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Establishing an Effective System for Trust-based Diplomacy

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DIPLOMATIC WHITE PAPER

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, the Ministry 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 reorganizing the roles and positions of attachés.

1. Strengthening of the Expertise of Foreign Service Officers

The Ministry has strived to strengthen the expertise of its Foreign Service Officers, by reforming the human resources management system. 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.

At the same time, the Ministry is seeking to bolster the expertise of its staff at the working level, by reforming the human resources management cycle. Previously, newly appointed diplomats returned to MOFA headquarters after working in overseas diplomatic missions for two consecutive terms during a period of four to five years. Starting from 2014, however, diplomats who have recently joined the Ministry can return to headquarters after serving in one diplomatic mission abroad. Accordingly, an increasing number of officials are working at headquarters and contributing to refine the decision-making processes, with the benefit of their hands-on experience gained abroad. The Ministry believes this will significantly boost its capability to conduct 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. Merit-based Human Resources Management and Support for Women's Advancement to Senior Posts

The Ministry 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 out of 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 the Missions in all corners of the globe. Moreover, the Ministry has reinforced diplomatic capacity at the front line by placing its staff based on merit and setting recruitment channels aside. For example, the Ministry has assigned a greater number of junior staffs who have language skills and expertise, irrespective of 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, the Ministry encourages more women to proceed to senior posts in accordance with women's advancement in society. The Korean government has recently appointed its first female Heads of Missions in Park Geun-hye administration: the Consul General in Sapporo and the Consul General in Sendai. The number of female senior officials has also risen 75% compared to that of last year. Female diplomats have much to look forward to as more female staff members volunteer to serve in difficult posts such as high-risk regions or war-zones.

3. Establishment of the 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 utilize outstanding human resources from both the public and private sectors, in concert with the Park Geun-hye Government's personnel management policies. 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 Bilateral Economic Promotion Division.

Moreover, the Ministry 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. 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. There is also a special form of cooperation between the Ministry of Foreign Affairs and the Ministry of Strategy and Finance—the Personnel Exchange Program 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 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 Science, ICT and Future Planning, the Ministry of Health and Welfare, and the Ministry of Government Legislation, MOFA is aiming to scale-up inter-ministerial collaboration and communication, and strengthen the competence at the international level of all parts of the Korean government.

4. 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 execute major policy tasks of the administration such as the 'Creative Economy,' 'Job Creation,' and 'Public Safety.' The Ministry reshaped the roles and positions of attachés in August 2014 by engaging in discussions with other Ministries. 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 actual needs. The aim of redefining the roles and positions of attachés was to reinforce substantial collaboration between Ministries and to develop international cooperation. As a result, each Ministry is better able to achieve its policy tasks, which is of national interest. The Ministry will continue to manage the various diplomatic capacities and

human resources of the Korean government in a comprehensive and systematic manner through the operation of the attaché system.

5. 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 21st century, and the new training program for diplomat candidates. The new 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 new training program aims at strengthening the basic education for diplomats, thereby fostering diplomatic personnel equipped with capabilities tailored for their respective positions.

The first class of diplomat candidates, consisted of 43 individuals recruited across three fields—generalist track, specialist track 1 (regional areas), and specialist track 2 (functional areas)—received their training from December 16, 2013 to November 21, 2014. The training was conducted across four major areas: Sense of Mission, Knowledge of Areas & Function, Communication Networking & Negotiation, and Foreign Language for Diplomats. At last, a total of 39 candidates were appointed as diplomats. The second class of candidates, consisted of 36 members, will receive their training for 50 weeks starting from December 15, 2014; in the end, 33 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)."

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. A number of foreign high-ranking officials, such as the Director-General of UNESCO Irina Bokova and Egypt's Minister of Foreign Affairs Nabil Fahmi, have also given special lectures to KNDA's diplomat 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, KNDA seeks to train foreign service officers who can not only make a lasting contribution to mankind, but also maximize Korea's national interests. In order to achieve this objective, KNDA has strengthened the career training courses of current diplomats, including the newly designated ambassadors, through regular and customized training programs.

2. Strengthening Research and Cooperation

KNDA's Institute of Foreign Affairs and National Security (IFANS) provides support for our 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, 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



2014 Northeast Asia Peace and Cooperation Initiative Forum (Seoul, October 28~30, 2014)

Process. It has also hosted various academic conferences and seminars; especially in the "2014 Northeast Asia Peace and Cooperation Initiative Forum," which was held from October 28 to 30, 2014, the participants sought to chart the course to a peaceful and cooperative Northeast Asia, and increased the international community's understanding of and support for the NAPCI.

KNDA has also hosted regular academic conferences with major foreign policy and security-related research institutes in the United States, China, Japan, and Russia, in which they discussed the pending diplomatic issues and devised plans to strengthen bilateral cooperation. Moreover, in 2014, it signed a memorandum of understanding (MOU) with the three other leading national policy research institutes for diplomacy, security, and unification studies (Korea Institute for National Unification, Korea Institute for Defense Analyses, and Institute for National Security Strategy). KNDA also signed MOUs respectively with the Northeast Asian History Foundation, Trilateral Cooperation Secretariat, and Korea Institute of Criminology, thereby enhancing its research capacity through academic cooperation.



The 13th Korea-US West Coast Strategic Forum
(Seoul, December 11, 2014)



Signing of MOU among National Policy Research
Institutes for Diplomacy, Security and Unification
(Seoul, February 18, 2014)

Moreover, KNDA established the Center for Chinese Studies in December 2010,

Center for International Law in November 2013, and Center for Diplomatic History Studies in April 2011. Since then, 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 the diplomatic archives.

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



International Symposium on International Law
and Policy on Korean Reunification
(Seoul, November 19, 2014)



The 5th IFANS Talks
(Seoul, September 4, 2014)

IFANS' Major International Academic Conferences in 2014

Event	Place and Date	Participating Institutes, etc.
The 2nd IFANS-IDS Workshop	Seoul (January 15~16)	Institute of Diplomatic Studies of Saudi Arabia
The 29th Annual Korea-Japan Conference	Tokyo (June 12)	Japan Institute of International Affairs
The 12th Korea-US West Coast Strategic Forum	San Francisco (June 20)	Asia-Pacific Research Center of the Stanford University
The 23rd Korea-China conference	Seoul (July 15)	China Institute of International Studies
IFANS-CCPS Strategic Talks	Incheon (July 25, the 3rd), Beijing (November 5, the 4th)	Institute of International Strategic Studies of the Central Party School of China
The 1st MIKTA Academic Seminar	Mexico City (August 11)	MIKTA is a cooperation mechanism among five middle powers: Mexico, Indonesia, Korea, Turkey, and Australia.
The 8th IFANS-RIPS Dialogue for Korea-Japan Strategic Cooperation	Seoul (September 17)	Research Institute for Peace and Security of Japan
Korea-EU Academic Conference	Seoul (September 18~19)	European Union Institute for Security Studies
2014 Northeast Asia Peace and Cooperation Initiative Forum	Seoul (October 28~30)	
IFANS-MGIMO Conference	Moscow (November 13)	Moscow State Institute of International Relations
IFANS-ICWA Dialogue	Seoul (November 17)	Indian Council of World Affairs

The 7th Trilateral Cooperation Forum of China, Korea and Japan	Seoul (November 18)	China Institute of International Studies, Japan Institute of International Affairs
The 6th Korea-China-Russia Conference	Beijing (December 4)	China Institute of International Studies, Moscow State Institute of International Relations
Korea-V4 Conference	Warsaw (December 4)	Visegrade Group (V4) is a regional cooperation mechanism among four central European Countries: Czech Republic, Hungary, Poland and Slovakia.
The 13th Korea-US West Coast Strategic Forum	Seoul (December 11)	Asia-Pacific Research Center of the Stanford University

3. Diplomatic Competency Assessment

Competency refers to distinguished behavioral characteristics and attitudes possessed by an organization's high performer, who demonstrates outstanding performance in achieving the organization's goal. Diplomatic Competency Assessment evaluates the characteristics that a high performer in the Ministry of Foreign Affairs (MOFA) should have, and the results of the assessment are used for screening qualifications for each position.

In response to the growing demand for more professional and competent Foreign Service Officers (FSOs), MOFA introduced the Diplomatic Competency Assessment System in 2005, and established the Office of Diplomatic Competency Assessment in 2007 (renamed as the Diplomatic Competency Assessment Division in August 2012), in order to manage the Diplomatic Competency Assessment and

the Diplomatic Competency Development Program.

All candidates are assessed on the required competency for each position, through various methods such as role-play, presentations, and report writing on simulated diplomatic situations that may occur in the workplace. The Diplomatic Competency Assessment Division (DCAD) conducts regular competency assessment for candidates for Senior Foreign Service Officers (Senior FSOs) and counselor-level positions twice a year. The assessment group is comprised of relevant experts from the private sector and former ambassadors. The results of the assessment are used in personnel management, such as the promotion and recruitment of FSOs. In addition, assessment tests are carried out whenever there is a need for personnel exchange between ministries, or special recruitment of FSOs. Since the Diplomatic Competency System was adopted, Diplomatic Competency Assessment has been conducted for 2,200 FSOs.

For the candidates for Senior FSOs and counselor-level positions, the DCAD offers the Diplomatic Competency Development Program prior to the assessment, in order to provide them with an opportunity to review and improve their competency. The program consists of two modules: online classes via Internet, and offline classes with instructors. Of these two modules, the offline classes offer a better learning experience, due to active participation of candidates in simulation exercises and basic lessons on the competency theory, which allow for multidimensional, two-way learning experience. In addition, with greater need for competency development, the DCAD has provided occasional diplomatic competency development program from the second half of 2014.

Diplomatic Competency Assessment is known to have contributed to the development of FSOs' competency, as well as enhancement of objectivity of the promotion or recruitment system. By evaluating an individual's competency based

on his or her potentials, rather than past performance, it also motivates the FSOs to pursue self-development. The DCAD continues to improve the diplomatic competency assessment by benchmarking the examples of other advanced countries, thereby keeping up with the international standards.

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 systematic assessment of various aspects of the Heads of Missions' performance. It has served to enhance cooperation between MOFA headquarters and diplomatic missions abroad as well as overall diplomatic capacity. Since the first test evaluation in 2011, 2015 marks the fourth year of the HMES. The Ministry seeks to evaluate the overall diplomatic activities of the Heads of Missions including political, economic, consular, and cultural affairs amongst others and core projects which are selected by the Heads of Missions. The HMES, which has been implemented for four consecutive years, seems to be functioning in a stable manner based on growing understanding. The Ministry will exert strenuous efforts to gather the opinions of experts from a wide range of sectors and take complementary measures to improve the HMES, with a view to establishing an even fairer and more objective evaluation.

Chapter 3

Personnel and Organizational Restructuring



1. Expansion in Organization and Manpower

MOFA is exerting efforts to secure adequate organization and manpower to cope with emerging diplomatic challenges. In 2014, MOFA opened its new consulate in Cebu, the Philippines as an effort to enhance its capabilities to provide quality consular services for overseas Koreans in the area.

Also, MOFA established a task force for 'Trilateral Cooperation among the ROK, North Korea and Russia' within European Affairs Bureau in order to implement the policy of 'The Northeast Asia Peace and Cooperation and the Eurasia Initiative,' one of the main pillars of the government's foreign policy. The TF is comprised of MOFA officials and officials from other relevant ministries and is expected to contribute to forming a coherent government policy through close cooperation among ministries.

2. Establishment of a Fair and Balanced Recruitment System

The Ministry of Foreign Affairs has taken various measures to build an impartial human resources management system. The Ministry has recruited diplomat candidates and consular officers through an 'open competitive recruitment examination,' a process operated by the Ministry of Personnel Management. Another channel to employ Foreign Service Officers is the 'competitive recruitment examination for experienced staff,' which focuses on selecting experts in foreign languages and/or regional politics. The Ministry of Personnel Management has conducted the recruitment process of Grade 5 experts, while the Ministry of Foreign Affairs has been given authority to independently recruit lower ranking experts since February 2013.

In addition to the progress in the recruitment process, the Ministry of Foreign Affairs became the first Ministry to surpass the 3 percent quota with a 3.09 percent figure for the hiring of disabled people by December 2013. In 2013, the Ministry hired eight handicapped employees with severe disabilities. This accounts for the highest number of hire among all the Ministries and institutions of the Korean government. The Ministry also allocated a larger budget than any other Ministry for assistive technology devices to enhance the working environment of physically challenged 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 structural constraints, MOFA was still able to meet the hire quota for disabled employees, clearly demonstrating the Ministry's constant efforts to expand disabled employment. Beyond this, the Ministry will further step up its efforts to establish a more balanced recruitment system.

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