

## 07 Establishing an Effective System for Trust-based Diplomacy

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## Chapter 1

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



The Ministry of Foreign Affairs (MOFA) is rendering support for the pursuit of Trust-based Diplomacy, which lies at the very heart of the Park Geun-hye administration's foreign policy. For the successful implementation of Trust-based Diplomacy, MOFA has endeavored to enhance its human resources capabilities by strengthening the expertise of its Foreign Service Officers, upholding merit-based principles in human resources management, encouraging women's advancement to senior posts, expanding the Open Position System and the Personnel Exchange Program, and diversifying the recruit system.

## 1. Strengthening of the Expertise of Foreign Service Officers

MOFA has reformed the human resources management system to strengthen the expertise of its Foreign Service Officers. Against this backdrop, Director-Generals are allowed to hold their positions for a longer term and attain proficiency. Director-Generals with such experience and competency will be better able to manage a variety of tasks at their bureaus and reinforce the role of MOFA headquarters as the control tower of foreign policy. In addition, MOFA improved the overseas training system to strengthen the connection between the training programs and the related posts at MOFA, thereby further improving the officers' expertise.

## 2. Merit-based Human Resources Management and Support for Women's Advancement to Senior Posts

MOFA has adhered to merit-based principles in its human resources management, placing the right individual with the right talent in the right position. Merit-based placement serves to accomplish the best diplomatic achievements with its staff stationed in 162 diplomatic missions all over the world. In this regard, the Ministry has selected its Heads of Missions on the basis of ability rather than seniority. Accordingly, mid-level executives who have demonstrated high performance and professional skill sets are now serving as Heads of Missions, actively leading Missions in all corners of the globe. Moreover, MOFA has reinforced diplomatic capacity at the frontline by placing employees in positions based on merit and setting recruitment channels aside. For example, MOFA has assigned a greater

number of junior employees who did not pass the Foreign Service Examination but have the language skills and expertise, irrespective of the regular hiring channel, to major missions such as the Permanent Mission of the Republic of Korea to the United Nations, the Embassy of the Republic of Korea in China, and the Embassy of the Republic of Korea in Japan.

At the same time, MOFA encourages more women to proceed to senior posts in accordance with women's advancement in society. In particular, the number of female officials has rapidly risen by 64% among grade five civil servants and 72% among grade seven civil servants in 2015. Female officials play a greater role in the Ministry compared to other government branches. The Korean government has recently appointed its first female Heads of Missions in the Park Geun-hye administration: the Consul General in Sapporo and the Consul General in Sendai. The number of female senior officials has also risen by 75% compared to that of last year.

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

In concert with the Park Geun-hye government's personnel management policies, MOFA has increased the number of Open Positions to utilize outstanding human resources from both the public and private sectors. Numerous senior posts have been allocated as Open Positions, including major posts at MOFA headquarters such as the Director General for Policy Planning and the Deputy Spokesperson, as well as many other prominent positions in chief diplomatic missions abroad

including the Minister at the Embassy of the Republic of Korea in the US, the Minister at the Embassy of the Republic of Korea in Japan 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 Director positions at MOFA headquarters including the Director of the Cultural Exchanges and Cooperation Division.

MOFA is pushing ahead 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. MOFA is implementing the Personnel Exchange Program in 15 local governments in the country, including Seoul, Busan, Gyeonggi Province, and the Jeju Special Self-Governing Province with a view to supporting their internationalization. Also, there is special cooperation between MOFA and the Ministry of Strategy and Finance, namely the Personnel Exchange Program between the Director of the Development Cooperation Division of MOFA, 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 the Official Development Assistance (ODA) policy to enhance the effectiveness of our ODA. By actively pursuing Personnel Exchange Programs with other Ministries such as the Ministry of the Interior, the Ministry of Health and Welfare, and the Ministry of Personnel Management, MOFA is aiming to scale-up inter-ministerial collaboration and communication and strengthen the competence of the Korean government to an international level.



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

In 2013, the Korean government adopted a new system for recruiting diplomats, aimed at realizing the ideal model of foreign service officers expected for the 21<sup>st</sup> century, and the new training program for diplomat candidates. The new system, substituting the former Foreign Service Examination, adopted the concept of "education before recruitment" instead of "recruitment before education" in order to recruit diplomats who are nurtured rather than selected.

It has been three years since the establishment of the program; 39 out of 43 diplomat candidates in the class of 2014 and 33 out of 36 candidates in the class of 2015 were officially appointed as diplomats. The class of 2016, which consists of 37 candidates, will receive their training for 50 weeks starting from December 15, 2015. In the end, 34 of them will be officially selected as diplomats.

## Chapter 2

# Improving the Education and Evaluation System



### 1. Enhancing Diplomatic Capacity

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

The KNDA has invited scholars and former government officials from both in and out of the country, in addition to its own professors, as lecturers of the training program.

Also, as the rapidly changing diplomatic environment requires diplomats to have fluent foreign language skills, the KNDA provides intensive English training programs for diplomat candidates and newly-recruited consular officers, as well as

customized foreign language programs for heads and diplomats newly assigned to overseas missions, delivering both high-quality content and foreign language training opportunities.

Moreover, the KNDA aims to enhance the capabilities of current diplomats through regular and customized career training programs for new heads of overseas missions, diplomats newly assigned to overseas missions, and newly-recruited consular officers.

In addition, the KNDA is making efforts to expand Korea's international capabilities in the public sector and improve foreign diplomats' understanding of Korea through external training programs for those working in governmental and public sectors and for foreign diplomats, such as the Global Leadership Program for high-ranking government officials and public institution staff, the International Conference and Negotiation Program for government and public institution employees, the Partnership Program for diplomats from developing countries, and the Introduction to Korea Program for foreign diplomats newly assigned to Korea.

## 2. Strengthening Research and Cooperation

The KNDA's Institute of Foreign Affairs and National Security (IFANS) provides support for the government's diplomacy by carrying out major government projects in foreign affairs and national security, conducting in-depth research on important policy issues, establishing networks with research institutes at home and abroad, and improving the public's understanding of major diplomatic issues.

Since 2013, the KNDA has operated research programs on major policy issues, including the Northeast Asia Peace and Cooperation Initiative (NAPCI), Middle

Power Diplomacy, and the Korean Peninsula Trust-Building Process.

In 2015, various events were held in commemoration of the 70<sup>th</sup> anniversary of Korea's independence and the 50<sup>th</sup> anniversary of the normalization of the ROK-Japan diplomatic relations. On October 23, 2015, IFANS hosted the 2015 IFANS Conference on Global Affairs, titled "Opening the Next Chapter: Where Korean Diplomacy Stands on the 70<sup>th</sup> Anniversary of Liberation," to discuss the future direction of Korean diplomacy.



2015 IFANS Conference on Global Affairs  
(Seoul, October 23, 2015)



Public Symposium of the 30<sup>th</sup> IFANS-JIIA  
Conference (Seoul, June 15, 2015)

The KNDA has also hosted regular academic conferences with major foreign policy and security-related research institutes in the four powers, namely the United States, China, Japan, and Russia, and those in Asia, Europe, Middle East, and MIKTA and Visegrad Group countries, in which they discussed pending diplomatic issues and devised plans to strengthen bilateral cooperation.

Moreover, the KNDA established the Center for Chinese Studies in December 2010, Center for Diplomatic History Studies in April 2011, Center for International Law in November 2013, and Center for Japanese Studies in August 2015, and has been conducting in-depth research in the respective fields. The Center for Chinese Studies has conducted in-depth research on China, and strengthened

networks with China-related organizations in and out of the country; the Center for International Law has not only conducted research on major issues in international law, including territory, human rights, unification, and environment, but also forged networks with other research institutes in international law; the Center for Diplomatic History Studies has conducted systematic research on diplomatic history by accumulating and analyzing documents and records from MOFA Diplomatic Archives; and the Center for Japanese Studies has conducted research on Japan-related policy, and carried out systematic activities to support our government in pending issues related to foreign policy toward Japan.



2015 CCS International Conference  
(Seoul, November 24, 2015)



The 10<sup>th</sup> IFANS Talks  
(Seoul, November 17, 2015)

Lastly, in order to enhance the public's understanding of international issues and pursue interactive communication with the public, the KNDA has regularly hosted IFANS Talks (public lecture program), IFANS Debate (open debate session), and KNDA Lecture Series (guest lecture program), which have received a considerable amount of attention from middle and high school and college students as well as scholars and experts who are interested in global issues.

### IFANS' Major International Academic Conferences in 2015

Event	Place and Date	Participating Institutes, etc.
IFANS-CSIS Symposium	Washington, D.C. (Feb. 3-4)	CSIS: Center for Strategic and International Studies
The 3 <sup>rd</sup> IFANS-IDS Workshop	Riyadh, Jeddah (Mar. 16-17)	IDS: Institute of Diplomatic Studies
The 24 <sup>th</sup> IFANS-CIIS Conference	Beijing (Apr. 20)	CIIS: China Institute of International Studies
The 30 <sup>th</sup> IFANS-JIIA Conference	Seoul (Jun. 15-16)	JIIA: Japan Institute of International Affairs
The 2 <sup>nd</sup> ROK-EU Meeting on Cooperation on the Northeast Asia Peace and Cooperation Initiative	Brussels (Jun. 18-19)	EUISS: European Union Institute for Security Studies
The 14 <sup>th</sup> Korea-US West Coast Strategic Forum	San Francisco (Jun. 25)	APARC : Stanford University Shorenstein Asia-Pacific Research
The 8 <sup>th</sup> Trilateral Cooperation Forum of Korea, China and Japan	Beijing (Oct. 15)	CIIS: China Institute of International Studies & JIIA: Japan Institute of International Affairs
Strategic Dialogue for ROK-Japan Cooperation	Tokyo (Oct. 21)	RIPS: Research Institute for Peace and Security
2015 IFANS Conference on Global Affairs	Seoul (Oct. 23)	-
KNDA-VASS Bilateral Dialogue & Seminar	Hanoi (Nov. 2-3)	VASS: Vietnam Academy Of Social Sciences
The 7 <sup>th</sup> China-Russia-Korea Trilateral Dialogue	Moscow (Nov. 27)	CIIS: China Institute of International Studies & MGIMO: Moscow State Institute of International Relations University of the MFA of Russia
IFANS-MGIMO Conference	Seoul (Dec. 3)	MGIMO: Moscow State Institute of International Relations University of the MFA of Russia

### 3. Diplomatic Competency Assessment and Diplomatic Competency Development Training

Competency refers to distinguished behavioral characteristics and attitudes that a high-performer in an organization possesses with relevance to the organization's goal. The Assessment Center (AC) is an advanced evaluation system in which multiple assessors observe and evaluate participants based on their demonstration of competencies in simulated work situations. Diplomatic Competency Assessment especially observes and evaluates the characteristics that a competent Foreign Service Officer (FSO) should have, and the results of the assessment are used for screening qualifications for each level.

In response to the growing demand for greater professionalism and competency of the FSOs, MOFA introduced the Diplomatic Competency Assessment in 2005. While other government ministries and agencies require Senior Civil Service (SCS) candidates to pass the competency assessment supervised by the Ministry of Personnel Management (MPM), MOFA has implemented its own competency assessment for senior FSOs and counselor-level positions in 2006, given the unique nature of its work.

In order to assess diplomatic and management competencies, MOFA currently adopts four types of simulation exercises for Senior FSOs (1:1 role-play, 1:2 role-play, analysis exercise and presentation) and three for counselor-level positions (1:1 role-play, in-basket and presentation). Multiple assessors composed of internal experts (primarily former heads of diplomatic missions) and external experts (academics, psychologist, and AC specialists) participate in each assessment.

Competencies \ Level	Counselor-Level Positions	Senior FSOs
Diplomatic Competencies	Relationship Building	
	Diplomatic Negotiation	
	Crisis Management	
Management Competencies	Performance Orientedness	Strategic Thinking
	Internal Conflict Management	Mediation and Integration
	Guidance and Coaching	Change Management

Regular assessments for counselor-level positions and senior FSOs are conducted twice a year, once in the first half and once in the second half of the year. In addition, Assessment for open positions, for personnel exchange, and for special recruitment are also carried out on demand. MOFA has conducted Diplomatic Competency Assessments for more than 2,300 persons from 2006 to 2015.

The aim of the Diplomatic Competency Assessment is to upgrade the overall capacities and qualifications of FSOs. To this end, MOFA is offering the Diplomatic Competency Development Program for candidates for Senior FSOs and counselor-level positions. The program is conducted in a blended learning manner of online and classroom training, and follows a competency-based curriculum. Simulation training, which is a separate program following the classroom training, is optional. Simulation tasks similar to the actual assessment tasks offer interactive learning exercises and help assesseees prepare for the actual assessment effectively. Moreover, MOFA has also provided occasional diplomatic competency development program and intensive one-on-one coaching program.

MOFA incorporated the Diplomatic Competency Assessment into its HR system and the Assessment has contributed to developing FSOs' competency and

enhancing objectivity of the promotion or recruitment system. The assessment system is used in succession-planning and promotion decisions which are based on an individual's capacity and performance, instead of seniority. The system also provides incentives for assessees to pursue self-development by evaluating their competency based on their potentials, rather than past performance. Instead of being complacent with its past achievements, MOFA will build upon more than ten years of experience to continuously enhance the fairness, validity and reliability of its assessments.

#### 4. Diplomatic Capacity Building with the Heads of Mission Evaluation System

The Heads of Mission Evaluation System (HMES) was first introduced in June 2011 to enhance connectivity between the headquarters and overseas missions. It systematically evaluates the various aspects of the performance of the heads of mission.

Over the past five years, MOFA has made continuous efforts to improve the HMES, successfully setting up a system to evaluate the performance of the heads of missions both comprehensively and systematically in eight performance categories including political, economic, consular, and cultural affairs sectors, as well as in the head of mission's core project autonomously set by the heads of mission based on the strategic goal of the headquarters.

Such efforts encourage competition in good faith among the overseas missions for better connectivity with the headquarters, thereby integrating the headquarters and overseas missions in all aspects of diplomatic activities and improving the

performance in general. MOFA will go on to further improve the HMES in a way that motivates the overseas missions to actively work for diplomatic goals of the government, and to enhance citizens' satisfaction on the diplomatic activities of the overseas missions.



## Chapter 3

# Personnel and Organizational Restructuring



### 1. Expansion in Organization and Manpower

MOFA is working hard to become an organization that has enough manpower to cope with the diversifying diplomatic issues. In 2015, it increased the size of its staff to handle new issues such as: addressing important issues between Korea and Japan; managing trade missions to Latin America and the Caribbean; expanding public diplomacy projects; and supporting the operation of the High Commissioner Office for Human Rights in Seoul. In addition, MOFA reinforced the workforce in nine overseas missions in an effort to protect overseas Koreans, promote economic diplomacy, and expand public diplomacy.

Also, MOFA established new departments headed by the Director-General for Nonproliferation & Nuclear Affairs and Director for Nuclear Affairs to better manage the revised ROK-US Agreement for Cooperation Concerning Peaceful Uses of Nuclear Energy, and meet the following diplomatic demands. Entering into effect

on November 25, 2015, the revised agreement is expected to further promote cooperation between the two countries, and guarantee freedom for Korea in its activities in the field of nuclear energy.

Furthermore, MOFA established a new Embassy in Madagascar for adequate support for overseas resource development; installed a consulate in Tbilisi, Georgia, in order to improve bilateral cooperation with the country; and raised the Almati Office of the Embassy of Republic of Korea in Kazakhstan to the status of Consulate General as an effort to enhance its capabilities to provide better consular services for overseas Koreans in the Area.

### 2. Diversification of Recruitment Channels and Establishment of Balanced Human Resources Management System

MOFA recruits most level-5 diplomats and level-3 consular officers through open competitive examination. To recruit experts specializing in foreign languages, public relations, law, accounting, etc., for whom open competitive examinations are not suitable, MOFA has the career recruitment program instead, which is operated by either the Ministry of Personnel Management or MOFA itself. To meet the growing human resources demand followed by the changing diplomatic environment, MOFA will continue to recruit a wide range of experts.

The majority of MOFA employees are foreign-service officers who rotationally serve at the headquarters and at overseas missions. Most overseas missions are located in places where the working environment is not favorable for the disabled. Nevertheless, MOFA has been recruiting the disabled as employees more than the

legal requirement (3% quota). In addition, MOFA has the highest percentage of female employees (more than 37%) among government agencies. Following the growing roles of female employees, MOFA has been making continuous efforts to create a woman-friendly working environment. For example, MOFA helps female employees to find a work-family balance by adopting a temporary replacement program to facilitate maternity leave. MOFA will continue to step up its efforts to establish a more balanced recruitment system by, for example, hiring more disabled employees and systemizing the temporary replacement recruitment operation.