of the Korean Government in a comprehensive and systematic manner through the operation of the attaché system.

## 4. A New System for Recruiting Diplomats, the Global Foreign Service Officers

In 2013, the Korean Government adopted a new system for recruiting diplomats in order to realize the ideal model of foreign service officers expected for the 21st century. The new recruitment system improved upon the former foreign service exam in two major aspects. First, the new recruitment exam assesses a candidate's ability to engage in strategic and comprehensive thinking. Second, the diplomat training programs aim at fostering diplomatic personnel equipped with capabilities tailored for their respective positions.

The first regular training program for diplomatic candidates was launched on December 16, 2013. The 43 candidates recruited across three fields - generalist track, specialist track 1 (regional areas), and specialist track 2 (functional areas) - are currently enrolled in the Korea National Diplomatic Academy (KNDA)'s training program. The final recruitment decision will be made at the end of their year-long training in December 2014.



## Chapter 2

# Improving the Education and Evaluation System



### 1. Enhancing Diplomatic Capacity

Through the newly established training system, KNDA seeks to equip foreign service officers with advanced capabilities that are crucial in the current age of globalization and information. It offers 40 subjects across four areas - "Sense of Mission (SOM)," "Communication Networking & Negotiation (CNN)," "Knowledge of Areas & Function (KAF)," and "Foreign Language for Diplomats (FLD)."

KNDA has invited a number of scholars and former government officials, from both in and out of the country, as chair professors of the training program. Since December 2013, foreign ministers and heads of international organizations, starting with Egypt's Minister of Foreign Affairs Nabil Fahmi, have given special lectures to KNDA's diplomatic candidates.

Also, as the rapidly changing diplomatic environment requires diplomats' fluent foreign language skills, KNDA is making an effort to provide customized foreign



language training classes to the candidates. To this end, in addition to expanding the pool of its full-time instructors, KNDA has introduced joint lectures conducted by external specialists and foreign language instructors at the same time, delivering both high-quality content and foreign language training opportunities. Moreover, in order to cultivate foreign service officers who can conduct diplomacy based on the practice of Trustpolitik, KNDA will also strengthen the practical training course of current diplomats, including the newly designated ambassadors.

## 2. Strengthening Research and Cooperation

In order to carry out major government projects in foreign affairs and national security, KNDA is currently operating research programs on various topics, including the Northeast Asia Peace and Cooperation Initiative, the Korean Peninsula Trust-building Process, and Middle Power Diplomacy. It has also regularly conducted research on important policy issues, thereby analyzing the key prospects in world politics. In October 2013, KNDA hosted a grand international conference in celebration of its 50th anniversary in the presence of President Park Geun-hye, by which it proposed the direction for implementing the Northeast Asia Peace and Cooperation Initiative, as well as trustpolitik.

In December 2013, KNDA established the Center for International Law. By conducting international law-related research in preparation for the Korean unification, the Center will seek to provide solutions to territorial conflicts and maritime issues surrounding the Korean Peninsula.

Furthermore, as the importance of public diplomacy is growing in the current waves of globalization, democratization, and information, KNDA will expand the

Institute of Foreign Affairs and National Security (IFANS)'s role of formulating a policy community. At the same time, in keeping up with the rapidly evolving international environment, KNDA plans to fulfill the Ministry of Foreign Affairs' policy demands by continuing academic exchanges with various research institutes at home and abroad, and by conducting policy research activities. In doing so, it will not only develop mid- to long- term foreign policy, but also focus on building research capabilities on current issues.



celebration of KNDA's 50th anniversary  
(Seoul, November 14, 2013)

### 3. Conducting the Diplomatic Competency System

In response to the growing demand for greater professionalism and competency in foreign service officers, the Ministry of Foreign Affairs (MOFA) introduced the Diplomatic Competency Assessment System in 2005, and established the Office of Diplomatic Competency Assessment in 2007 (renamed as Diplomatic Competency Assessment Division in August 2012 due to the revisions to the MOFAT and Affiliated Organizations Setup Enforcement Rule) to manage the Diplomatic Competency Assessment and the Diplomatic Competency Development Program.

In 2013, the Diplomatic Competency Assessment Division (DCAD) conducted competency assessment for 64 candidates for Senior Foreign Service Officer (Senior FSO) positions, evaluating six areas of competency (networking, negotiation,

crisis management, coordination & integration, strategic thinking, and change management). The DCAD also conducted a process of competency assessment of 68 candidates for counselor-level positions, evaluating five areas (networking, negotiation, crisis management, conflict management, and performance focus). In addition, it screened 53 candidates for the special recruitment of foreign service officers.

All candidates are assessed on the required competency for each level, employing various methods such as role-play, presentations, and report writing in diplomatic situations that simulate actual cases in the workplace. The assessment group is comprised of relevant outside experts and former ambassadors. The assessment is linked to personnel management such as the promotion and recruitment of foreign service officers not only enhancing efficiency and objectivity of human resource management but also encourages them to develop their competency.

In the case of failure in a level of assessment, the DCAD arranges in-depth feedback interviews with the assessors to review their assessment result and help improve their competency.

For the candidates for Senior FSO and counselor-level positions, the DCAD offers the Diplomatic Competency Development Program prior to the assessment in order to give them an opportunity to review and improve their competency.

The program consists of two modules: online classes via Internet and offline classes with instructors. The offline classes, in particular, offer a better learning experience through the active participation of students in simulation exercises and basic lessons on competency theory, thus reaching beyond the scope of one-sided traditional learning. The DCAD continues to develop diplomatic competency models in keeping with international standards through benchmarking good examples of other advanced countries, and to improve the diplomatic competency

assessment system and competency development program. With all these efforts, the DCAD will enhance the diplomatic competency of foreign service officers and strengthen the competitiveness of MOFA.

#### 4. Further Strengthening of the Heads of Mission Evaluation System

The Heads of Mission Evaluation System (HMES) was first introduced in June 2011, with a view to achieving a more objective and systematic assessment of various aspects of the performance of Heads of Mission. It has served to enhance cooperation between the MOFA headquarters and diplomatic missions abroad as well as overall diplomatic capacity. As the first test evaluation was in 2011, 2014 marks the third year of the HMES. The Ministry of Foreign Affairs seeks to evaluate the overall diplomatic activities of the Heads of Mission including political, economic, and consular affairs, amongst others. The HMES, which has been implemented for three consecutive years, seems to be functioning in a stable manner. However, the distinctive nature of diplomatic activities means that it is hard to quantify, and the working conditions and environment vary drastically among different diplomatic missions abroad. Since the same standards are applied to all Heads of Mission there are challenges inherent in the process of establishing and operating the HMES, thus bringing up the necessity to improve the HMES. The Ministry will exert strenuous efforts to gather the opinions of experts such as in the private sector and take complementary measures to improve the HMES, with a view to achieving an even fairer and more objective evaluation.

## Chapter 3

# Personnel and Organizational Restructuring



### 1. Transfer of Trade Functions and Other Organizational Changes

In accordance with the reorganization of the administration conducted in March 2013, the name of the Ministry was modified to the Ministry of Foreign Affairs (MOFA) from the Ministry of Foreign Affairs and Trade (MOFAT). Its trade functions were transferred to the Ministry of Industry, Trade, and Resources (MITR), but MOFA retained the functions and bureaus concerning economic diplomacy and international economic cooperation diplomacy. With the view to contributing to realizing a "Creative Economy" and creating more jobs, MOFA has been reinforcing economic diplomacy and providing diplomatic assistance and cooperation concerning trade affairs as necessary.

In detail, MOFA has transferred or dispatched 87 trade experts to MITR to ensure that the administration's trade policies and functions remain on the right track.

MOFA also has actively participated in intra-governmental consultations on major trade issues including new free trade agreements, and has greatly strengthened the economic and trade functions of its overseas missions in a bid to accomplish one of the new administration's four administrative priorities, "Economic Revival." MOFA will continue to help MITR smoothly develop its own system for newly-transferred trade functions through close cooperation and consultation.

## 2. Timely Enhancement of its Organization and Manpower

The Ministry has been working to meet new diplomatic demands by securing necessary organization and manpower in a timely manner.

In 2013, it established a new task force to protect North Korean refugees more comprehensively and effectively, in a bid to accomplish one of the new administration's four administrative priorities of "Laying a Foundation for Peaceful Unification." The creation of the task force in the Office of Korean Peninsula Peace and Security Affairs has resulted in great improvement in efficiency and expertise from the previous platform under which multiple agencies and divisions individually performed the task of protecting and transporting North Korean refugees.

MOFA has also enhanced its manpower. The prescribed number of officials of the Ministry was revised several times, to include staff for such affairs and tasks as the expansion of the use of "East Sea" in foreign and international maps, cooperation with the Global Green Growth Institute (international organization headquartered in Korea), and stronger protection and management of personal information.

### 3. Establishment of a Fair and Balanced Recruitment System

The Ministry of Foreign Affairs has taken various measures to build a fair human resources management system. As a result, the Ministry has been given authority to conduct independently the "competitive recruitment examination for career service positions" for the lower ranking foreign service officers since February 2013. From January 2011 to February 2013, the Ministry of Foreign Affairs and the Ministry of Security and Public Administration jointly operated the recruitment process.

In addition to the progress in the recruitment process, the Ministry of Foreign Affairs also became the first ministry to meet the 3 percent quota for the recruitment of disabled people in December 2013, by recruiting disabled people for 3.09 percent of its posts. In 2013, the Ministry recruited eight severely disabled people, which is the highest number among all the ministries and institutions of the Korean Government. It also allocated a larger budget than any other ministry for assistive technology devices to enhance the working environment of severely disabled employees. Most foreign service officers are required to serve in posts in a wide range of places around the globe, and most diplomatic missions abroad are located in places where the working environment is unfavorable for disabled employees. Despite these constraints within the system, the Ministry of Foreign Affairs was still able to meet the quota for the employment of disabled people, clearly demonstrating the Ministry's constant efforts to further expand disabled employment. In the future, the Ministry will further strengthen its efforts to establish a more balanced recruitment system.



