

**2012 Modularization of Korea's Development Experience:
Education and Training Program
for Capacity Development
for Korean Government Officials**

2013



MINISTRY OF
SECURITY AND
PUBLIC ADMINISTRATION



KDI SCHOOL
KDI School of Public Policy and Management



**KOREA
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2012 Modularization of Korea's Development Experience:
**Education and Training Program for Capacity
Development for Korean Government Officials**

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Title	Education and Training Program for Capacity Development for Korean Government Officials
Supervised by	Ministry of Security and Public Administration, Republic of Korea
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Research Management	KDI School of Public Policy and Management
Supported by	Ministry of Strategy and Finance (MOSF), Republic of Korea

Government Publications Registration Number 11-7003625-000037-01

ISBN 979-11-5545-048-2 94320

ISBN 979-11-5545-032-1 [SET 42]

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Knowledge
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Government Publications
Registration Number

11-7003625-000037-01

Knowledge Sharing Program

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Preface

The study of Korea's economic and social transformation offers a unique opportunity to better understand the factors that drive development. Within one generation, Korea has transformed itself from a poor agrarian society to a modern industrial nation, a feat never seen before. What makes Korea's experience so unique is that its rapid economic development was relatively broad-based, meaning that the fruits of Korea's rapid growth were shared by many. The challenge of course is unlocking the secrets behind Korea's rapid and broad-based development, which can offer invaluable insights and lessons and knowledge that can be shared with the rest of the international community.

Recognizing this, the Korean Ministry of Strategy and Finance (MOSF) and the Korea Development Institute (KDI) launched the Knowledge Sharing Program (KSP) in 2004 to share Korea's development experience and to assist its developing country partners. The body of work presented in this volume is part of a greater initiative launched in 2010 to systematically research and document Korea's development experience and to deliver standardized content as case studies. The goal of this undertaking is to offer a deeper and wider understanding of Korea's development experience with the hope that Korea's past can offer lessons for developing countries in search of sustainable and broad-based development. This is a continuation of a multi-year undertaking to study and document Korea's development experience, and it builds on the 40 case studies completed in 2011. Here, we present 41 new studies that explore various development-oriented themes such as industrialization, energy, human resource development, government administration, Information and Communication Technology (ICT), agricultural development, land development, and environment.

In presenting these new studies, I would like to take this opportunity to express my gratitude to all those involved in this great undertaking. It was through their hard work and commitment that made this possible. Foremost, I would like to thank the Ministry of Strategy and Finance for their encouragement and full support of this project. I especially would like to thank the KSP Executive Committee, composed of related ministries/departments, and the various Korean research institutes, for their involvement and the invaluable role they played in bringing this project together. I would also like to thank all the former public officials and senior practitioners for lending their time, keen insights and expertise in preparation of the case studies.

Indeed, the successful completion of the case studies was made possible by the dedication of the researchers from the public sector and academia involved in conducting the studies, which I believe will go a long way in advancing knowledge on not only Korea's own development but also development in general. Lastly, I would like to express my gratitude to Professor Joon-Kyung Kim and Professor Dong-Young Kim for his stewardship of this enterprise, and to the Development Research Team for their hard work and dedication in successfully managing and completing this project.

As always, the views and opinions expressed by the authors in the body of work presented here do not necessary represent those of the KDI School of Public Policy and Management.

May 2013

Joohoon Kim

Acting President

KDI School of Public Policy and Management

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Summary

This report examines education and training programs that have contributed to the capacity development of Korean government officials. The purpose of this report is to extract lessons and implications that can benefit policymakers in developing countries where capacity building of government officials is an important task for national development. In order to achieve the goal of this study, the authors examined how education and training programs for government officials in Korea have evolved and how they are related to the developmental policies of the central government.

For the past 60 years of its development process, Korea has experienced rapid political, economical, social, and cultural changes, as well as changes in its surrounding environment. In order to cope with those changes, the Korean government, a helmsman of the developmental state, has expanded its functions and roles for pursuing developmental policies. There is general consensus that Korean government officials played critical roles in planning and implementing various government policies in the development process. By enhancing the capacity of government officials through consistent and systematic education and training, the Korean government could cope with socio-economic development policy issues and tasks.

Despite this, relatively little attention was given to the education and training programs for Korean government officials. Since the competent government administration was one of the key factors contributing to Korea's success, it is important to examine education and training programs for government officials in order to fully understand the development of Korea.

This report reviews the legal and institutional framework of education and training programs for government officials and examines the major features of those programs. In addition, this report analyzes the relationship between education and training programs and development policies.

Several findings are extracted as follows: first, emphasizing ethics and training mid-level officials on the importance of loyalty and devotion to the nation played an important role. Second, grade-based basic job training programs, including camp training for certain periods, are quite unique and valuable for formulating esprit de corps among young government officials, and for providing comprehensive understanding of government functions and their roles as government officials. Third, curricula and contents of education and training programs have been formulated in accordance with major government policies. Some of them were preemptive and some others were concurrent.

It is a great challenge for developing countries to build a competent government administration while pursuing national development. This report provides some implications for developing countries. First, a mental education – strengthening the sense of responsibility, devotion and ethics of government officials – is important for developing a competent government administration. Second, the contents of education and training programs should reflect the needs of major government policy initiatives.

2012 Modularization of Korea's Development Experience
Education and Training Program for Capacity Development
for Korean Government Officials

Chapter 1

Introduction

1. Background
2. Importance and Theoretical Background of ETP
3. Changes in Administrative Demands and the Role of Public Officials

Introduction

1. Background

Korea's economic development since the end of World War II has been truly remarkable. Korea was one of the poorest counties in the world in 1948 when the government was first established. Now, it has not only grown into the 12th largest global economy, with a solid industrial base, but it also has become the first country in the world to transform from a recipient country of foreign aid into a donor country. The reason for Korea's successful transformation has been explained from a developmental state perspective, where government-led development policies played a key role in steering the country toward industrialization. Accordingly, it is the general assessment that government officials played important roles as transformative agents in planning and implementing government policies.

Although there have been many studies focusing on the role of the Korean government in economic development, few studies have focused on the education and training (hereafter E&T) for government officials in Korea. How did Korean government officials develop and equip themselves with the necessary skills and knowledge required to establish and implement government plans and policies corresponding to the rapidly changing environment? How did E&T for government officials respond to the needs of government in training government officials? These are questions that have not been answered yet.

In this regard, the purpose of this report is to examine how education and training programs (hereafter ETP) for government officials have changed in relation to the economic development of Korea. Because government officials performed important roles in economic development, ETPs have evolved in response to the changing needs of government.

It is meaningful to review E&T for government officials in Korea in two aspects: First, it is important to examine the relationship between the expanded role of government in socio-

economic development and contents of ETPs for government officials in Korea for a more comprehensive understanding of the government's role in Korea's miraculous development. Secondly, the results of this study can have implications for many developing countries seeking to enhance their government capacity for national development.

Although E&T for government officials began in Korea in 1948 when the Korean government was established, it was in 1961 when E&T received more attention from government policymakers. This report traces ETPs for government officials in Korea from 1949 to 2012. In order to achieve the purpose of this study, this report deals with the following issues: Who were the main targets of E&T for government officials? What were the major contents of ETPs? What were the effects of ETPs on government officials? And what was the relationship between ETPs for government officials and the national development strategy of Korea?

In fact, the scope of E&T for government officials is so wide that it is very difficult to cover all the ETPs offered for government officials. Accordingly, this study narrows its focus on the ETPs of the Central Officials Training Institute (COTI), which is the most representative training institution for government officials in Korea.

This report is composed of six chapters. The first chapter briefly reviews the importance and the theoretical background of E&T for government officials within the Korean context. The second chapter analyzes the legal and institutional framework and training institutions of E&T for government officials in Korea. In the third chapter, mental education, which is the most conspicuous feature of E&T for government officials in Korea, is examined. The fourth chapter reviews the history and key features of job training programs. The fifth chapter examines the relationships between government policies and ETPs for government officials. It concludes with the sixth chapter, which summarizes the results of the research and provides implications for developing countries.

2. Importance and Theoretical Background of ETP

The effectiveness and efficiency of the public sector and the capacity of public officials to improve accountability are not limited to related knowledge and skills. Many international organizations have different definitions for 'capacity' and each definition includes the basic elements of 'capacity' required for public officials. For example, the World Bank defines 'capacity' as "ability to effectively and efficiently mobilize resources in the process of achieving development goals for sustainable social development." Capacity development is defined as "the process of strengthening the capacity of policy, institution and organization in order to foster the aforementioned ability."

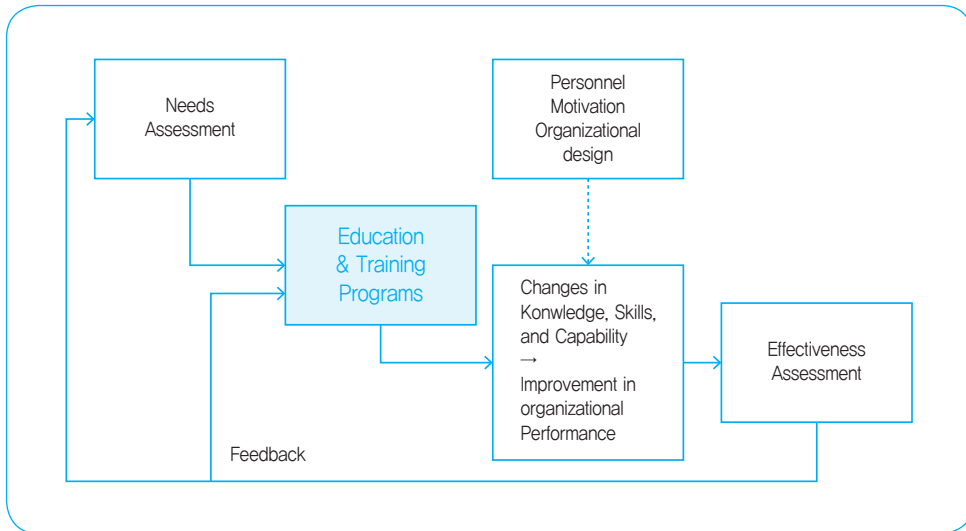
OECD (Organization for Economic Cooperation and Development) also emphasizes the importance of capacity development, and capacity is defined as “the skill, knowledge, experience, management ability required for organizational activities” and includes “ability to obtain physical and financial resources by the members.” Especially, it incorporates political and social factors, as well as skills and knowledge for capacity development.

UNDP (United Nations Development Program) defines capacity development as “how individual, organization, institution and society understand the current problem and the process required to achieve the development goals.” In particular, for capacity development, one needs to differentiate between the policy dimension and the organizational dimension. Capacity in the policy realm includes the ability to make policies for national development, legalize and institutionalize, manage, adapt to changes and execute the best policy. Capacity in the organizational realm includes the ability to plan the vision for organization and state, enhance organizational competence by fostering the ability to make concrete objectives and organizational qualities, and the ability to mobilize human and physical resources.

However, at a practical level, most developing countries face pressing national tasks that the government and public officials should deal with. Since the government lacks capacity and resources to solve those problems, stable and sustainable public officials’ training programs are not provided. In addition, various programs designed for Western, developed bureaucracies do not fit developing countries, and thus developing countries need to find training programs that fit their reality.

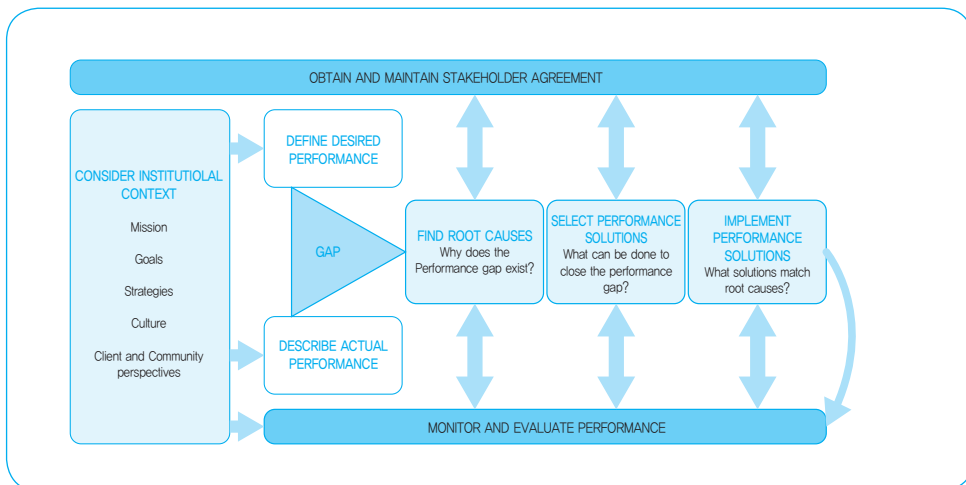
There exists an important prerequisite when developing training programs for public officials. For instance, before developing training programs for public officials, it is important to analyze and differentiate the ‘general capacity’ required for bureaucrats as trainees, ‘expected capacity’ needed to perform the specific tasks, and the ‘actual task-performing ability’ shown by the present bureaucrats. Based on these prior findings, it is important to assess the difference between actual capacity and expected capacity, decrease the difference by finding the reason, increase effectiveness and efficiency for public management, and thus support accountability in the public sector.

Figure 1-1 | Need for Training



Source: Yoo, Minbong Korean Administration, 2006: 481

Figure 1-2 | Human and Institutional Capacity Development (HICD) Model



Source: USAID, *Human and Institutional Development Handbook*, 2010: 8

Table 1-1 | Questions for Identifying Performance Gaps

Performance Factor	Guiding Questions
Information: Job Expectations	<ul style="list-style-type: none"> • Is there an organization mission known by all? • How well do employees understand organizational goals? Are strategies developed and communicated to achieve those goals? Do strategies actually lead to fulfillment of the goals? Is there alignment between performance, goals, and strategies to achieve the goals? • How goals set for work? How are employees involved in the goal-setting process? • Do employees know what is expected of them? if we asked people what is expected of them, would they be able to tell us? • How clear are roles defined? • Do employees have clearly written job descriptions that really describe what we want them to do? • What work needs to get done? Who does it? Is it clear who is supposed to do what? • Can employees tell doing it right from doing it wrong? • How are decisions made? Who makes them? How well does the decision-making process appear to work? How much input do people closest to the work have in making decisions? How decentralized is the decision making? Who can make decisions about spending money? How does this affect outputs?
Information: Performance Feedback	<ul style="list-style-type: none"> • How do employees know how their performance compares to the set standard? • Does anyone give the workers feedback on their performance? In writing? Verbally? • If you asked one of the workers how they are doing compared to what the organization wants, would they know? How would they know? • Is the feedback understandable to employees? • Is the feedback tied to something over which they have control? (i.e. their own performance?) • How is the accomplishments of goals measured and acknowledged?
Resources: Environment and Tools	<ul style="list-style-type: none"> • Do employees have all the items they need to do their job? • Are there better tools available? • Is the environment helping or hindering getting the desired performance? • Is there a specific link between the performance and the items that comes to mind? • Either observe or ask questions to find out about <ul style="list-style-type: none"> - Electricity/light source, heat source - Water source - General space/private space - Furniture, storage, equipment, supplies - Vehicles - Maintenance system

Performance Factor	Guiding Questions
Resources: Organizational Support	<ul style="list-style-type: none"> • Are organizational systems conducive to good performance? • Does adherence to policies and procedures allow good performance? • Do all parts of the organization work toward the same goals? • How is the organization structured? How does the structure help people get work done? How does it get in their way? • How is quality determined and measured? • Who makes decisions about budget items? Do employees have adequate input into budget decisions that will help them get their work done? • Are there any organizational processes that hinder effective work (e.g. complicated clearance process that delays key supplies, tools or decisions needlessly)? • What kinds of meetings are there? Who attends? How do the meeting results contribute to work agendas? • What do employees need from a supervisor? Are they getting it? • How are problems solved? (Ask for examples)
Incentives	<ul style="list-style-type: none"> • If people do a good job, what happens? Anything? Does their work life get better or worse somehow? • If people do not do the work the way it should be done, what happens? <ul style="list-style-type: none"> - How do people get recognition for their given? - How/when are incentives/rewards given? - What opportunities exist for career development or promotions? - What are the procedures/criteria applied to make decisions about rewards? - What are the different existing mechanisms to recognize good staff performance?
Skills and Knowledge	<ul style="list-style-type: none"> • Do employees know how to do their job? • What kind of prior training have employees had that relates to how well they do their job? Was that training effective? • Were employees able to apply what they learned in the training program? Why or why not? • What could future training do to fill in skill and knowledge gaps? • What is the in-to-date with the skills and knowledge they need to do their job?

Source: USAID, *Human and Institutional Development Handbook*, 2010: 48

At the same time, there are important theories related to the capacity development of public officials. First of all, the theory based on traditional human resource theory explains that training programs for public officials enhance individual knowledge and skills, and thus improves work productivity which ultimately contributes to the organization and society. In addition, by improving the capacity of individual human resources, the society benefits from efficient resource mobilization and competitiveness.

While the human resource theory mostly focuses on individual skills and knowledge, some focus on the relationship between the capacity of the organization's members and the achievements of the organization. From this perspective, capacity building signifies "the activity to improve individual skill, knowledge and ability to improve the achievement of the organization." From the organizational perspective, "capacity development is a process to reorganize organizational environment and motivation structure to improve task-performing ability and organizational development activities." In particular, when capacity development is fostered for members of the organization "positive changes will happen in the organization, and the efficiency and competitiveness of the organization will improve."

The recent change related to capacity development of the public sector is that national-level capacity development is considered to be linked to international development cooperation. For example, the OECD emphasizes capacity development as an important task for both recipient and donor countries, while underlining aid effectiveness. In addition, capacity development not only improves knowledge and skills of individuals, but also improves the management of organizations. It also directly affects the way power and influence work, or governance.

Furthermore, from the perspective of international development cooperation, capacity development means the ability of an individual, organization, institution and society to successfully manage the important tasks that arise in different national development stages. Also, it is important to effectively deliver basic goods and services, reduce poverty, which are emphasized in the Millennium Development Goals (MDGs). Besides, it is required to build a cooperative structure between recipient and donor countries, foster access to developed knowledge, allow productive policy dialogue between recipient and donor countries, and help successfully overcome various obstacles exposed during the development stage.

In this respect, there are important implications in the development process of training programs for public officials in developing countries. First, the training program should be designed with an understanding of a country's political, economic and social environments and its society. Particularly, bureaucracies in most developing countries have different historical, political and social contexts, and they have different management systems and structures for bureaucracy. Thus, while first conducting researches on the management and structure of Western developed bureaucracies, one should not recklessly accept but reorganize and apply a bureaucratic model that fits the country's situation. Training programs for respective countries' public officials should be provided based on these principles.

Second, as shown by Korean economic development, development from poor to developing to developed countries does not merely signify an improvement in average income. The national development process entails unprecedented socioeconomic changes, and during this process, new and diverse administrative demands arise. These administrative

demands will expand to the individual, local, central and national level, and the sectors will include micro-level welfare, including education, health care, child care, and elderly welfare, and macro-level welfare, including public goods, such as national defense, security and firefighting. During this process, other demands, such as changes in perception on public services, division of work between local and central government, and the reorganization of related agencies, arise.

Third, in order to properly and effectively deal with the emerging administrative demands, the capacities of professional resources in the public sector, especially those of the bureaucrats, are one of the important factors. In order to deal with the emerging administrative demands, one will face new tasks, such as developing the structure and strategy of the training program, hiring organizations that will be in charge of training, and securing budgets. This implies that it is important for high-level officials to recognize the importance of training programs for public officials, and the need for structural, cultural, and institutional changes in order to establish an advanced bureaucratic system.

3. Changes in Administrative Demands and the Role of Public Officials

Human resources in the public sector, especially capacity development of public officials, are influenced by various factors including political support, overall human resource management and national development goals. However, the most important factor is improving the effective delivery of administrative services provided to the people by the government, and enhancing the quality of policy execution.

During the early stage of development, the role of state and government is especially emphasized, since the state and government provide and execute public goods and services to the people. Since public officials are the group that executes actual policy, capacity development of public officials is an important task for national development. Depending on the capacity of public officials, the level of the state and government's development strategy will be decided, the extent to which administrative demands of the society are reflected in the policy will be determined, and ultimately the effectiveness and efficiency of administrative services for the people will be decided.

However, due to several limitations that the under-developed and transitional countries experience in the public sector, it is difficult to properly deal with emerging administrative demands. The gap from the administrative capacity required by the government and executive ability, the high turnover rate among public officials, the lack of expertise and incentive mechanism compared to the private sector, all serve as structural limitations.

Accordingly, the objective of public officials' capacity building is to improve capacity to execute from the perspective of the consumer and deal with the changes in administrative demands when public officials deliver administrative services. Besides, public officials' capacity training means developing a systematic support system to deal with new administrative demands and create policy alternatives. As a result, public officials will be equipped with capacities to better execute national policies and improve stability, predictability and adaptability.

It is important to design systematic programs that allow individual public officials to meet a certain level when they execute policies, and the organization to have executing capacities that meet the expectation of the society. Thus, two factors, environmental factors and individual factors should be considered in developing a detailed public officials training program. The two factors have three sub-categories, which will be further explained.

For instance, environmental factors are divided into information, resources and tools, and incentives. Public officials need to have accurate information about their roles and expected achievements. Public officials need to periodically receive objective information and feedback on their work and achievements.

Resources and Tools mean that proper resources and tools, which include the documentation of clear guidelines on the processes and procedures, should be provided for the execution of official duties. Appropriate incentives on achievements should be provided, which increase the motivation to work, enhance positive images of the working environment, and thus allow public officials to develop pride and faith for success.

Individual factors can be divided into three parts - knowledge and skills, capacity, and motives. From the individual perspective, knowledge and skills include expectation for administrative services by residents, knowledge and skills to meet the expectation by the organization, proper usage and sharing of the knowledge and skills by individual public officials, and understanding for residents and coworkers. For the capacity factor, public officials are mainly required to learn knowledge and skills related to work and exercise them, and required to be free from emotion when undertaking the work. For motives, primarily, the work by individuals and the work environment should be properly aligned, and from the organizational perspective, the motivation for individuals and organizations will improve when one understands the reality of the work environment and rightly hire and assign human resources.

Table 1-2 | Updated Behavior Engineering Model

Environmental	Information	Resources and Tools	Incentives
	<ul style="list-style-type: none"> • Roles and performance expectations are clearly defined: employees are given relevant and frequent feedback about the adequacy of performance. • Clear and relevant guides are used to describe the work process. • The performance management system guides employee performance and development. 	<ul style="list-style-type: none"> • Materials, tools, expert support, and time needed to do the job are present • Processes and procedures are clearly defined in reference documentation • Overall physical and psychological work environment contributes to improved performance: work condition are safe, clean, organized, and conducive to performance 	<ul style="list-style-type: none"> • Financial and non-financial incentives are present, measurement and reward systems reinforce positive performance • Jobs are enriched to allow for fulfillment of employee needs • Overall work environment is positive, where employees believe they have an opportunity to succeed: career development opportunities are present
Individual	Knowledge and Skills	Capacity	Motives
	<ul style="list-style-type: none"> • Employees have the necessary knowledge, experience and skills to do the desired behaviors • Employees with the necessary knowledge, experience and skills are properly placed to use and share what they know • Employees are cross-trained to understand each other's roles 	<ul style="list-style-type: none"> • Employees have the individual capacity to learn and do what is needed to perform successfully • Employees are recruited and selected to match the realities of the work situation • Employees are free of emotional limitations that would interfere with their performance 	<ul style="list-style-type: none"> • Motives of employees are aligned with the work and the work environment • Employees desire to perform the required jobs • Employees are recruited and selected to match the realities of the work situation

Source: Modified based on Chevalier, 2003

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Chapter 2

Legal and Institutional Background of E&T in Korea

1. Historical Change
2. Education and Training System
3. Classification of Education and Training

Legal and Institutional Background of E&T in Korea

1. Historical Change

Since its inception in 1948, E&T for government officials in Korea have developed considerably, both in depth and scope. The historical development of E&T for government officials in Korea can be divided into four distinctive periods. The first period was an Introduction period between 1949 and 1961, when there was no legal basis for E&T. The second period, the Settling-down period, started in 1961 when the Government Officials Training Act was enacted and the Central Officials Training Institute (COTI) was established. This phase lasted until 1973. The third period is called the Expansion period that started in 1973 and continued until 1998. In the Expansion period, the Government Officials Education and Training Act of 1973 replaced the Government Officials Training Act of 1961 and the Five-Year Strategic Plan for Education and Training was established in 1982. The fourth period, the Maturation period, began in 1998 when the economic crisis occurred, and thereby the system and contents of ETPs for government officials were significantly transformed.

1.1. Introduction Period: 1946-1961

E&T for government officials in Korea began with the opening of the National Officials Training Center (NOTC) in March 1949. The NOTC was operated without legal basis until 1961 when the Government Officials Training Act was enacted. Until then, in the absence of a legal structure for the NOTC, there was only the Prime Minister's order that stipulated the goals of training, kinds of training programs and training institutions. Since it was soon after Korea's emergence from Japanese colonial rule and the nation was still suffering from poverty, the government could not financially support E&T for government officials. Under

these circumstances, NOTC received no budget at all for training programs at first and only relatively small amounts later. As a result, NOTC barely survived.

The Prime Minister's order stipulated that NOTC should retain a director, trainers and staff. However, only three staff members actually operated NOTC without trainers. Training programs were delivered by external professionals, such as college professors and high-level government officials. With financial support from the International Cooperation Administration (ICA) of the United States, several trainers selected from among government officials had an opportunity to receive training twice at the University of Minnesota, in 1957 and 1958.

However, E&T for government officials during this period did not perform its expected functions due to the indifference of the policymakers. While the total number of regular staff remained unchanged, the positions for temporary staff members were filled by government officials who failed to be assigned to any government position on account of incompetence. In other words, NOTC was operated by government officials on a waiting list for placement in other government positions.

Incidentally, there are currently several training institutions for government officials providing functional specialties. These include the Postal Services School, the National Tax Officials Training Institute, the Meteorological School, the Prison Officers School, the Police Training Institute, the Training Center for Home Economics Agents, the National Training Center for Social Workers, and the Traffic Officers Training Center.

1.2. Settle-down Period: 1961-1973

E&T for government officials started to take shape right after the military government was launched. The Supreme Council for National Reconstruction (SCNR), the highest policymaking body of the military government, established the Education and Training Department within the Ministry of Government Administration in order to take over E&T for government officials from the central government perspective. In 1961, SCNR abolished NOTC and established COTI and enacted the Government Officials Training Act (GOT Act). Establishing COTI and enacting the GOT Act laid the legal and institutional foundation for systematic education and training for government officials.

The GOT Act stipulated that the central government had the right to establish a comprehensive plan for E&T and coordinate and evaluate ETPs for government officials. The central government established an Education and Training Plan in 1962 in three stages: In the first stage, E&T for government officials focused on mental education in 1962; in the second stage, COTI and government training institutions delivered specialized training programs; and in the third stage, the government carried out a needs analysis of education

and training for all government administrative functions and reflected the result of the analysis in training programs.

Based on the GOT Act, COTI, central government ministries and local governments could establish training centers for their own officials specialized in designated functions. Furthermore, the Act entitled the director of COTI to supervise the heads of other government training institutions on the E&T for government officials.

The GOT Act also included regulations on the training programs indicating that all training programs were divided into two categories: General administrative programs, and technical programs. And these two programs were subdivided into several courses based on the trainees' grade and level of specialty. In order to secure the effect of E&T, the GOT Act stipulated that individual officials' completion and evaluation results of the training program are connected to personnel management. In an effort to strengthen the connection between ETPs and personnel management, the Education and Training Department was moved to the Personnel Management Bureau from the Office of Education and Training in the Ministry of Government Administration.

While abolishing the COTI Act, the government amended the GOT Act by adding a new provision regarding COTI. At the same time, it reorganized the government E&T system so that the Cabinet Secretariat would be in charge of developing the annual plan for E&T. This meant that the new E&T system was streamlined to reflect central government policy needs in the annual general training plan. Accordingly, the government separated the functions of its training institutions: COTI is responsible for providing training programs for mid- and high-level central government officials and local government training officials are responsible for training their own officials. In the same vein, the government set up a recursive five-year E&T plan for individual officials to make it correspond to the government's second Five-Year Economic Development Plan in 1967. A grade-based training system was also established.

As central government expanded its functions in pursuing development policies, COTI faced increasing demands for related training programs for backing up government needs. After benchmarking the education and training programs in advanced countries, the government enhanced the status of COTI director to a vice-minister level and allocated more budget and staffs to COTI.

During this period, many central government ministries established their own training institutions such as the Institute of Foreign Affairs and National Security and the Central Training Center for Educational Administration. Also Gyeonggi, Jeonnam, Jeonbuk, Gyeongnam, Gyeongbuk Provinces and Seoul Metropolitan City founded their own training institutions.

1.3. Expansion Period: 1973-1998

E&T for government officials in Korea entered into a new stage in 1973 when the GOT Act was replaced by the Government Officials Education and Training Act (GOET Act). The year of 1972 was a turning point in Korean history in many aspects. While President Park Chung-hee assumed dictatorial power through the so-called Siwol Yushin (or “October Restoration”) in politics, the second Five-Year Economic Development Plan was successfully implemented – enough to have achieved more than an average 10% economic growth rate. And the government started the nationwide Saemaul (“New Community”) Movement to narrow the economic gap between urban and rural areas.

Accordingly, the government required its officials to be equipped with practical knowledge and skills that could be applied immediately in their respective workplaces. In order to cope with changing politico-economic environments, the government replaced the GOT Act with the GOET Act.

With the enactment of the GOET Act, the government issued new guidelines for E&T for government officials: Strengthening job training in specialized functional training programs as well as in grade-based basic job training programs; acquiring new management skills and techniques; and emphasizing training for new employees. The following are the measures stipulated in the GOET Act:

- Managers’ supervisory duty of training their subordinates was strengthened.
- Heads of individual agencies should provide their employees with training opportunities at least once every five years.
- In order to improve employees’ job skills and knowledge, On-the-Job Training (OJT) is allowed and the result of OJT should be reflected in personnel evaluation.
- To secure competent trainers at COTI, the appointment of government officials as trainers at COTI is allowed for a certain period.
- To deliver a wide range of job skills and knowledge that are not provided at government training institutions, government officials can register with training programs of outside training institutions.

By amending the GOET Act in 1978, the government stipulated a training abroad program and systemized commissioned education programs into two categories: in-country training and overseas training.

During this period, the government conducted a new initiative on E&T for government officials. That was the establishment of a Five-Year Strategic Plan for Education and Training. The main contents of this Plan were to reorganize the education and training

system and to connect training programs and employees' career paths in the government. This plan included the following strategic measures:

- To open new training programs for high-level officials
- To strengthen grade-based basic training programs for mid- and lower- level officials
- To open new training programs specialized in policy areas for high-level officials
- To train and maintain a crack unit of trainers in government training institutions
- To mandate pre-service training programs for new employees before placement

In 1983, the focus of E&T for government officials moved from job training to mental education to imbue a service mindset in officials rather than merely an efficiency-oriented administration. And in order to enhance the capacity of trainers, the government has held the Trainers Competition Festival every year since 1983.

In 1992, the emphasis of the E&T for government officials moved again to specialized job training programs in an attempt to equip government officials with advanced knowledge and management techniques that were regarded as useful competence for coping with increased competition in the global market. Accordingly, the lengths of grade-based job training programs were reduced and the number of specialized training programs increased with diversification. In addition, the authority to approve annual education and training plans was decentralized to individual executive officers of government ministries and agencies to enhance the relevance of ETP. In order to enhance the policy capacity of high-level officials, a one-year training program named the Advanced Policy Program was introduced for manager-level officials in 1993.

As Korea achieved remarkable economic growth based on the Five-Year Economic Development Plans and government-led development policy, the Korean E&T for government officials drew keen attention from many other developing countries. Since 1994, COTI has run special training programs for Malaysian government officials and other foreign public officials.

1.4. Maturation Period: 1998-Present

When the economic crisis occurred in 1998, the government conducted government-wide public sector reform including reorganization of government structure to adjust to the changing environment. The education and training system was no exception. In order to reduce costs and staffs of education and training for government officials, the National Institution of Professional Administration (NIPA) was established by integrating six government training institutions such as the Statistical Training Institute, the Local

Government Officials Development Institute, the Agricultural Training Institute, and others. A total of 23 central ministries' training institutions were reduced to 10 and 28% of staffs were laid off. In addition, the education and training budget preparation system was changed in order to improve management efficiency. Government education and training was divided into two categories: free education and paid education. While the budget for free education was borne by training institutions, the budget for paid education was borne by individual government ministries and agencies.

The contents of education and training experienced a paradigm shift from supplier-centered to consumer-centered education and training. In order to further strengthen the basis of education and training emphasis on specialized functional training started in 1992 and the grade-based basic training program was sharply reduced. As a result, training programs other than those for newcomers of Grade 5, 7 and 9 and for those who were promoted to Grade 5 and 7 were abolished. At the same time, the government amended the rules on the evaluation of government officials so that individual officials could acquire all the credits for the education and training by taking only specialized functional programs.

In order to diversify education and training channels the government founded the Cyber Training Center for government officials at COTI and provided a number of e-learning and self-directed learning programs.

As Korea started to emerge from the economic crisis, the need for education and training for government officials increased greatly. In fact, the Participatory Government led by President Roh Moo-hyun emphasized education and training for government officials to successfully implement the reform initiative of the Government Innovation. The Participatory Government saw the innovation of education and training for government officials as the key strategy for enhancing the public sector's core competency of human resources. In a bid to achieve this goal, the government reformed the education and training system and programs significantly by amending the Government Officials Education and Training Bylaw. The major points of the revised bylaw are as follows:

- Transforming government organizations into learning organizations is a key strategy to cope with the knowledge-based society.
- Annual mandatory training hours for individual officials of Grade 4 and below increased to 100 hours from 40 hours and self-study and research activities are included in the mandatory training hours.
- Fulfilling mandatory training hours is a requirement for promotion.
- Heads of individual offices are responsible for managing and improving the effect of their subordinate's education and training.

The Participatory Government also dissolved NIPA into the same state as the one before the economic crisis of 1998 and individual training institutions were relocated into the responsible ministries.

The changes in the legal and institutional framework for education and training of government officials are summarized in <Table 2-1>.

Table 2-1 | Change of Legal and Institutional Framework

Period	Legal & Institutional Basis	Policy	Training Institution
Introduction 1949-1961	Prime Minister's Regulation		National Officials Training Center (1949)
Settle-down 1961-1973	GOT Act (1961) COTI ACT (1961)	3 Stage General Education and Training Plan (1962)	Central Officials Training Center (1961)
Expansion 1973-1998	GOET Act (1973) Revised GOET Act (1978)	5 Year Strategic Plan for Education and Training Institutionalization of Commissioned Education (1979)	Local Government Officials Development Institute (1965)
Maturation 1998-Present			Individual Ministries' Training Center

Figure 2-1 | Photo: Central Officials Training Institute

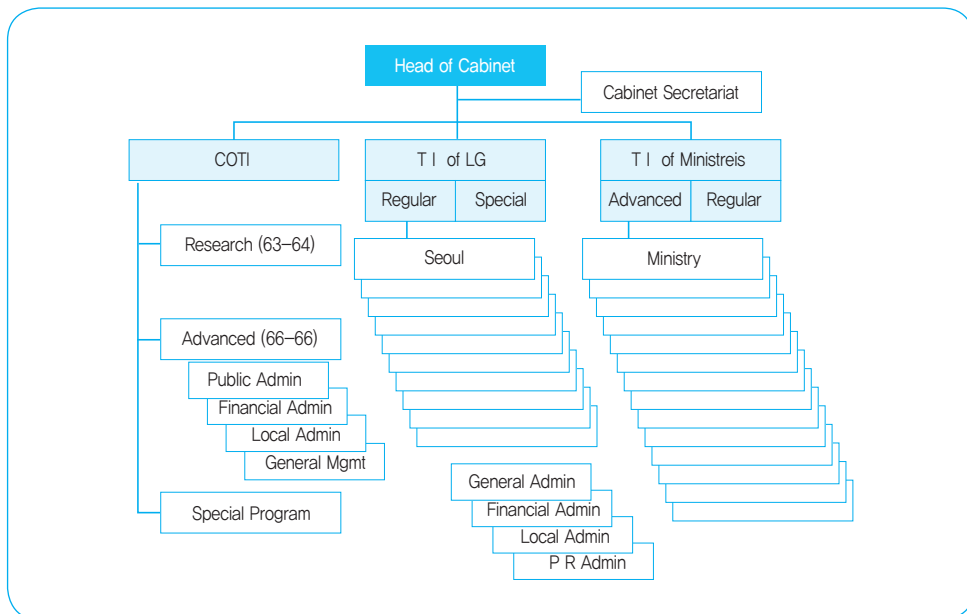


Source: Central Officials Training Institute

2. Education and Training System

In order to reflect the changing environment, the Government Officials Education and Training Act (GOET Act) of 1973 was amended several times, but the government organization in charge of education and training for government officials has not changed much since the enactment of the GOT Act of 1961. In fact, the change in government interest and investment in E&T has mainly been reflected in the alteration of the size and name of the government office responsible for education and training.

Figure 2-2 | Education and Training System for Government Officials (1963-1966)



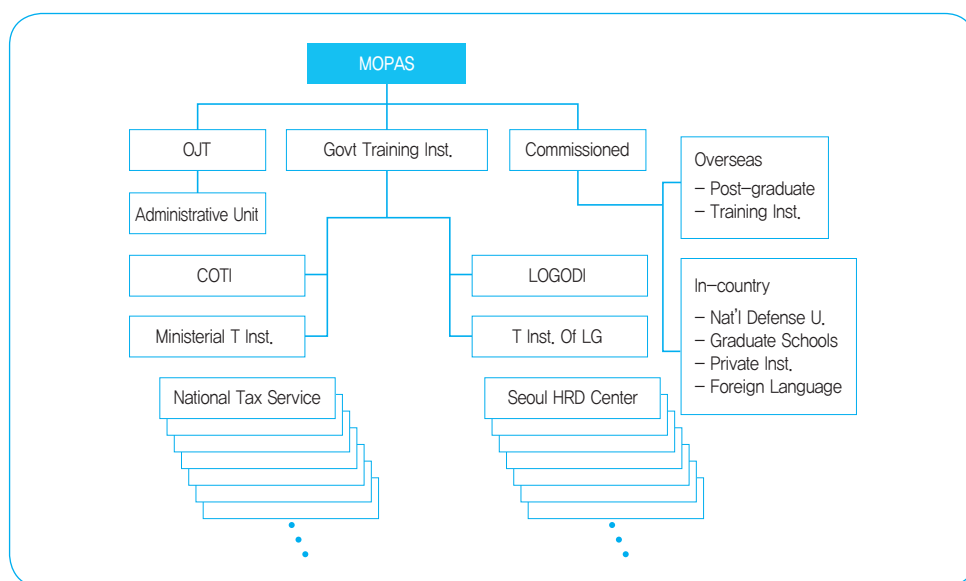
Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 21

[Figure 2-2] shows the education and training system for government officials during the Settling-down period, especially between 1963 and 1966. At that time, the head of the cabinet was the final policymaking authority and the secretary-general of the cabinet was responsible for establishing an annual plan for education and training for government officials. As for the COTI, training institutions of the central ministries, and training centers of local governments were delivering organizations. This system indicates that the annual plan for education and training was established at the highest level of government in a way that reflected the needs of major government policies and the training institutions followed the guidelines set by the cabinet secretariat.

[Figure 2-3] illustrates the education and training system during the Maturation Period. As of 2012, the Ministry of Public Administration and Safety (MOPAS) took charge of the education and training for government officials and became responsible for the related laws and regulations. MOPAS is charged with the duty of developing an annual plan for education and training and guidelines for implementation. MOPAS also has the authority to supervise, support, and evaluate activities related to education and training of government officials.

As presented in [Figure 2-3], education and training for Korean government officials is conducted in three different ways: on the job training (OJT), education and training at government training institutions, and commissioned education. OJT refers to a training program that takes place during normal working hours by either superiors or colleagues, which is also called direct instruction.

Figure 2-3 | Education and Training System for Government Officials (2012)



Source: COTI (2010). *Road to HR Power, Traces of 60 Years and New Prospect: 60 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. pp. 629, 699~706

E&T at training institutions is the most common and traditional way of instruction conducted in government training organizations. In Korea, while central government officials currently get trained at COTI and ministerial training institutions, local government officials receive training at one of 15 training institutions run by either provincial or metropolitan governments. There are 23 ministerial training institutions providing specialized training programs related to the designated functions of individual ministries.

Commissioned education is a way of instruction whereby the government dispatches officials to private or public educational institutions for education for a certain period. Commissioned education is classified into two categories: domestic training and overseas education. For domestic training, government designates several kinds of higher educational institutions such as the Korea National Defense University, graduate schools of public and private universities and private training institutions. Overseas education for government officials is performed at colleges, graduate schools or professional training institutions in foreign countries. Lists of training institutions of central government ministries and local governments are provided in <Table 2-2> and <Table 2-3>, respectively.

As a controller of education and training for government officials, the Minister of MOPAS is required to establish an annual education and training plan and convey it to the heads of government ministries, agencies and training institutions. As a cabinet member, the Minister of MOPAS reflects the will of the president and needs of major policy initiatives in the annual plan. Accordingly, the needs and direction of the central government policy initiatives are reflected in the education and training programs for government officials.

Table 2-2 | List of the Central Government’s Training Institutions

Parent Institution	Training Institution
The Board of Audit and Inspection of Korea	Audit and Inspection Training Institute
National Police Agency	Korea Police Investigation Academy
	Police Training Institute
	Central Police Academy
Korea Customs Service	Customs Border Control Training Center
Ministry of Education and Science Technology	National Training Institute of Education and Science Technology
Ministry of Environment	National Institute of Environmental Human Resources Development
National Tax Service	National Tax officials Training Institute
Ministry of Land, Transport and Maritime Affairs	Training Institute for Land, Transport and Maritime Affairs
Ministry for Food, Agriculture, Forestry and Fisheries	Ministry for Food, Agriculture, Forestry and Fisheries
	Fisheries Human Resources Development Center
Rural Development Administration	Rural Human Resources Development Center
Ministry of Justice	Institute of Justice
Military Manpower Administration	Military Manpower Training Institute

Parent Institution	Training Institution
Korea Forest Office	Forest Training Institute of the Korea Forest Office
Ministry of Foreign Affairs and Trade	Institute of Foreign Affairs and National Security
National Emergency Management Agency	National Fire Service Academy
	Central Civil Defense and Disaster Management Institute
Ministry of Knowledge Economy	Knowledge Economy Officials Training Institute
Korea National Statistical Office	Statistical Training Institute
Ministry of Unification	Institute for Unification Education
Korea Coast Guard	Korea Coast Guard Academy
Ministry of Public Administration and Security	Central Officials Training Institute
	Local Government Officials Development Institute

Source: COTI (2010). *Road to HR Power, Traces of 60 Years and New Prospect: 60 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute

Table 2-3 | List of the Local Governments' Training Institutions

Local Governments	Name
Seoul	Seoul Human Resource Development Center
Busan	Busan Human Resource Development Center
Daegu	Daegu Metropolitan City Officials Training Institute
Incheon	Incheon Metropolitan City Human Resources Development Institute
Gwangju	Gwangju Local Officials Training Institute
Daejeon	Daejeon Human Resources Development Center
Gyeonggi	Gyeonggi Provincial Human Resources Development Institute
Gangwon	Gangwon Human Resource Development Center
North Chungcheong	Chungcheongbuk-do Institute of Autonomous Training
South Chungcheong	Chungcheongnam-do Public Official Training Institute
North Jeolla	Jeollabukdo Local Officials Training Institute
South Jeolla	Jeollanamdo Local Officials Training Institute
North Gyeongsang	Gyeongbuk Officials Training Institute
South Gyeongsang	Gyeongnam Human Resources Development Institute

3. Classification of Education and Training

Education and training programs for Korean government officials can be classified into two categories: ethics and attitudes training and job training. Job training is again divided into two kinds: grade-based basic training and professional job training. Grade-based basic training can be subdivided into two categories according to the nature of trainees: training for new employees, and refresher training. Professional job training includes specialized job training and training for foreign government officials.

Ethics and attitudes training is a unique feature of education and training for Korean government officials. It aims at changing the mindset of government officials, strengthening ideological education of public servants, and inspiring a sense of mission and loyalty to the nation. Grade-based basic job training is conducted for new employees and officials who are due for a promotion in the same grade. Therefore, this training program delivers the comprehensive knowledge and skills required to perform tasks generally given to a certain level of position, or a certain grade. On the other hand, professional job training is for conveying a functional skill or technique and specialized knowledge to trainees for a relatively short time span. The budgeting and accounting program, foreign language program, and leadership program are such cases. <Table 2-4> shows the classification of education and training programs in Korea. And <Table 2-5> presents how E&T for Korean officials have changed over time.

Table 2-4 | Classification of Education and Training Program in Korea

Classification		Description		Target
Ethics and Attitudes Training		For changing mind-set, ideological education, inspiring devotion and loyalty		All Government Officials
Job Training	Grade-based Basic Job Training	To provide comprehensive skill and knowledge required to perform general tasks of a specific grade		New employees Officials eligible for promotion
	Professional Job Training	Specialized Job Training	To convey specific functional skills and knowledge	All Government Officials
		Training for Foreign Government Officials	To deliver success experience of Korean government	Government Officials of Foreign Government

Table 2-5 | Change of Government Officials Education and Training System

Year	Ethics and Attitude Training	Job Training			
		Basic Training	Professional Training	Foreign Officials Education	
1961	Nation-wide Training	Research Course, Advanced Course, Regular Course	New Documents System Education	N/A	
1962	No specific program, but provided under the name of several subjects in other courses				Special Course
1963-66		Advanced Course			
1967-70		No name	Job Training		
1971		General training			
1972-73		Management training			
1974-75					
1976-80	Saemaul Movement education	Job Training			
1981-82	Ethics and Attitudes Training				
1983-87					
1988-98	N/A	Basic Training	Professional Training	Foreign Officials Education (1984~ present)	
1999-2004			Core Group and Elective Group Professional Training		
2005-07			Innovational, change Management		Professional Training
2008-present			Creative, pragmatic education		

2012 Modularization of Korea's Development Experience
Education and Training Program for Capacity Development
for Korean Government Officials

Chapter 3

Ethics and Attitudes: A Special Feature of ETP in Korea

1. Anti-communism Education in 1960s
2. Saemaul Education in 1970s
3. Ideological Education in 1980s

Ethics and Attitudes: A Special Feature of ETP in Korea

Ethics and Attitudes training is the most conspicuous feature of the Korean education and training program for government officials. It was during the Settling-down period that mental education began as a training program for government officials. Since the military government started ethics and attitudes training as a way of securing loyalty from government officials, every subsequent administration in Korea has strengthened ethics and attitudes training under various banners but basically for the same purpose, especially during the earlier period of the administration. Sometimes ethics and attitudes training had been expanded to ordinary citizens. Although ethics and attitudes training has had some negative effects on society, it is true that it has greatly contributed to solidifying the government officials' commitment to work for the nation.

1. Anti-communism Education in 1960s

Right after the establishment of the Central Officials Training Institute (COTI), the military government implemented ethics and attitudes training programs for all government officials because it needed to exert control over the government administration in order to overcome social disorder. For the leaders of the military government, gaining loyalty from government officials was very critical for stabilizing society and realizing “the pledges of their revolution” that would secure political legitimacy from the people. To achieve this, they also needed to have a competent and efficient government bureaucracy armed with the public servant mindset. As soon as political power was seized, the military government launched ethics and attitudes training programs for government officials under different names: The Nationwide Government Officials Training Course for Mid-Level Officials; Special Training Course for Senior Officials for Director-General-Level officials; and Special Training Course for Judges and Prosecutors. Main subjects for these courses

were basically the same. While some subjects – such as Analysis of Corruption in Public Administration of Previous Government, Analysis of Corruption in Legislature of Previous Government, and Analysis of Corruption in Election of Previous Government – focused on criticizing problems of the previous administration (s), other subjects such as Significance of the Military Revolution, Interpretation of the Emergency Measures Act, and Political System for Fulfilling Revolution Pledges, intended to justify the military government. The speakers of these ethics and attitudes training courses were high-ranking officials in government, such as cabinet members and members of the Supreme Council for National Reconstruction (SCNR), and famous scholars in major universities.

President Park Chung-hee’s administration of the Third Republic continued ethics and attitudes training focusing on the ideological instruction of anti-communism. Although ethics and attitudes training was not separated from the job training program, it was still delivered to government officials in other classes such as Ethics of Public Servants, Analysis of Communist Countries, Current Affairs, National Interest and Government Policy.

2. Saemaul Education in 1970s

In October, during the Yushin regime of the Fourth Republic, ethics and attitudes training for government officials was strengthened. At first, the focus of ethics and attitudes training was on imbuing government officials with Yushin ideology, and it was expanded later to ordinary citizens as the government emphasized the Saemaul education. Saemaul education started in 1974, becoming the core part of most job training courses at COTI. In 1975, the government included a one-week Saemaul education module in all training courses that were two weeks or longer. Furthermore, the government expanded the Saemaul education to reach the civilian leaders of society such as Saemaul leaders, religious leaders, and representatives of college students. During this period, more than 25 percent of class hours of all training courses comprised of Saemaul education and other ethics and attitudes training subjects.

The government made the Saemaul Education Program an independent ethics and attitudes training program by separating it from the job training program. As shown in [Figure 3-1], the Saemaul education program aimed at self-cultivation and nourishing patriotism. Even the slogan of the Saemaul Movement, “Let’s live better through diligence, self-reliance, and cooperation,” became the motto of the training programs.

<Table 3-1> is a sample curriculum of a Saemaul education course. As shown in <Table 3-1>, this course was composed of 75 class hours and 29.3 percent of them comprised of ethics and attitudes training subjects such as anti-communism, Yushin Ideology, history, and current political and economic affairs.

Table 3-1 | Curriculum of Saemaul Movement Course

Category	Subject Name (The number in parentheses means allocated hours to a subject.)	Ratio (%)
Anti-Communism and Yushin Ideology	International Politics and National Security (2), Anti-Communism Movie Watching (1), Appropriateness and Guidance Ideology of Yushin (2), Korean Unification Policy (2)	9.3%
Current Affairs and Korean History	Economic Challenges and Government Officials' Attitude (2), Creation of New History (2), Lessons from National Crises (2), Human's Will and Adversity (2), My Resolution (1), Officialdom Purification and Government Officials' Attitude (4), Goal and Tasks of Officialdom Purification (2)	20.0%
Saemaul Movement	Saemaul Movement and Guidance Ideology (2), Model Case of Saemaul Movement (8), Saemaul Movie Watching (2), Preparation and Presentation of Saemaul Movement Plan (3), Practice of Saemaul Movement (6), On-site Practice (10)	41.3%
Others	Sound Songs Singing (2), Patriotic Songs Singing (2), Voluntary Work (1), Physical Training (2), Self-Study (4), Others (10), Basic Security Training (1)	29.3%
Total	75 hours	99.9%

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 301

The standardized module of the Saemaul education program was that all trainees stayed together at the training camp and the daily schedule was divided into three parts as shown in [Box 3-1]. This standardized module was applied to all training institutions..

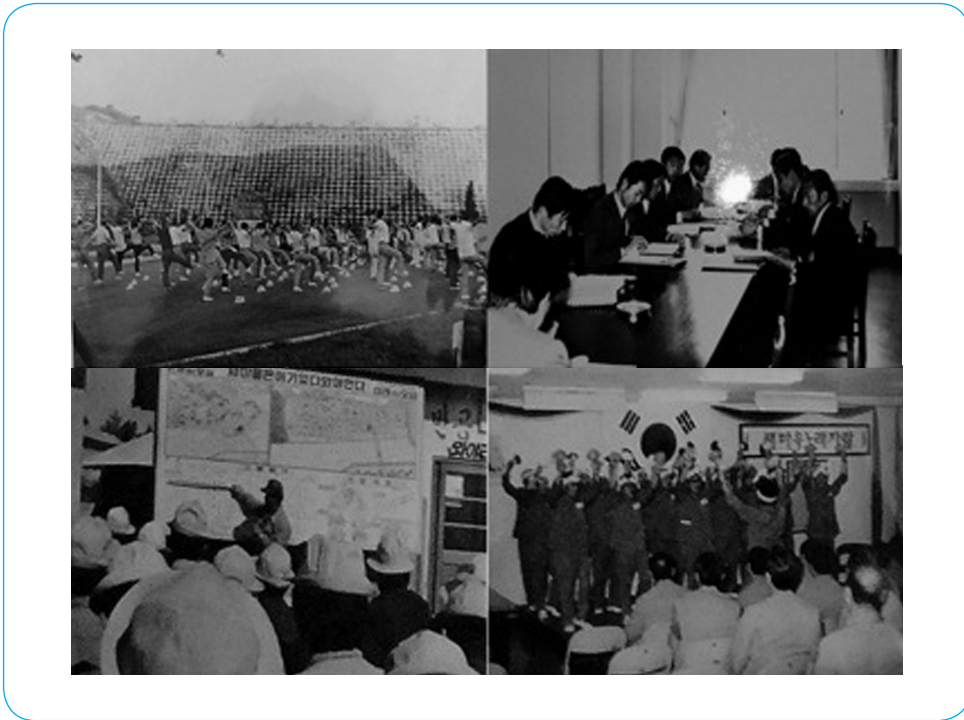
Box 3-1 | Training Schedule of Saemaul Movement

The daily schedule of the Saemaul education program was as follows: All trainees are awoken at 5:50 in the morning, brought to the playground for roll call after making their beds, performed the national flag raising ceremony, and sang the national anthem. Following the direction of trainers, trainees read back the credo of public servants. They then went on a 2km run and then practiced gymnastics. All trainees cleaned the designated areas in the dormitory rooms, corridors, and bathrooms. After breakfast, training is executed in a sequence of morning class, lunch, afternoon class, then dinner. At night time, between 21:00 and 22:30, trainees prepared for night roll call, cleaned their rooms, and wrote in their personal journals. Trainees were banned from going-out, sleeping off-site, receiving visitors, and taking phone calls for the duration of the training period at all training institutions. Even reading newspapers, watching TV, listening to the radio, and drinking alcohol and coffee were not allowed, except when prior permission was given. The program was more like a discipline training program for sound living.

	Activities	Hours	
		Nov.- Mar.	Apr.-Oct.
Before Breakfast	Wake-up	06:20-	05:50-
	Roll-call (National Flag Raising Ceremony)	06:30-06:40	06:00-06:10
	Jogging & Gymnastics	06:40-07:00	06:10-06:30
	Cleaning & Shower	07:00-07:20	06:30-07:00
	Breakfast	07:20-08:20	07:00-08:00
	Meeting	08:20-08:50	08:00-08:50
Day	Morning Class	09:00-12:50	
	Practice Gymnastics	12:50-13:00	
	Lunch	13:00-13:50	
	Afternoon Class	14:00-17:50	
	Dinner	18:00-18:50	
	Saemaul Planning	19:00-19:50	
Night	Movie	20:00-20:50	
	Personal Journal	21:00-21:40	
	Cleaning	21:40-22:00	
	Roll-call	22:00-22:20	
	Light Out	22:20-22:30	
	Meditation	22:30-	
	Sleeping		

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute

Figure 3-1 | Photos: Saemaul Education Program



Source: Central Officials Training Institute

3. Ideological Education in 1980s

With the inauguration of the Fifth Republic, the ethics and attitudes training that was provided was under a new name, Ideological Education, from 1981 to 1982 and Ethics and Attitudes Training from 1983 to 1987. The government implemented grade-based special ethics and attitudes training between the years of 1984-1987.

Under the name of Ideological Education, the government had the key central government officials in a camp for ethics and attitudes training for three days. Included were assistant minister-level and director-general-level officials, prosecutors, mid- and high-level police officers, and mid-level officials. From 1982, the government transformed the Ideological Education into a regular training program by extending the duration of the Ideological Education Program to one week. Accordingly, the target officials for training were greatly expanded to most of mid- and upper-level officials of the central government.

<Table 3-2> is a comparison of the subjects of the three-day program of 1981 and the one-week program of 1986. An interesting finding is that there was big change in the composition of subjects. While ideological subjects of the 1981 program such as Critiques of Communism and Comparison of South and North Korea disappeared in the 1986 program, current affairs related subjects, such as International Relations and Unification of Korea and Tasks for Democratic Political System, were major components of the 1986 program.

This change seems to reflect the political climate of that time. While the Fifth Republic government needed to strengthen solidarity and loyalty of government officials in order to overcome the legitimacy issue in the earlier period, it could move the focus of education to nurturing democratic values after the regime stabilized society and achieved economic success.

On the other hand, it was a meaningful effort on the government's part to adopt a new style of ethics and attitudes training (please refer to <Table 3-3>). After benchmarking the Japanese cases, the government introduced a sensitivity training program in 1982 for manager-level officials who were the nucleus of government organizations. This course, which was called the Core Manager Training Course, was a two-week program and employed several groundbreaking techniques such as case studies, brainstorming, sensitivity training, role-playing speech training, work training, sitting in Zen meditation and vocal training. This program is an example of how the government tried to enhance managerial and leadership capacity of manager-level officials.

The picture of a candle ceremony, which was taken at a Training Course for New Managers, also shows how much the Korean government emphasized ethics and attitudes training in various training programs for government officials. Through this kind of self-tempering exercise with colleagues, new officials could nurture a better public servant mindset and loyalty to the nation, while realizing a sense of mission for national development.

As a matter of fact, ethics and attitudes training was not limited to government officials. Families of government officials, middle and senior officials of public corporations, and even executive officers at private companies were trained at government training organizations. Although it is true that ethics and attitudes training was often exploited to justify undemocratic political regimes, there is no doubt that it has contributed significantly to the formation of *esprit de corps*, loyalty, and a sense of mission among government officials.

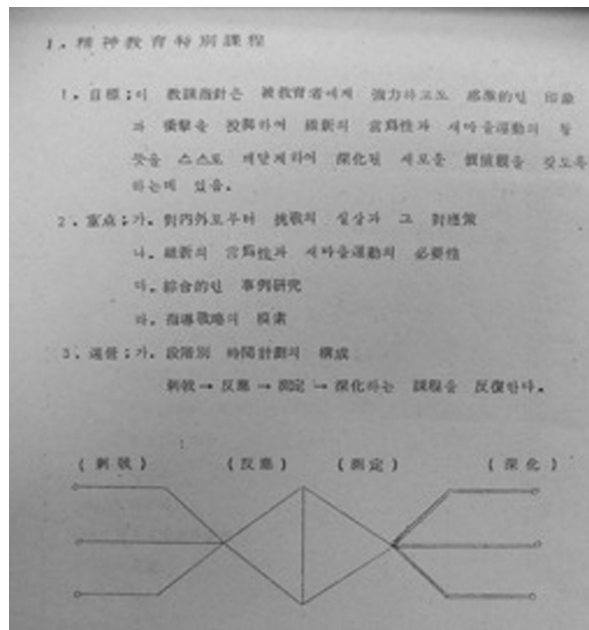
Box 3-2 | Mission of Government Officials and Discipline

We, government officials, are confident that we are the guides of national restoration. If we think of a government position merely as a means of living, we will not invest our energy and emphacy any more. And if we think this to be true, we may indulge in corruption in order to make atonement for needed money because a government position is not a well-paying job. When we, government officials, take the lead in national restoration, our future will be bright.

Needless to say, the government administration exists only for people's interest and happiness, and the master of government administration is the people. Government officials are qualified delegates, those who are entrusted by the people to use public authority. Government officials are public servants who work for the people.

Source: Mission of Government Officials and Discipline 1971 Textbook for Common Subjects Ministry of Government Administration

Figure 3-2 | Document: Plan of Ideological Education Program (1981)



Source: Central Officials Training Institute

Table 3-2 | Comparison of Curriculum of Ethics and Attitudes Training Program in 1981 and 1986

Program in 1981	Program in 1986
Special Lecture (2)	Special Lecture (2)
State Affairs and Policy Direction (2)	Government Officials' Attitude (2)
State of Korean Economy and Future Orientation (2)	Role-Model and Leadership of Government Officials (2)
Goal and Direction of Social Purification Movement (2)	Memorization Training of Charter on Government Officials' Ethics (1)
Direction of Saemaul Movement (2)	Role and Responsibility of Democratic Citizen (2)
Goal of Public Officials Ethics Charter and Practical Tasks (2)	People's Attitude of Advanced Motherland (2)
Spirit of Clean Officials and National History (2)	Tasks for Democratic Political System (2)
Ethics of National Economy and People's Attitude (2)	Ordeal and Glory of Korean People (10)
Issues in Value of Modern Society (2)	Korean People in World History (2)
Human Will and Adversity (2)	National Security and Unification of Korea (2)
Critiques of Communism (2)	International Relation and Unification of Korea (2)
Comparison of South and North Korea (2)	Guidance to the Research on the Task of People's Spirit and Education System (1)
Independent National View of History (2)	Sound Songs (2)
Tasks of National Reconciliation and Unification (2)	Conversation and Songs (2)
Sound Songs (2)	Sitting in Zen Meditation (5)
Conversation and Songs (2)	Songs of Unification (1)
Group Discussion (4)	Korean Traditional Music (2)
Video and Movie (2)	Singing Contest (3)
Evaluation (2)	Video (3)
Educational Operation (5)	Educational Operation (5)
52 hours (5 Nights and 6 Days)	58 hours (5 Nights and 6 Days)

Source: COTI (1999). *50 Years History of Central Officials Training Institute*. Gwacheon: Central Officials Training Institute. p. 357

(): The number in parentheses refers to allocated hours to a subject

Table 3-3 | Curriculum of Core Manager Training Course (1982)

Category	Subject	Hour (%)
Spiritual Training	Sensitivity Training (15), Sitting in Zen Meditation (1) Willpower Training (3), Sympathy Training (4), Special Lecture (2), Reading (1)	44 hours (33.6%)
Physical Training	Physical Training (7), Boot Camp Training (2)	27 hours (20.6%)
Management Skill Development	Creativity Development Training (7), Leadership Development Training (4) Decision Making Training (4) Presentation Skill Training (3) Communication Training (3) Report Writing (8) Comprehensive Evaluation of Presentation Skill (8)	37 hours (28.2%)
Others	Belief Confidence Training (3), Competition and Cooperation (2), Conversation (4), Sound Songs (1), Recreation (2), Memorization and Recitation (7), Operational Management (4)	23 hours (17.6%)
Total	22 Subjects 131 Hours	100%

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 364

Figure 3-3 | Photo: Candlelight Ceremony



Source: Central Officials Training Institute

Job Training Program

1. Grade-based Basic Job Training
2. Professional Job Training
3. Training Course for Trainers
4. Commissioned Education
5. Cyber Training
6. Foreign Government Officials Training

Job Training Program

1. Grade-based Basic Job Training

Job training is the typical and basic component of education and training for government officials. As mentioned earlier in this report, job training in Korea has been divided into two categories: grade-based basic job training and professional job training. Grade-based basic job training is quite a unique type of training program that is not easily found in other countries. Grade-based basic training has been conducted similarly to camp training where government officials of the same or similar grade stay together in a training camp for a certain period of time and are taught comprehensive and general skills and knowledge required for performing the tasks of each specific grade. In this regard, grade-based basic job training is similar to military training. On the other hand, professional training is the most typical type of instruction program for government officials. This program aims at providing specific skills and knowledge for trainees to perform a single or limited scope of function for a relatively short time period.

Grade-based basic job training is designed to train new officials and officials due for promotion. Although grade-based basic job training provides trainees with managerial skills, techniques and knowledge, the major focus of the training is on cultivating a proper public servants' mindset, promoting loyalty to the nation, developing a sense of mission as government officials, and understanding government functions. Professional training is regarded as a type of refresher training. Recipients of professional training are officials who have spent some length of time on the job after finishing grade-based basic job training. Professional training is usually provided to officials who have just moved to new positions or who are scheduled to take up new positions in the same grade.

1.1. Introduction and Settling-down Periods

As mentioned earlier, education and training for government officials in the introduction period were implemented without a legal foundation. During this period, ETPs were professional job training programs and composed of three sections: the first, the second, and the special sections. The first section was subdivided into three courses: the first course was for newly recruited officials; the second course was for the lower grade officials; and the third course was for mid- and high-grade officials. The second section was for the officials belonging to the technical class in the job classification system. The special section courses were to provide knowledge and skills about new policy issues, and new managerial skills required to operate newly introduced systems. Courses in English conversation, HRM, and accounting were examples, but they were rarely offered.

The first course of the first section which was called the Course for Probationer Administrator had been offered since 1955. Because there was no internal trainer at GOTC, external trainers from the government and prestigious colleges delivered lectures on the basic laws such as the Civil Service Act, Finance Law, and Administrative Law, and an introductory level course in administration, financial management, and government organization. The advanced course of the first section was established based on the Agreement on the Administrative Technique Support Project with the University of Minnesota in 1958. In this course, which started in 1959, classes on administration, organizational management and planning, and human relations were provided for senior officials. Also, classes on Official Development Assistance that reflected the Korea-U.S. relationship of that time were provided. Included were Past and Present of U.S. Assistance to Korea, Planning Technical Assistance, and Process of ODA Planning in the U.S. <Table 4-1> shows the structure of job training during the Introduction Period.

Table 4-1 | Job Training Structure During the Introduction Period (1949-1961)

Division 1	Division 2	Special Division
<ul style="list-style-type: none"> • Course 1: Probationer Course <ul style="list-style-type: none"> - Education for new officials before placement - Duration: 3 months • Course 2: Low Grade Officials Class <ul style="list-style-type: none"> - Refresher Training for low grade officials - Duration: 3 months • Course 3: Middle and High Grade Officials Class <ul style="list-style-type: none"> - Refresher Training of middle and high grade officials - Duration: 2 weeks 	<ul style="list-style-type: none"> • Refresher Training for Government Officials in Technical Class <ul style="list-style-type: none"> - Except for Post, Transportation, Police Officer - Duration: Decision after Consultation 	<ul style="list-style-type: none"> • Special Course <ul style="list-style-type: none"> - Duration varied

The military government started a nationwide mental education for all government officials immediately after seizing political power. A course on New Document Training was the only job training program offered by the military government in 1961. Although the Special Course for Judges and Prosecutors included some subjects on laws and legal practice, more than half of the subjects belonged to mental education. The course on New Document Training was offered to government officials of middle and lower grades.

From 1962 to 1966, grade-based basic job training was called the Advanced Course that was divided into four functional groups: financial management group, public administration group, local government administration group, and general management group. Professional job training was named the Professional Training Course and included the research class, trainers' class, and special class for Red Cross employees.

After the successful achievement of the first Five-Year Economic Development Plan, government developed a five-year cycle education and training plan in 1967 in order to connect education and training of government officials and the Five-Year Economic Development Plan. According to the five-year cycle education and training plan, the goal of education and training of government officials was to help government officials understand major government policies and let them contribute to improving administrative efficiency and democratization of society by equipping them with skills and knowledge required to perform their tasks.

Table 4-2 | Job Training Structure During the Settling-down Period (1961-1973)

1961~1966			
Type	Name		Subject
Basic Job Training	Advanced Course	Financial Management	Grade 2-3
		Administrative Management	Grade 2-3
		Local Administration Management	Grade 4-5
		General Management	Grade 3 in Particular Affairs or Technical Post
Professional Training		Research Course	
		Trainers Course	
		Special Course for Employees of Korea National Red Cross	



1967~1973			
Type	Name		Subject
Grade-Based Basic Job Training		Administrator Training Course	Incumbent Grade 3 (B)
		Low Grade Manager Course	New and Promoted Grade 3 (B)
		High Grade Manager Seminar Course	Incumbent Grade 3 (B)
		Trainers Course	
Professional Training	Job Training	Pension Management Course	
		Resource Management Course	

Based on this plan, the government established the foundation of the graded-based basic job training system for the first time in 1967. A professional job training program was offered under the name of job training. The grade-based basic job training was renamed as the general training program between 1971 and 1975, and it was changed again several times since then, with the basic structure of the program staying the same until now.

The most frequently offered courses in the job training program were the pension management course and the materials management course. <Table 4-2> contrasts the structure of job training before and after the establishment of the grade-based basic job training system in 1967. In particular, it is noticeable that the grade-based basic job training

program from 1967 to 1973 was structured by grades, unlike the Advanced Course that was offered between 1962 and 1966.

1.2. Expansion and Maturation Periods

1.2.1. Course for Senior Officials

The most noticeable characteristic of the course for senior officials is that subjects and training methods have been significantly changed. Especially, the Advanced Course from 1962 to 1966 was for both senior and middle level officials. The subjects of the four groups belonging to the Advanced Course were divided into three categories: specialization subjects, common subjects, and elective subjects. And individual groups were divided again into several subgroups for majors. For example, the public administration group was divided into three subgroups of majors such as planning and administration, general administration, and personnel administration (See <Table 4-3>).

Table 4-3 | Subjects of Advanced Course (1963-1964)

		Public Management		Financial Management	
Specialization	Specialization Subjects	Planning and Administration Group	National Planning System (2), Development of Long-term Comprehensive Planning (1.4), Work Process of Operational Planning (5)	Budgeting and Accounting Group	Budgeting Management Practice and Cost Management (14), Principles of Bookkeeping and Governmental and Business Accounting (14), other subjects (7)
		General Administration Group	Direction of Office Improvement (2), Administrative Audit (3), other subjects (16)	Finance and Economy Group	Analysis of Economic Index and Industries (1), Methods for National Income Estimation (6), Economic Development and Mobilization of Domestic Capital (6), other subjects (13)
		Personnel Administration Group	Comparative Institutions of Personnel Management (2), Historical Approach to Korean Bureaucracy (2), Position Clarification (3), other subjects (14)	Tax and Customs Group	Finance and Tax (8), Comparative Tax Institutions (7), Budgeting and Accounting (6), Board of Audit and Inspection Act and Accountability of Officials in Accounting posts (5), other subjects (9)

		Public Management	Financial Management
Specialization	Common Subjects	Duty of Administrative Manager (4), Theories of Administrative Management (4), Theories of Administrative Process (4), Theories of Administrative Control (3), Practice of Administrative Law (5), Statistics (5), Administrative surveys (4), Institutions of Budgeting and Accounting (4), Teamwork (23), Theories of National Security (3), other subjects (54)	Duty of Administrative Manager (4), Economy and Finance (2), Direction of a Financial Policy (3), National Income and Expansion of Employment (9), Practice of Budgeting and Accounting (3), Statistics (7), Methods for Case Study, Work Management (6), Teamwork (8), other subjects (36)
	Elective Subjects	General Administration related subjects such as Comparative Administration (17), Management function related subjects such as Administration and PR (4)	General Management related subjects such as Preparing Economic Plan (17), Management function related subjects such as Meeting and Discussion (11)
General	Liberal Arts	Direction of International Society (13), Current State of Korea (10), Modern Science and Social Life (4), Special Lecture and other subjects (10)	Direction of International Society (13), Current State of Korea (10), Modern Science and Social Life (4), Special Lecture and other subjects (10)
		Evaluation, Program Operation and others (19)	Evaluation, Program Operation and others (19)
		195 hours	195 hours

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p.215

The division of the courses and the composition of subjects reflected training needs of the government in those days when the government implemented the first Five-Year Economic Development Plan. For example, planning and administration majors were taught under the national planning system, together with the development of long-term comprehensive planning and work processes of operational planning. More specifically, subjects of the financial planning major reflected the policy needs of the government at that time. For example, common subjects included economy and finance, national income and expansion of employment, and direction of financial policy. In the case of the financial management group, subjects related to the Five-Year Economic Development Plan comprised 32-35 percent of the total number of class hours.

However, during the second Five-Year Economic Development Plan period, the learning by rote style training program for senior officials was criticized by both top policymakers of the government and senior officials themselves. It was generally agreed among senior

officials, top policymakers, and specialists that senior officials had to analyze policy issues from a comprehensive and integrated perspective in order to solve those issues. Based on this agreement, the government changed the method and subjects of the training course for senior officials. The government adopted a seminar style training program operated on the basis of analysis and discussion and named it the Advanced Seminar Course. The Advanced Seminar Course was operated in a way that a topic concerned with the government economic development policies was selected and participants were notified of the selected topic with related materials in advance. Participants were required to study the topic before training and submit research reports on the topic. During the training, participants were encouraged to share different views of the topic by discussion and seek feasible policy solutions. By doing this, senior officials were asked to approach policy issues with a comprehensive and integrated perspective and thereby were expected to enhance their problem-solving capacity. <Table 4-4> presents the list of topics dealt with in the Advanced Seminar Course between 1967 and 1971.

Table 4-4 | Topics of Advanced Seminar Course (1967-1971)

Year	Topic	No of Trainees
1967	Class 1: Rational Ways for Advancement of Agricultural Industry	31
	Class 2: Efficient Ways for Human Resources Development	58
	Class 3: Ways to Protect, Promote, and Secure Source of Taxation for Development Capital	45
1968	Class 4: Permanent Resolutions to National Disasters	26
	Class 5: Ways for Upbringing Small Business	38
	Class 6: Expansion of SOC for Industrial Development	28
	Class 7: Implementation of the Second Economics	44
1969	Class 8: Ways to Promote the Power-Plant Industry	60
	Class 9: Rational Ways for Utilizations of Human Resources	35
	Class 10: Economic Development and Reinforcement of Transportation Capacity	43
1970	Class 11: Rational Ways for Population Deconcentration of Big Cities and Development of Small and Medium Cities	33
	Class 12: Ways to Eradicate Illegal Acts in Health Sector	31
	Class 13: Ways for Modernization of Marketing Structure	30
	Class 14: Ways for Improvement for Industrial Safety Management	39
1971	Class 15: Ways to Strengthen Competiveness of Export Industry	32
	Class 16: Role of Public Administration in the State Development	34
Total		607

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. P.229

The seminar-style training program was recognized as very useful for the government. Because the program provided opportunities for key decision-makers of individual ministries to get together and discuss national policy agenda issues concerned with almost all ministries, it was very helpful for senior officials to overcome sectionalism and find policy solutions from a government-wide perspective. It was also helpful to build a communication network across the ministries.

Figure 4-1 | Photo: Advanced Seminar Course (1989)



Source: Central Officials Training Institute

As the paradigm shifted from individual job-centered learning to competency-based learning, education and training for government officials evolved into a new stage. Accordingly, the Korean government adopted a competency-based education and training system since 2005. Top policymakers and specialists in education and training have felt that government officials need to be equipped with diverse competencies in organizational management, conflict resolution and leadership in order to solve highly complicated policy issues rather than with a specific job-centered capacity. In 2001, the Korean government built a government competency model based on the core competency theory and has presented 19 standard competencies for government officials.

As an extension of this effort, the government has identified six key competencies for senior officials and designed a competency-based customized training course for them in accordance with the launch of the Senior Civil Service system in 2005. The six competencies

for senior officials are classified into three categories and each category includes two competencies respectively. These three categories and six competencies are presented in <Table 4-5>.

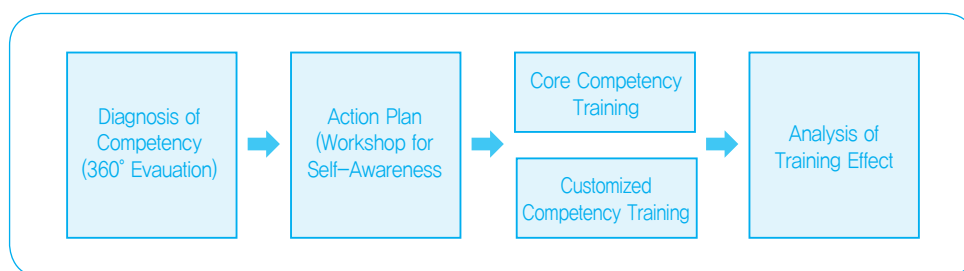
Table 4-5 | Competencies for Senior Officials

Category	Competency
Thinking	Problem Identification, Strategic Thinking
Tasks	Change Management, Performance Orientation
Relationship	Coordination and Integration, Customer Satisfaction

Source: COTI (2010). *Road to HR Power, Traces of 60 Years and New Prospect: 60 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. pp. 468~471

The competency-based customized training course is operated as follows: the government diagnoses the individual official’s competencies based on the model before training. Then, the government provides training in core competencies for all trainees and also provides customized training classes for individual officials to strengthen needed competencies. Some months after finishing the training program, the government evaluates the effect of the training. [Figure 4-2] illustrates this process.

Figure 4-2 | Customized Competency Training Process



Source: COTI (2010). *Road to HR Power, Traces of 60 Years and New Prospect: 60 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 469

<Table 4-6> is a sample of the course for senior officials currently used at COTI. Basically, this course is composed of five training areas such as governance competency, core and job related competency, private and government joint CEO policy forum, high-class refinement class, and individual competency development. And each area includes diverse subjects such as field study, teamwork for policy tasks, sensitivity training for leadership development, and overseas study visits.

Table 4-6 | Standard Course Design for Senior Officials (2012)

Category	Objectives and Major subjects	Hour [%]	Methods
Governance Competency	Strategic Issues for Comprehensive Understanding to State Affairs such as Viewpoint of State and National Security Seminar for the Public's Livelihood, Team Study and Case Search of Policy Issues Special Lecture for Policy Capacity, Field Trip with Special Themes	356 (24.0%)	Lecture: 19.7% Participation: 80.3%
Core and Job-related Competency	Development of Professional Capacity such as International Negotiation Skill Peer Learning, Joint Education with the New Grade 5s, Capacity for International Relation International Policy Study, Development of Capacity of Interviewer, Cyber Education, and others.	563 (38.0%)	Lecture: 32.0% Participation: 69.9%
Private and Government Joint CEO Policy Forum	Senior Executive and CEO Joint Education Special Lecture by Related Expert, Discussion, Joint Seminar	40 (2.7%)	Lecture: 25.0% Participation: 75.0%
High-class Refinement Class	Improvement of Life Quality such as Humanities, Literature, Art, Health, and others. Traditional Culture Tour, Cultural Events for Couples, Lectures related to Culture Mind Change, Development of Creativity, Sensitivity Training, Volunteer Work	187 (12.7%)	Lecture: 37.4% Participation: 62.6%
Individual Competency Development and Others.	- Foreign Language Education, Computer Education, Physical and Mental Training, and others. - Program Operation Hours	336 (22.6%)	Lecture: 45.2% Participation: 54.8%
Total		1482	Lecture: 31.6% Participation: 68.4%

Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

1.2.2. Courses for Mid-Level Officials

Mid-level officials are of great importance in education and training for Korean government officials. Under the closed career civil service system, mid-level officials (Grade 5 to Grade 4) are placed in the waist of the hierarchical structure. They are responsible for not only managing a subunit of an organization, but also developing policy proposals. In fact, grade titles of the grade 5 and above officials end with *gwan* (officer), which symbolizes the position of leader or executive. The exam for selecting them is called the *gosi* (Higher Civil Service Exam).

Since 1967 the training programs for mid-level officials were separated from those for senior officials. As government functions and roles were expanded greatly during the second Five-Year Economic Development Plan period, the government came to realize the important role of mid-level officials both in terms of policy process and organizational management.

While the basic job training course for grade 5 officials has been the major training program of ETPs in Korea since 1967, the training course for grade 4 officials was first offered in 1972. However, the training system for grade 4 officials was institutionalized in 1982 when the government mandated in the Five-Year Strategic Plan for Education and Training that officials due for a promotion should first complete the basic job training course before placement. The duration of the latter was about 3 or 4 weeks in the 1970s and 1980s. <Table 4-7> shows the subjects of the basic training course for grade 4 officials in the 1980s.

Table 4-7 | Subjects of Training Course for Grade 4 Officials (1963-1964)

Subject	Total
Goal of State Development (2), Management of Social Change (6), International Economy and Korean Economy (5), Dynamics of International Politics and Strategies of National Security (3), New Methods for Modern Management (10), Policy Analysis (7), Policy Evaluation (5), Quality of Life and Public Administration (5), Field Education (7), Case Study in Public Administration (17.5), Moral Reform and Role of Government Officials (2), People's Value System (2), Lessons from Korean History (3), Health Management (3), Reading (3.5), Speech and Conversation (2), Orienteering (9), Korean Traditional Music (2), Review of Korean History (2), Issues of Modern Society and Value System (3), Hobby Activity (4), Conversation (6), Video (3), Education Operation (4)	114 hours

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 280

The basic training course for grade 4 officials has been strengthened since 2006 when the government introduced the SCS system because grade 4 officials are candidates for membership of the SCS. As mentioned above, the government has adopted a competency-based training program for government officials. Like the course for senior officials, the course for senior civil service candidates is designed based on the competency-based learning model. <Table 4-8> is a current training course for SCS candidates.

While the training course for grade 4 officials in 1982 was composed of traditional subjects for learning by rote, the subjects and training method of the SCS candidate course follows the competency-based model.

Table 4-8 | Training Course for Senior Civil Service Candidates (2012)

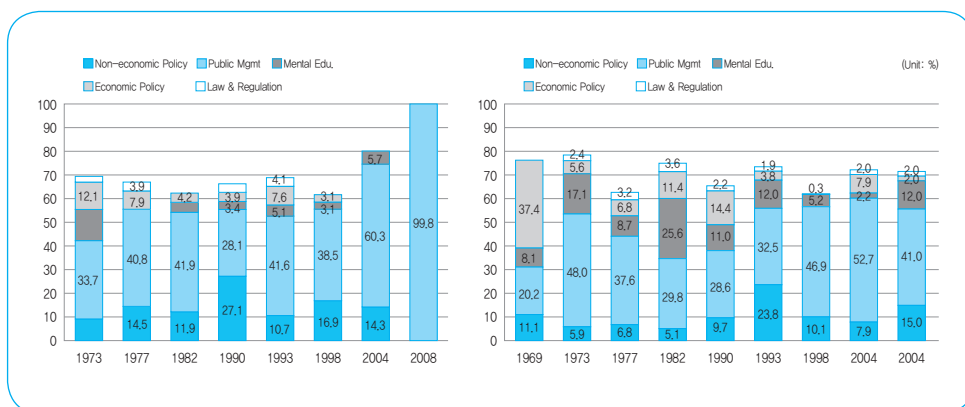
Category	Education Module	Main Contents	Method	Hour
Pre-program	Basic Competency Education	Basic education which focuses on definition and necessity of competency	On-line	5
	Pre-Diagnosis	Multi dimension diagnosis by a peer official Diagnosis of psychological type		
Core Competency	Simulation by Individual Competency	Simulation - Role-play, resolution of assignment about current issue, group discussion and presentation, and others. Preparing and presenting a self-development plan		18
	Comprehensive Feedback	Conversation between the facilitator and trainees about competency and process		1
	Strategic Management Competency	Intensification of organizational management competency		3
	Understanding of Policy Report	Understanding of policy reports for strategic policy implementation		3
Specialized Competency	Leadership and Communication	Analysis of psychological types and coaching method education by the each type. Intensification of persuasive leadership, which is based on a leadership communication type	Discussion Lecture	4

Category	Education Module	Main Contents	Method	Hour
Specialized Competency	Creation Method	Development of cultural sensitivity to implement creative and practical policies	Practice	4
	Values of Public Officials	Research and internalization of values of public officials through introspection of a public career	Lecture	1
Others	Program Management	The program related ceremonies, self-introduction	-	1
After Program	Coach Consulting	Customized consulting of leadership communication methods based on individual psychological type	Visit and consulting	
Total				40

Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*. p. 47

[Figure 4-3] shows how subjects of the training course for grade 4 officials have changed over time. While subjects in the public management area comprised 33.7 percent of total class hours of the course in 1973 and maintained the same level both in 1977 and 1982, it decreased to 28.1 percent in 1990. In 2008, most subjects of the SCS candidate course were about public management. This result indicates that while policy-related subjects comprised a large share of the training course for grade 4 officials during the 1970s to 1990s, their importance in the 2000s was reduced significantly.

Figure 4-3 | Change of Subjects in the Training Course for Grade 4 Officials



Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute

Grade 5 officials in the Korean government organization can be regarded as linking pins in or the nucleus of the organization. They are members of an elite cadre. The gosi, exam for recruiting grade 5 officials has been the source of elite officials for the past 60 years. Accordingly, the training program for grade 5 officials has a long history. The name and duration of the program has been changed many times. One of the notable features of this training program is that it includes practical training through internships both in central government ministries and in local governments.

<Table 4-9> presents subjects of the training course for grade 5 officials in 1968. The subjects of this course in 1972 were organized into several categories such as mental education, public management, finance and economy, and land and social development.

Table 4-9 | Subjects of the Training Course for Grade 5 Officials (1968)

Subject
Governmental Main Policies (12), International Politics and the State of Korea (4), Critique of Communism (8), Life and Science (6), Special Lecture (14), Ethics of Government Officials (6), Political Modernization of Korea (4), Governmental Modernization of Korea (4), Economic Modernization of Korea (4), Social Modernization of Korea (4), Structure and Features of Korean Economy (8), Korean Finance (9), Theories of Manager I, II (15), Korean Economy and International Economy (7), Korean Population Employment and People's Lives (9), Introduction to Administrative Management I, II (5), Analysis of Organization (11), Analysis of Institution and Process (11), Personnel Management I, II, III (11), Affairs Management (8), Budgeting Management (9), Paper Management (6), State of Central Administration (2), State of Local Administration (2), Planning and Institution (6), Practice of Public Law (11), Administrative Audit (2), Practice of Legislation (4), Audit of Accounting (4), Practice of Statistics (6), State and Future of Rural Community (4), State and Future of Urban Community (5), Social Security and Social Welfare (4), Field Trip (18), Physical Training (7), Evaluation (6), Educational Operation (2)
27 Subjects (264 hours 8 Weeks)

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 261

As shown in <Table 4-10>, subjects in the area of public management was 56.8% of total class hours of the course in 1972. It is important to realize that subjects related to the Five-Year Economic Development Plan were included; and subjects were introduced dealing with new managerial techniques of those times such as PERT (Program Evaluation and Review Technique), CPM (Critical Path Method), OR (Operational Research), PPBS (Program Planning and Budgeting System), EDPS (Electronic Data Processing System), and Investment Analysis. This indicates that the government trained and educated mid-level officials in cutting-edge managerial and analytical techniques for policy development and

analysis that were required to pursue government policies. It is also noticeable that 26.5 percent of total class hours were allocated to typing. It means that the government trained an elite cadre of government officials to be able to do word processing by themselves, and thereby intended to improve administrative efficiency.

Table 4-10 | Subjects of the Training Course for Grade 5 Officials (1972)

Category	Subject	Hour (%)
Mental Education	International Situation and Defeat of Communism (4), Mission and Discipline of Government Officials (2), Korean Modernization and Leadership (2), Security Work (1), Emergency Planning Work (2), Family Rite Standards and Simplification of Living (2), Life and Science (3), Special Lecture (12), Exclusive Use of Hangul (3)	31 (11.7%)
Public Management	State Development and Role of Public Administration (2), Development Plan (4), Administrative Improvement (3), Policy Making and Decision Making (3), Leadership and Human Relations (3), Local Administration (6), Public Administration and Jurisdiction (3), Practice of Legislation (4), Civil Service System and Institutions (4) Paper Management (6), Guideline for Civil Affairs Administration (4), New Managerial Techniques (7), State of Ministries (31), Training of Hangul Typing (70)	150 (56.8%)
Finance and Economy	5-Year Economic Development Plan 1, 2, 3 and Major Policies of 1972 (4), Fiscal and Financial Institutions (6), Direction of Rural Development, Planning and Budgeting (4), Increase of Export and Improvement of Balance of International Payments (4), Material Management (3) Practice of Accounting (3), Survey Methods (5), Methods for Invest Screening (4)	37 (14.0%)
Land and Social Development	Basic Direction of National Land Plan (4), Institutions of Social Securities (6)	10 (3.8%)
Others	Field Trip (6), Evaluation (4), Physical Training (16), Recreation (4), Reserve Time (4), Educational Operation (2)	36 (13.6%)
Total	40 Subjects (264 Hours 8 Weeks)	99.9%

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 261

Figure 4-4 | Textbook of the Course for Grade 5 Officials (1971) (1)

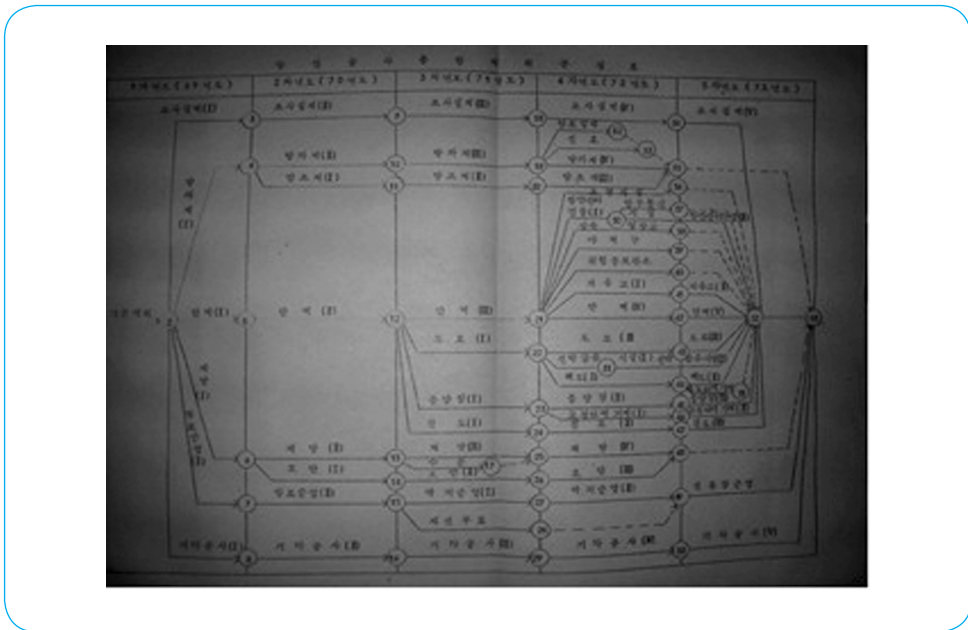
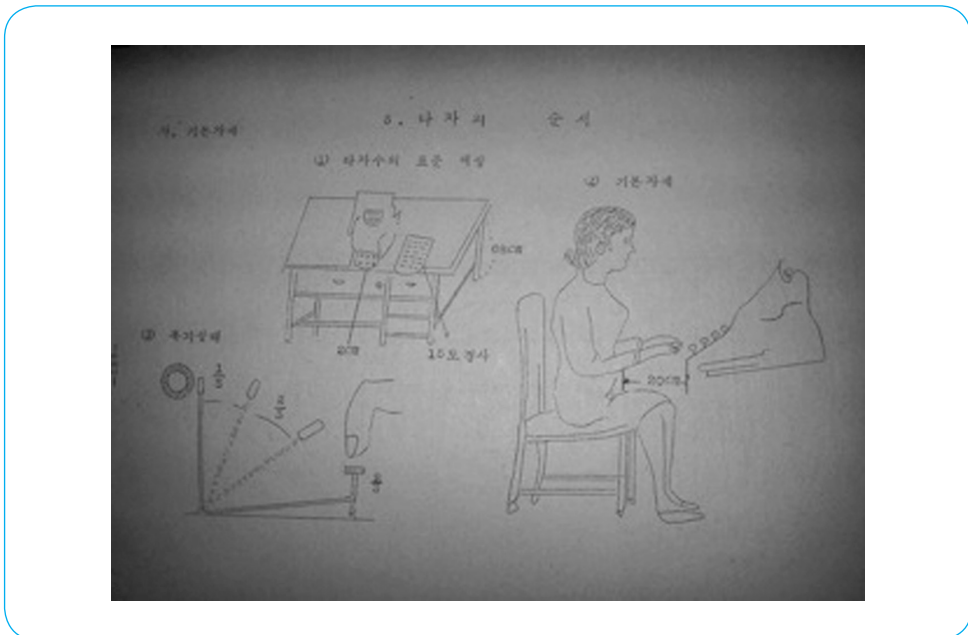


Figure 4-5 | Textbook of the Course for Grade 5 Officials (1971) (2)



As the duration of the training course for grade 5 officials was extended to one year in 1996, the number of subjects increased as shown in <Table 4-11>. Compared with that of the 1980s, while subjects related to mental education decreased, ethics and globalization related subjects were either introduced or increased. Also, subjects concerned with the economy and finance decreased.

Table 4-11 | Subjects of the Training Course for Grade 5 Officials (1996)

Category	Subject	Hour (%)
Understanding of Administrative Environment	Reality of Administrative Regulation (2), Direction of Korean Economic Policies in the WTO Era (3), Public Administration and PR (3), Building Plan of Service Administration System in 21C (2), Conversation with Local Mayor (2), VomKriege and Modern Military Strategies (2), Video (2)	16 (1.5%)
Understanding of Administrative Environment and Direction of Main Policies	Plan of 21C. New Economy (2), Relation between Globalization and Economic Blocking (3), Significances and Policies' Task of OECD Membership (2), Future Prediction and Policy Development (3), Change of Security Environment and Preparation for Unification (3), Current Situation and Prospect of Korea-China's Economic Cooperation (2), Conversation with Experienced Officials (8), Introduction to Ministries (14), Current Situation and Prospect of Small and Medium Businesses (2), Current Situation and Prospect of North Korea (2), Tasks and Direction of Women Policy (2), OECD Membership and Capital Market (2), Current Issues of North and South Korea and Understanding of Unification Policy (2), Environment and Public Administration (2), Current Situation and Future Prospect of New Airport in Yeongjong Island (3), Analyzing Retrospect and Prospect of Korean Society (2), Media Observed by Government and Government Observed by Media (2), Change of Economic Environment and Development of Distribution Management (2)	58 (5.6%)
Development of Skills for Basic Tasks	Theories and Practice of Security (2), Emergency Planning Work (2), Management of Governmental Organization (3), Officials Education and Training System (3), Officials Personnel System (2), Civil Affairs Administration (3), Salary System for Government Officials (2), Pension and Welfare System for Government Officials (2), Paperwork Practice (7), Legislation Practice (3), Budgeting Practice (4), Accounting Practice (3), Office Management (3), Commodity Management (3), Planning, Review and Analysis (3)	45 (4.3%)

Category	Subject	Hour (%)
Development of Management Skill	Speech (2) Quality Control for Improvement of Administrative Productivity (3), International Negotiation and Etiquette (2), Creativity Development (2), Comprehensive Practice of Administration (13), Rational Thinking (6), Statistics and Public Administration (2), Training of Group Decision Making (3), Leadership of New Managers (5), Manager's Communication (2), Information Society and Public Administration (2), Administrative Development and System Management (2), P.A. which Insider Works in and P. A. which Observed from Outside (2), English for International Conventions (3), Renovation of Business Management and Methods for Productivity Improvement (2), Practice of Policy Design (107), Policy Making and Implementation (9), Speech Communication (5)	172 (16.5%)
Ethics and General Education	Understanding of Traditional Culture Legacy (3), Folk Dance (3), Traditional Thoughts and Philosophies (2), Understanding of Traditional Art (2), Reading Study (67), Special Lectures (4), Life and Literature (5), Field Trip for Cultural Event (6), Understanding of Traditional Music (3), Cultural Performance (3), Public Official's Life and Human Relation (2), Travel of Pop and Classical Music (3)	103 (9.9%)
Globalization	English (167), Understanding of Eastern and Western Cultures (2), Guide to Training Overseas by Each Area (2), Gentlemen's Manner and Etiquette (2), Guide to Overseas Travel (2), Training Overseas (97)	272 (26.1%)
Computing	Theories of Computing (7), Practice of Computing (63)	70 (6.7%)
Others	Field Experience Training (48), Voluntary Work (29), Physical Training (37), Arrangement Education (6), Training in Private Corporation (79), other subjects (54)	307 (29.4%)
Total	84 subjects (1,043 hours 1 year)	100%

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. p. 265

Figure 4-6 | Group Discussion: Course for Grade 5 Officials



Box 4-1 | A Testimonial on Typing Training

When I took the course for grade 5 officials in 1975, typing classes took up many class hours. If an official did not pass the typing test, he or she could not complete the course. Accordingly, many officials registered with private institutions to be able to pass the typing test. However, after being placed, there was no need to do typewriting because there were professional typists in the office. Long after that time when a personal computer was assigned to me, I learned easily how to type. There were several classes that, I thought, were not useful at all at that time, but I finally realized their usefulness sometime later.

I now realize that my government did educate government officials like me in a preemptive way. It is true that lots of things I learned a long time ago would finally reveal their true worth in the future.

- Article based on interviews with Kwon Oryong, Former Commissioner of the Civil Service Commission.

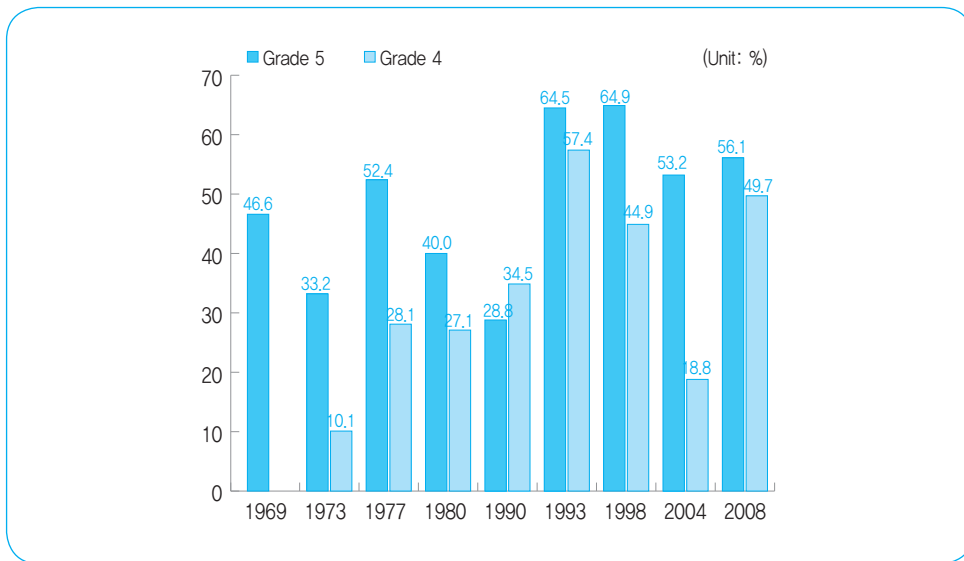
Table 4-12 | Subjects of the Training Course for Grade 5 Officials (2012)

Module	Subjects	Hour Classification (by education method, %)
Development of Government Officials' value	Design of Government Officials' Vision and the Officials' Ethics, Making Government Officials' Vision Paper, Philosophy and Direction of State Affairs, Country Trip, Field Experience of People's Livelihood, Social Voluntary Work, Understanding of National Security	Lecture: 44.7% Participation: 55.3%
Development of Work Capacity	Legislation Practice, Office Management, Budgeting Practice, Understanding of Local Autonomy, Policy Planning Practice, Policy Case Study, Computer Education	Lecture: 60.3% Participation: 39.7%
Development of Managerial Capacity	Probation in Local Government, Field Experience of Small and Medium Business,	Lecture: 2.6% Participation 97.4%
Development of Global Capacity	Foreign Language Education, Overseas Training and Voluntary Work	Lecture: 15.6 Participation: 84.4%
Development of Refinement	Boot Camp Training, Physical training	Lecture: 4.2% Participation: 95.8%
Program Operation	Admission Ceremony, and others	Lecture: 3.2% Participation: 96.8%
Total		Lecture: 29.8% Participation: 70.2%

Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

[Figure 4-7] shows the change in teaching methods of the courses for the grade 4 and 5 officials between 1969 and 2008. In general, there is an increasing tendency of participatory teaching. And participatory classes have been popular in the courses for grade 5 officials rather than the courses for grade 4 officials.

Figure 4-7 | Ratio of Participatory Method: Courses for Grade 4&5 Officials



Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. pp. 171~174

2. Professional Job Training

Professional job training is a universal type of training for government officials. It was the training program provided to the Korean government officials when education and training for government officials began in Korea. Among 17 training programs that were offered at GOTC from 1949 to 1960, 12 programs were professional training programs. English, Practice of Private Corporation's Budget System, Performance Budgeting System Practice, and Refresher Training Program for Personnel Administration Officers were some of them (See <Table 4-13>).

As described earlier, the military government emphasized mental education. The salient professional program during this period was the Course for New Document Training. The military government enacted a new bylaw about the government documentation system as a part of administrative reform, and educated national and local government officials.

In 1961, the military government started to offer several professional job training courses such as planning task, tasks of advisory staffs, budget, and management. It was in 1967 that the government started to provide systematic professional training programs for officials when the government established the education and training system and started to develop an annual plan for education and training based on the training needs assessed from government surveys.

It is important to realize that professional training programs between 1962 and 1966 were not closely related to the 5 year economic development plan. Most courses during this period were about general management. However, the situation changed after finishing the first 5 year economic development plan. While the government pursued the first 5 year economic development plan, the government felt the strong need to keep competent officials in planning and accounting functions. Accordingly, the government started to continuously offer several professional training courses focused on planning, budget, accounting, and civil affairs administration in 1967.

Table 4-13 | Training Courses and Number of Trainees in Introduction Period

Program Name	Duration	No. of Trainees
Incumbent Officials Retraining	Unknown	274
English Education	3~5 Months	233
Taxation Officials Retraining	6 Months	142
G4 Officials Retraining	1 Month	29
G4 and G5 Officials Retraining	30~50 Days	484
Probationary Officials Training	3 Months	440
Short-term Retraining by Post	6 Days	159
Special Lecture of Administration	36 Days	60
The First Accounting Officials training	1 Month	83
Retraining of Officials in Personnel Management Post	1 Month	83
Retraining of Officials in Paper Work Post	1 Month	83
Retraining of Incumbent Officials in Ministry of National Defense	Unknown	85
Administrative Management Program for G2 Officials	2 Weeks	151
Administrative Management Program for G3 (A) Officials	2 Weeks	184
General Education Training for Officials in Bureau of Statistics	2 Weeks	142
The First Business Accounting System Training	2 Weeks	46
The First Performance Budgeting System Training	2 Weeks	54
Total		2,712

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. pp. 900~906

COTI (2005). *Central Officials Training Institute Yearbook 2005*. pp. 75, 78~82

COTI (2009). *Central Officials Training Institute Yearbook 2009*. pp. 149~150, 153~157

[Figure 4-8] and [Figure 4-9] are photocopies of the cover page and contents of textbooks. As shown in the Figures, the contents of training were quite practical rather than theoretical so they could be applied into practice.

Figure 4-8 | Photocopies of the Textbook (1)

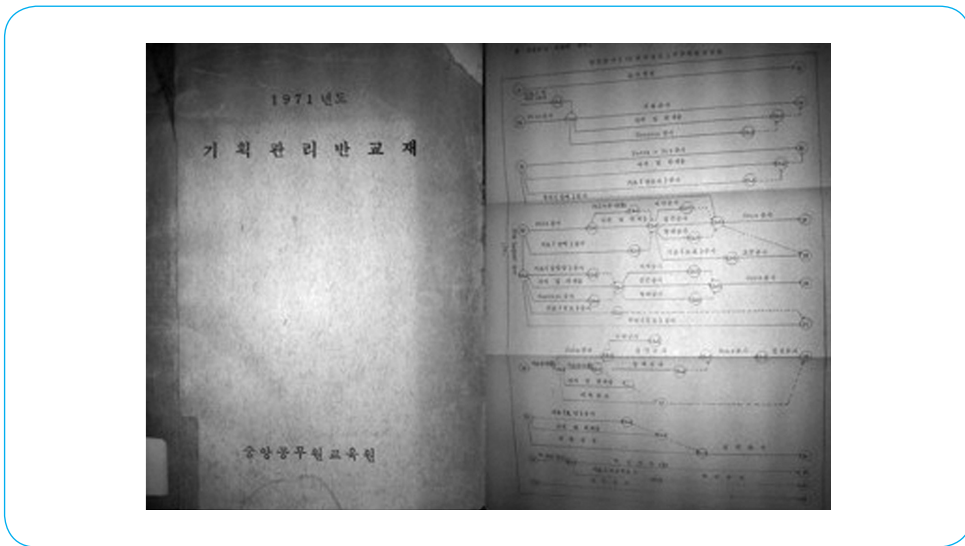
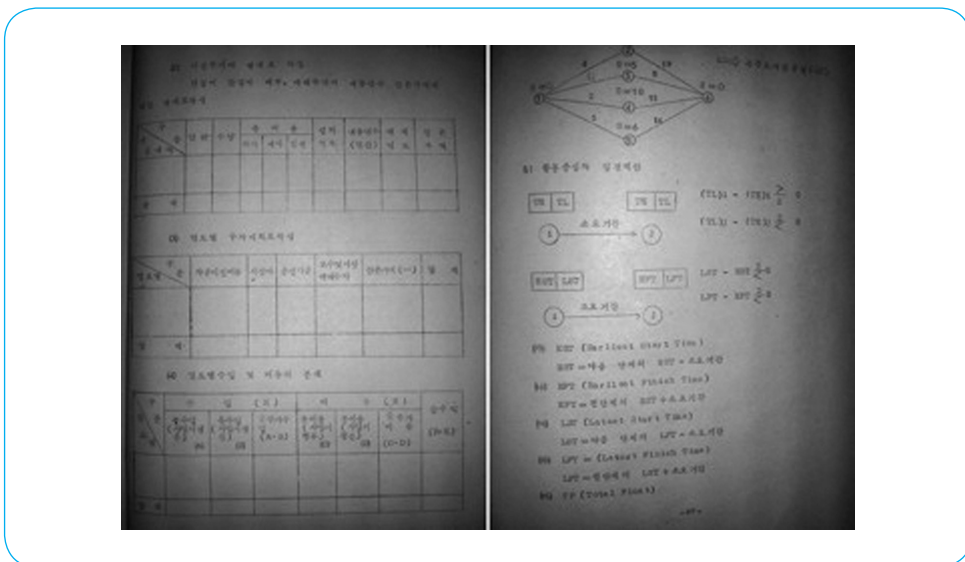


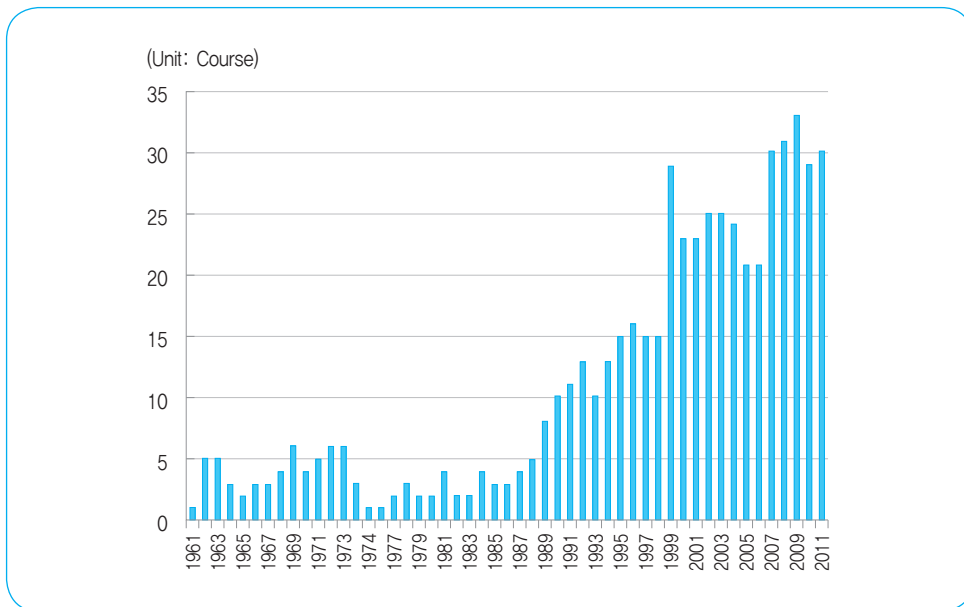
Figure 4-9 | Photocopies of the Textbook (2)



Because Saemaul education and ethics and attitudes training were strengthened between 1976 and 1987, grade-based basic training and job training were integrated. Accordingly, the number and kind of professional training were limited. Nonetheless, accounting courses and English courses were continuously offered. These two courses were in demand because these two courses were not sufficiently provided in grade-based basic training program. In 1988, the professional training program was separated from the basic job training program again and diverse courses in foreign language, personnel management, civil affairs administration, public relations, among others were provided.

The professional training program was expanded in 1999 as the government moved the emphasis of education and training to professional training from the grade-based basic training. The professional training program was divided into two groups; core group and elective group. Accordingly, the number of training courses increased greatly as shown in [Figure 4-10]. The core group includes courses on human resource development, organizational development and evaluation, finance and accounting, policy formulation and management, public management practice, finance and economy practice. The elective group accommodates courses on international trade, chief information officer, foreign language training, leadership development, among others.

Figure 4-10 | Number of Professional Training Courses



Source: COTI (1991). *Central Officials Training Institute Yearbook 1991*. pp. 171~189

COTI (2007). *Central Officials Training Institute Yearbook 2007*. pp. 318~336

COTI (2012). *Central Officials Training Institute Yearbook 2012*. 222~231

Starting off with only English courses, the foreign language courses later expanded to include Japanese in 1984 and Chinese in 1989 respectively. <Table 4-14> is the lists of professional training programs of selected years showing how the number and diversity of professional training programs increase overtime.

Table 4-14 | Change in Number and Diversity of Professional Training Courses

Year	Program	Number
1973	Audit Administration Course, Accounting Administration Course, Management Methods Course, Modern Management Methods Course for Trainers, Administrative English Course	5
1988	Foreign Language Training Course (English), Foreign Language Training Course (Japanese), Participant of Overseas Training Course, Trainer Development Course, Regular Retirement Preparation Course	5
1992	Personnel Administration Course, PR Policy Course, Civil Affairs Administration Course, Work Efficiency Course, Legislative Administration Course, Development Course for Capacity of International Affairs, Participant of Overseas Training Course, Education Support Development Course, Education Competency Development Course, Regular Retirement Preparation Course, English Training Course, Japanese Training Course, Chinese Training Course	13
1999	Human Resource Development and Operation Course, Organizational Development and Evaluation Course, Finance and Accounting Policy Course, Policy Formulation and Management Course, Public Management Practice Course, Practical Affairs Course for International Affairs, Policy Seminar Course, PR Policy Course, Opinion Survey Course, Productivity Improvement Course, Administrative Marketing Course, Communication and Speech Method Course, Civil Affairs Administration and Right Protection Course, Leadership Improvement Course, Interview and Appearance in Broadcasting Course, Cultural Development Course, Creativity Development Course, National Assembly and Party Course, International Trade Relation Course, International Negotiation Course, High-grade CIO Course, CIO Course, Trainers' Competency Development Course, Course for Review and Evaluation to Governmental Works, Practical Affairs Course for Planning, Practical Affairs Course for Budgeting and Accounting, English Training Course, Japanese Training Course, Chinese Training Course	29

Year	Program	Number
2011	National Security Policy Course, Fair Society Policy Course, Government Officials' Value Development Course, FTA Economy Course, Course for Creative Leadership by Learning Aesthetic and Humanities, Creative Problem Solving Course, Creative Capacity Development Course, Green Academy, Master Course, Policy PR Course, Future Prediction and New-growth Industry Course, Global Capacity Development Course, Reality of Economy and Regulation Reform Course, Practical Affairs Course for Legislation, Statistical Analysis and Report and Planning Course, Leadership Capacity Development Course, Social Integration and Conflict Management Course, Positive Mentality Course, Symbiotic Development Course, Megatrend China Course, Teaching Strategies Course, Trainers FT Course, Teaching Skill Development Course, Advanced English Course for Participants of Training Abroad, Advanced Chinese Course for Participants of Training Abroad, Advanced Japanese Course for Participants of Training Abroad, Workshop for Additional Selectees of Study Abroad in China, International Negotiation Course, English Presentation Course, Computer Education	30

Source: COTI (2010). *Road to HR Power, Traces of 60 Years and New Prospect: 60 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute

3. Training Course for Trainers

Training program for trainers started relatively earlier in Korea. The purpose of this program is to train trainers who are going to train other officials at training institutions of national government ministries or local governments.

As the military government strengthened education and training for government officials, training institutions were established in local governments, creating a demand for trainers for those institutions. The national government opened training course for trainers at COTI in 1962. At first, the program trained not only government officials but also teachers. In 1962, the course was composed of subjects such as constitutional law, economics related subjects, and public administration, rather than teaching methods or training techniques. Since 1963, the subjects of the course changed to the education related subjects such as educational psychology, study guidance, teaching methods, teaching practices, and evaluation and analysis.

In addition to the teaching method related subjects, educational administration related subjects such as curriculum design and education needs assessment surveys have been included in the training course for trainers since 1984. Except for the subjects which are related to action learning methods and e-learning, training courses for trainers have not changed much. <Table 4-15> shows the changes in the course for trainers.

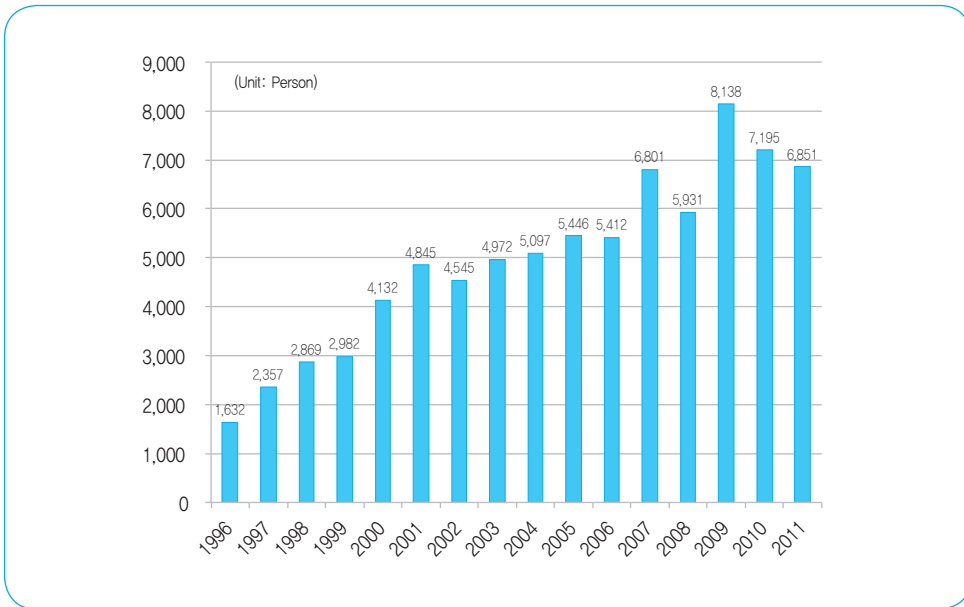
4. Commissioned Education

Commissioned education is training conducted in private or public institutions other than the government training institutions for government officials. Commissioned education started in 1979 when the government regularized the system for domestic and overseas education by establishing the special regulation on commissioned education.

Currently, commissioned education is divided into two kinds; in-country commissioned education and overseas training. In-country commissioned education is composed of several programs such as long-term training for director-general and manager, college and post-graduate training, foreign language training, and short-term training. Overseas training has two options; short-term training (shorter than 6 months) and long-term training (longer than 6 months). Number and scope of commissioned education is contingent upon the annual plan for E&T which reflects the result of training needs assessment survey. Trainees are obliged to study topics related to the functions of their organizations.

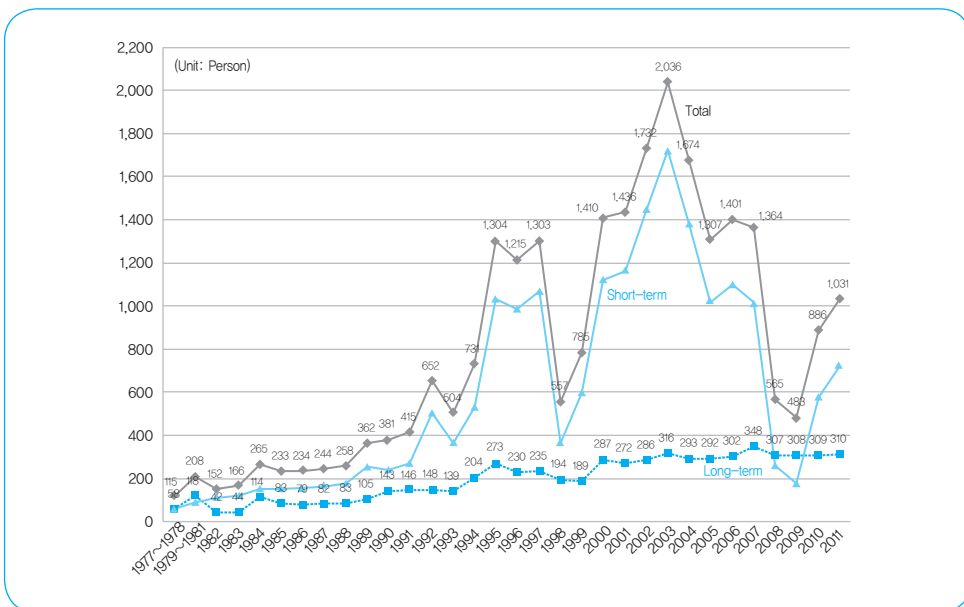
While the number of commissioned education has gradually increased, training institutions have been diversified over time. As shown in [Figure 4-11] and [Figure 4-12], the number of trainees, which was 1,600 in 1996, increased to 6,800 in 2011.

Figure 4-11 | Number of Trainees in Commissioned Education



Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

Figure 4-12 | Number of Trainees in Overseas Training



Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

Table 4-15 | Change in the Subjects of the Course for Trainers

Year	Subject	Note
1962	Constitutional Law (2), Administrative Law (2), Administrative Management (17), Practical Affairs for Administration (20), Administrative Situation (1), Special Lecture (5), Planning and Budgeting (11), Theories of Economy (3), Economic Policy (3), Applied Economics (5), National Movement and History of Democracy (3), Political Thoughts and Institutions (7), National Interest and National Policy (5), Principle of Education (1), Educational Psychology (2), Discussion, Practice, Teaching Preparation, Presentation, and Comments (28), Evaluation (1), Educational Operation (4)	17 Days 19 Subjects 126 Hours
1963	Special Lecture (2), Statistics (1), Educational Administration (2), Recreation (2), Each Countries' Government Officials Education Systems (1), Principle of Education (1), Educational Psychology (1), Education and Society (1), Education Program Plan (1), Study Guidance (1), Guidance on Student (1), Principle of OJT (1), Exploration of Training Demand (1), Management and Guidance (2), Use of Education Support Materials (2), Measurement and Evaluation (2), Teaching Practice (2), Real Situation of Guidance on Study (2), Case Study (1), Field Trip (1), Evaluation (1), Educational Operation (4)	4 Days 22 Subjects 215 Hours
1985	Direction of Government Officials Education (2), Policy Means and System of Government Officials Education and Training (3), Special Lecture (4), Speech and Conversation (3), Korean Traditional Culture (4), Video (3), Education Program (4), Job Analysis (4), Basic of Education (2), Theories of Teaching and Learning (7), Media for Class (15), Teaching Methods (29), Evaluation of Teaching and Learning (2), Class Design (8), Class Observation (14), Educational Practice (22), Study of Subject which Trainers Are in Charge (16), Survey of Education Demand (3), Education Program Evaluation (2), Formation and Operation of Educational Program (4), Guide on Life (2), Assignment Research Method (7), Field Trip of Industry (35), Physical Training (8), Educational Operation (4)	6 Weeks 25 Subjects 214 Hours
2005	Teaching Design	Theories and Practice of Demand Analysis (2), Developmental Strategies of Education and Training Program (3), Theories and Practice of Teaching Design (4), Effective Action Learning and Facilitation (7)
	Development of Teaching Methods	Plan for Effective Utilization of Blended Learning (2), Effective Teaching Methods (2), Lecture and Practice of Power Speech (4), Presentation Preparation through Using of Multimedia (4), Practical Teaching Skills (3)
	Evaluation and Feedback	Giving Presentation and Its Evaluation (7), Evaluation Methods of Education and Training Program (3), HRD Strategies in Private Area and Its Benchmarking (2.5), Observation of Presentation about Teaching Methods and Its Evaluation (7)
	Participation and Field Study	Field Trip (3), Admission and Completion Ceremonies (1)
		5 Days 14 Subjects 55 Hours

Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute. pp. 205~206

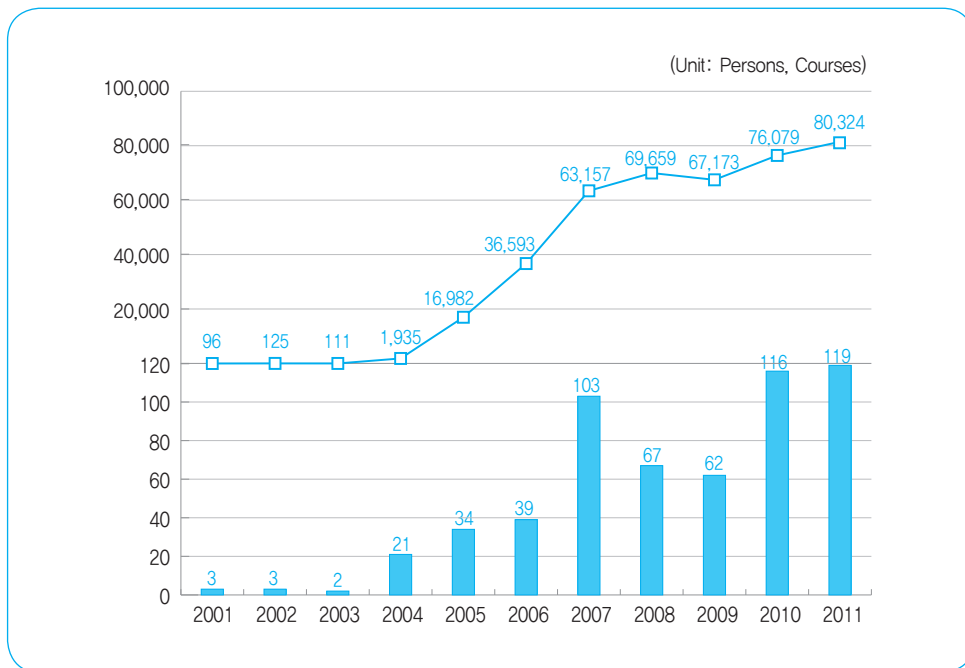
COTI (2006). *Central Officials Training Institute Yearbook 2006*. p. 168

5. Cyber Training

Cyber training is a prospering method of instruction based on the development of information and telecommunication technology. In 2000, when Korea was in an economic crisis, the scope and size of E&T for government officials were reduced. In order to utilize IT technology for E&T for public official, the government established the Cyber Training Center at COTI in 2000 and started e-learning services in 2002.

At first, cyber training was conducted as a part of other training programs, but it was later offered as a full-scale cyber training course in 2003. The number of trainees in cyber training was only 100 in 2003, but it increased a geometric series up to 2,000 in 2004 and 80,000 in 2011. Currently, COTI's Cyber Training Center holds 110 coursewares and operates 119 courses.

Figure 4-13 | Numbers of Courses and Trainees in Cyber Training



Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

6. Foreign Government Officials Training

Upon the request of the Malaysian government, training for foreign government officials was conducted and has since expanded gradually over time. Total 211 people from 21 countries received training at COTI. Trainees are middle and high level officials of developing countries that want to know the strategy and experience of Korean development. The most popular topics of training include strategy for economic development, e-government, and strategy for national development. <Table 4-16> presents a case of courses for foreign government officials and [Figure 4-14] shows the historical change in numbers of trainees and countries for foreign government officials program.

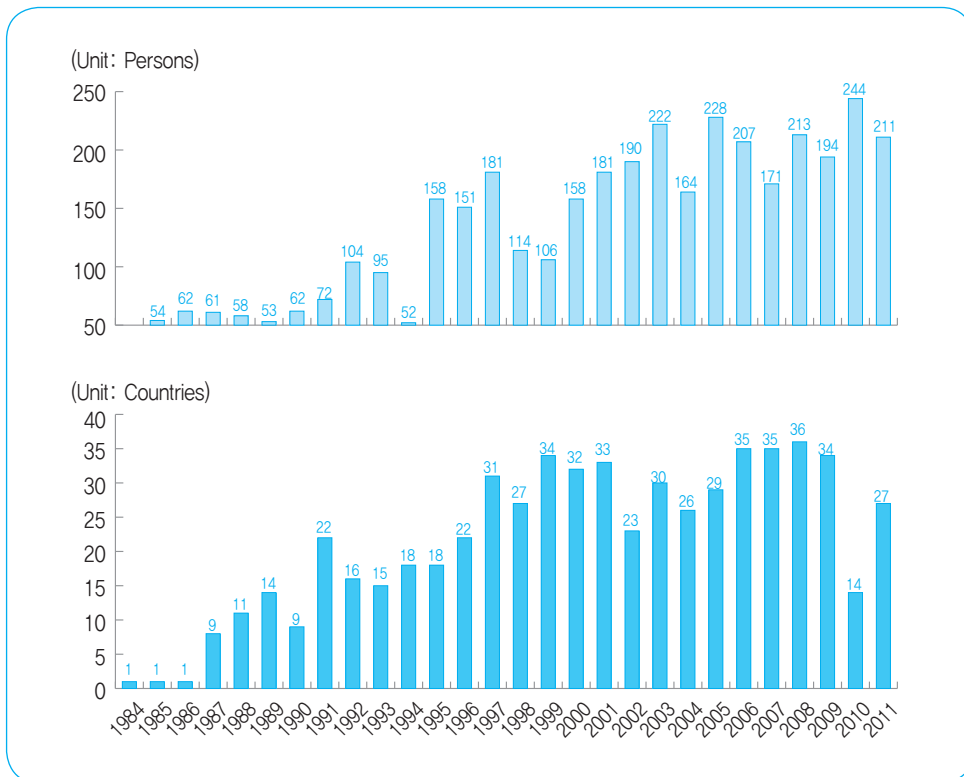
Table 4-16 | Case of Foreign Officials Training Program: Nigerian Economic Development Strategies Course

Category		Subject
Understanding Korea	Administrative System and Government Reform	HRD Policy and System of Korean Government
		Philosophy and Main Policy of Lee Government
	Economic and State Development	Introduction to Korean Development
		Export-oriented Policy and Search for Growth Industry
		Effective Resource and Energy Utilization Policy
		National Land Development and Its Effective Utilization
		Case Study on the Effective Utilization of National Resource by Using Statistics
		Korean Small and Medium Business Development Policy
		Introduction to Korean State Development Case by New Community Movement
Wrap-up Session	Discussion, Questions and Answers	
Field Visit	State development and Economic development related organizations <ul style="list-style-type: none"> • Saemaul Undong Central Training Institute, Korea Cadastral Survey Corporation, Korea National Oil Corporation • Small and Medium Business Administration, Head Office of Central Area at Korean Industrial Complex Corporation, Wolseong Nuclear Power Plant • Hyundai Heavy Industries, Hyundai Motors 	

Category	Subject
Traditional Culture Experience	Viewing Nanta Performance
	Visiting Kyongbok Palace, Experience of Korean Traditional Home
	Market Trip to Namdaemun area and Insadong
	Cultural Trip: Bulguksa, Seokguram, Cheonmachong
Total	10 Nights 11 Days

Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

Figure 4-14 | Change in Foreign Government Officials Program



Source: COTI (2012). *Central Officials Training Institute Yearbook 2012*

2012 Modularization of Korea's Development Experience
Education and Training Program for Capacity Development
for Korean Government Officials

Chapter 5

Conclusion: Lessons and Implications

1. Policy Needs and Education and Training for Government Officials
2. Major Characteristics of Education and Training for Government Officials in Korea
3. Implications for Developing Countries

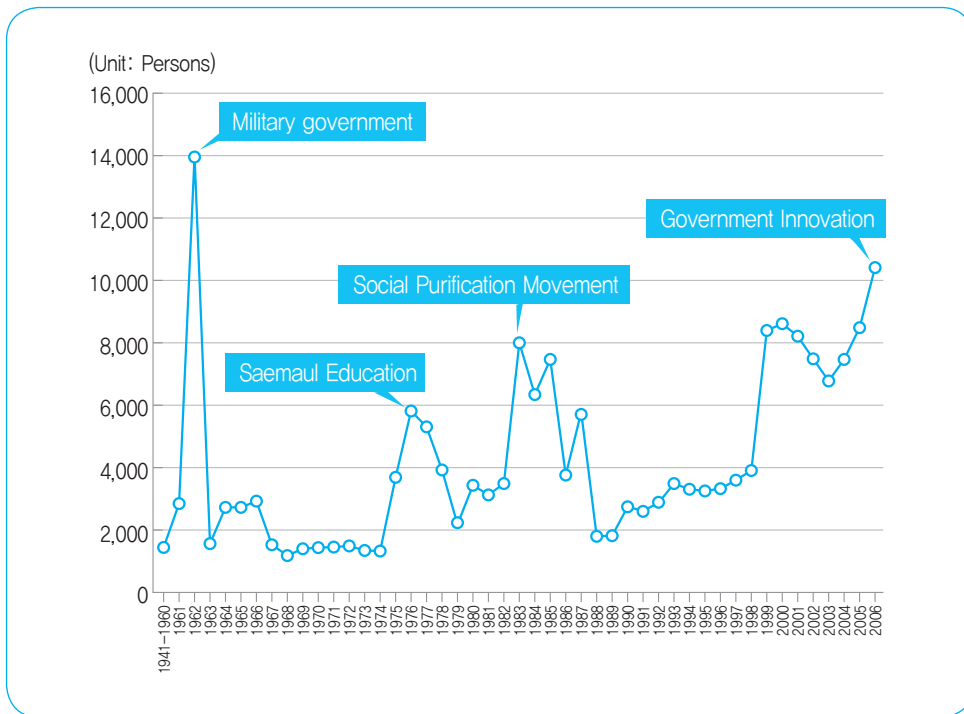
Conclusion: Lessons and Implications

1. Policy Needs and Education and Training for Government Officials

Education and training for government officials in Korea has developed in relation to government policy. As the government's functions and roles have been expanded, the scope and contents of education and training for government officials have also been expanded. Whenever the government introduced major new policy initiatives, they were reflected in education and training for government officials. The relationship between government policy and education and training for government officials is manifested in two aspects.

First, whenever a new government is inaugurated or initiates a major new policy, it was followed by extensive ethics and attitude training programs. This was for securing support and loyalty from government officials because political leaders of the new government needed to put government organizations under their control in order to realize their policy agenda. Accordingly, there was a tendency for the numbers of training programs and of officials completing those programs to sharply increase. [Figure 5-1] vividly demonstrates this tendency. The several peaks in the graph occurred right after the new government started or government initiated a new policy agenda. In 1961, the military regime introduced a government-wide ethics and attitudes training program to justify its political legitimacy. From 1973 to 1976, the Yushin regime developed a nationwide Saemaul Movement. It was in 1983 that the Chun Doo-hwan administration of the Fifth Republic strengthened mental ethics and attitudes training again under the slogan of the Social Purification Movement. The Participatory Government led by President Roh Moo-hyun implemented an extensive ethics and attitudes training program under the name of "Innovation Education" in order to effectively pursue government innovation.

Figure 5-1 | Number of Trainees in Ethics and Attitudes Training



Source: COTI (1999). *50 Years History of Central Officials Training Institute*, Gwacheon: Central Officials Training Institute.

Secondly, when the government-initiated new policies, new training programs or new subjects related to policies they were introduced in government training institutions. For example, when the government implemented the first five-year economic development plan, it realized the importance of planning and coordination functions. So the government established offices of planning and coordination in central government ministries and offered several training programs teaching planning to government officials at COTI. Also, it was the reflection of the government’s needs to have transformed the learning by rote style course for senior officials to a seminar-style Advanced Seminar Course in 1967. <Table 5-1> shows how environmental change and government policy affected education and training for government officials.

In fact, it was not until 1969 that government policy needs were reflected in the public officials training programs. New management techniques such as PERT, OR, CPM and PPBS have been continuously taught in the training courses for mid-level officials. This is because the government at that time needed to secure competent officials who could perform planning tasks during the period of the First and Second Five-Year Economic Development

Plan. In addition, the government offered several professional training programs concerned with economic development, such as a statistics course, a course for a private corporation's budget system, and planning and management courses. This was also for ensuring a competent workforce in government to effectively execute economic development policies.

Changes in international politics affected government policies that in turn led to changes in the training programs for government officials. In accordance with the dissolution of the Eastern European Communist bloc and the Korean government's Nordpolitik ("Northern Policy") COTI opened international training programs for foreign government officials, such as Malaysia and Mongolia. As Korean society was democratized in the 1980s and 1990s, public officials' training programs reflected this trend in various ways. A course for civil affairs administration was offered and local self-government related subjects were introduced in most of the grade-based basic training courses.

When a new international trade regime emerged in the mid-1990s, the government broadened the perspectives and knowledge of government officials by including related subjects such as the WTO, the Uruguay Round and the Korean Economy in the training courses for mid- and high-level officials. At the same time, the numbers and kinds of foreign language programs increased.

Table 5-1 | Government Policy and Education and Training for Government Officials

Situation of Korea and the World	Major Policies	Officials Education and Training
1961 May 16. Military Coup		1961 Mental education for All officials, opening of the New document system education course
	1962 The first 5year economic development plan	1962 Started offering planning work related courses (Planning officer class, Informational planning work class)
1963 Establishment of the third Republic		1963 Started offering General Job training
	1967 The Second 5 year Development Plan economic	1967 Started offering Advanced seminar course
	1969 Exclusive usage program for Hangeul	
		1971 Beginning of new management methods (ex: PERT, OR, CRM, PPBS) education
1972 October Yushin		1972 Enhancement of Korean typing training
	1973 Beginning of the New community movement	
		1974 Saemaul movement training course (program in program, 1 weeks)
		1975 Open of Saemaul movement training course
	1977 The third 5 year economic development plan	
		1978 Beginning of EDPS education

Situation of Korea and the World	Major Policies	Officials Education and Training
1980 Establishment of the fifth Republic	1980 Beginning of the social purification movement	1981 Beginning of Mental education
1988 Establishment of the sixth Republic	1990 Nord Politik, New moral movement of Government officials	1988 Abolition of Mental education
1991 USSR collapsed		1991 Started offering International Administrative competency development course
1992 Restoration of Local Autonomy		1992 Addition of Nord Politik-related subjects, Mongolian officials training course offered
1993 Inauguration of Kim Young-Sam government		1993 Starting offering local autonomy-related course
1994 UR negotiation completion		1994 Enhancement of civil affairs administration education and Foreign language education, Open of UR and WTO regime education
1997 Korean Currency Crisis	1998 Public sector restructuring	1998 Education about IMF's organization and roles
2003 Inauguration of Roh Moo-hyun government		2005 Started offering Innovation education course

From a macro perspective, as the government expanded its functions and roles, the number of government employees increased and also the number of trainees in public officials' training increased. As shown in [Figure 5-1], the changing patterns of per capita GDP, the number of government officials and number of trainees are similar.

2. Major Characteristics of Education and Training for Government Officials in Korea

Major characteristics of education and training for Korean government officials can be summarized as follows: firstly, ethics and attitudes training for government officials is the most important aspect of public official's education and training in Korea. As mentioned earlier, whenever the new government initiated a new policy agenda, it executed government-wide, sometimes nationwide mental education programs in a preemptive way. Through ethics and attitudes training, the government could persuade and secure support from government officials, as well as tighten organizational discipline. Although ethics and attitudes training had been often contaminated by the political motives of the regime, it contributed greatly to strengthening the solidarity of government officials and drawing their loyalty to the nation.

Secondly, grade-based basic training program is a unique form of training. It provided trainees with comprehensive scope and knowledge required to perform given tasks. While trainees stay and study together, they develop team spirit with other trainees. In addition, this program proved helpful to secure competent officials with the same or at least minimum level of capacities they are expected to perform in an organization.

Thirdly, the Korean government maximized the effect of training programs by operating it through the camp training for a certain period of time. Collective camp training was a successful method in promoting *esprit de corps* among new officials.

Fourthly, while the priority of training in the period of pursuing economic development was given to mid-level officials, it has gradually shifted toward senior officials. As a matter of fact, mid-level officials played key roles for the national development in Korea. Mid-level officials of grade 5 and grade 4 are placed in the waist of organizational hierarchy and they are in charge of managing the subunits of organizations. While mid-level officials were responsible for developing action plans for developmental policy, on the other hand they played the role of linking pins, connecting and communicating between senior officials and lower level officials. Accordingly, it was a natural and appropriate strategy to strengthen education and training for them.

Finally, education and training for government officials has evolved to the current state as a means of promptly corresponding to government policies and the changing environment. As discussed earlier, education and training programs for government officials have reflected government policy needs either in a preemptive way or concurrently. Consequently, government officials could understand the directions and goals of government policies, which was very helpful for them to fulfill their job responsibilities.

3. Implications for Developing Countries

Public officials played important roles for Korean economic development, when civil society and the private sector were relatively weak. Also, for capacity building of public officials, training programs were provided for public officials from the early stage of development. While it is impossible to fully share Korea's experience to developing countries, there are a number of implications. The Korean government actively tried to understand and deal with the administrative demands in developmental stages, and an organizational and institutional foundation was built for the development and provision of ideal training programs for each time period.

Especially, the public officials' training program in Korea should be approached from two dimensions – national dimension and social dimension. From the national dimension, the training program served a subsidiary role in order to achieve the development objectives and strategies, and the national leader also understands the importance of the training program and supports it. In addition, it is important to consider that the public officials are a selective group that passed a competitive national examination; there was a vicious cycle between the national development strategies and policy execution ability of public officials. From the social dimension, due to the social desire for education, not only the public officials' but the whole country's capacity had increased, and the public officials had high visions for national development which also helped the country's development.

At the same time, there were a few limitations for Korean public officials' training programs. The development objectives and strategies decided by the state had turned into the "state ideology" for the training programs, and required unquestioning acceptance. In addition, training programs were not demand-driven but supply-driven, and the content of the training became standardized and formalized. From the motivation aspect, the top did not try to communicate that the participation in the training program is part of a trainee's self-improvement. Instead, there was a "stigma effect" where the trainees considered themselves to lack abilities and thus there was a psychological resistance toward the program.

The following are general recommendations drawn from the Korean experience. First, the government should give priority to education and training programs for government officials and civil servants, in order to secure high qualified human resources in the public sector and develop strategic plans for capacity building programs for civil servants.

Box 5-1 | Reminiscences of a Retired Government Officer

I have some unforgettable memories from my experiences when I underwent basic job training about 35 years ago. These memories have consistently influenced my public service career lasting more than 30 years. My first and lasting memory is about the Saemaul Movement. When I went on a field visit to one rural village with other trainees, a man who was a Saemaul leader of that village explained what the villagers together did for the community. In fact, he spoke in a harsh tone, but with a very emphatic and passionate voice. My colleagues and I were impressed by his passion and effort. I felt a warm glow coming up from the bottom of my heart. At that moment, I thought that "I have to work hard for the people like this man."

The second memory occurred when I received practical training in one local government. New officials had to spend nine months for practical training in a local government. The place I chose was a rural village in Gangwon Province. It was far away from Seoul and the transportation was not good in those days. So, very often I spent weekends there. What I did as a new official on practical training were trivial things, such as fixing the shelves of a farmer's house, measuring water gauges, distributing government notices, etc. What impressed me was that there was a relationship between public officials and rural villagers, even though those public officials were far from being competent, creative, or efficient, even from the viewpoint of that time. Still, they were very close and friendly to the villagers; almost enough to know how many spoons there were in each house. Although they were slow, they helped villagers' lives both by doing small things and by communicating with the villagers. While I saw those public officials, I came to think that "it is not the elite officials making policies in central government who maintain this country. It is those local officials working in the village community who really help people." I tried to keep these memories in mind whenever I was promoted to higher positions in government. Although I spent a glorious life as a government official, I still think like that.

- Quoted excerpts from an interview with Kwon Oryong, Former Chairman of the Civil Service Commission.

Second, the government should invest and allocate sufficient resources for education and training programs for government officials, in order to achieve national goals and visions.

Third, those who are in charge of education and training programs for government officials have to be equipped with future-oriented vision and develop education and training programs, reflecting the reality of the country.

Fourth, the government and civil servants have to keep in mind that the ultimate goal of education and training programs for government officials is to serve the people with higher quality of public service.

Fifth, those who take part in education and training programs for government officials have to manage those programs with enthusiasm and a self-sacrificed manner and serve as a role model, which leads to more productive outcomes and tangible performances of the programs.

Table 5-2 | Lessons learned from Korean Education Training Program Mentioned in Main Textbooks on Human Resource Administration

Author	Main Content
Lee Sang Yoon (1991)	Lack of systematic demand survey regarding the quality Lack of willingness from the trainees and equalize the participation to distrust of ability Lack of contribution to self-improvement Cramming method of teaching Lack of post-evaluation of the program
Oh Suk-Hong (1993)	Lack of demand survey Lack of efforts to improve quality and reckless expansion of quantity Monopoly of training center by government, sectionalism between organizations, bad relationship with general training center, lack of qualified trainers Unsystematic program due to excessive workload of manager and lack of perception Obscure objectives of overseas training and lack of standards and uniformity of procedures
Yoo Min-Bong (2002)	Budget for training: lack of training budget, difficulty to improve quality Demand survey: formal procedure Lack of fairness of work evaluation which is a potentially important source for demand survey Reliance on OJT Lack of organic relevance between training organizations sectionalism of administrative units Unsystematic and inadaptatable content of program Absolute reliance on lecture for training method Lack of motivation for training: partly forced or mandatory High reliance on outside lecturers Lack of individual evaluation on learning and transfer effect

Author	Main Content
Han Young-Soo (2004)	Rigidity of training, limited choices for consumers Standardization, formalism and resistance to training due to insufficient demand survey Perception on training as one way to be promoted Lack of relationship between training and placement at work Lack of specialization by work and expertise Lack of division by function between training organizations and lack of relationship with private training organizations Lack of post-evaluation on training
Kang Sung-Chul et al. (2007)	Supply-driven training structure Absolute reliance on lecture for training method Lack of awareness of professional training/ insufficient training programs Lack of professionalism, skill and motivation for trainers Lack of post-evaluation on training Lack of relationship between training and placement at work Perception on training program as cost instead of investment Lack of dependence and accountability for the management of training Confusion of work due to expansion in quantity, decline in training quality, difficulty of management

Source: Lee, Keun-Joo (2008) "Education Training", Korean Administration 60 Years 2: Management of Domestic Affairs, p. 285

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E&T Courses and Programs of COTI, and Korean Government Policies(1949~2007)

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
The 1 st , 2 nd Republic	1949~1960	Independence~1950s <ul style="list-style-type: none"> Highest prices on major products (1946~47): policy was to manage prices caused by price regulation, but due to weak administration, it was not effective Agriculture Reform Act (1949.6), Amendment to the Agriculture Reform Act (1950.2): agricultural reform based on confiscation with compensation or distribution Increase customs revenue and in order to protect domestic industries, new customs law was introduced (1950) 		Training Programs for Revenue Officials		4		208
				Training for Managers and Accountants		30		791
				Training on English and Chinese		1		21
				Training on Corporate Financial System		1		47
				Training on Budget System		1		54
				Public Sector Management for Senior Government Officials		7		151

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Enacted Act on Bank of Korea, the Banking Act (1950.5): enacted to authorize independence to the central bank As a government invested institution, the Korea Development Bank was established (1954.1) 5 year plan for reindustrialization (1949), recovery plan (1951), overall recovery plan (1954), 5 year plan for economic development (1956), 3 year plan for economic development (1960), etc., 5 plans were es- tablished to promote self-supporting economy 		Public Sector Management for Mid-level Government Officials (G3) Training on English Conversation		8		180
						1		44

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Established Planning Agency (1948), later it was reorganized as Revival Agency (1955), and Economic Planning Board (1961) Promoted alternative import industries Through the policy which limits imports, promoted alternative import industries Ministry of Com-merce, Industry and Energy has to list products that have been automatically ap-proved, limited and restricted from import, which are related to organizing trade plans Kept low exchange rate and restricted imports, but was financially pressured 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
Military Government, The 3 rd Republic	1961	<ul style="list-style-type: none"> Restricted by the central bank to play the role of currency management 1960s~1970s (~1980) Growth strategy run by the government (1960s) Policy for Export Promotion (1960s) Along with reform in exchange rate system, direct export subsidy and export-import link system was abolished Automatically gave preference to export financing Focused capital investment in heavy chemicals industry, boom in Middle East construction market, the high rice price policy 		Public Sector Training for Government Officials	5 days	6	G2, G3 Level Officials	1528
				Special Training on Public Sector Management for Senior Government Officials	1 week	7	Higher than Director-General, Lower than Vice-Ministerial position	512

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Abolished the union shops through revising labor union law Revised the Act on Labor Disputes: regulated that workers cannot protest other than at their work places Gradual decline in interest rate: The 1st Decline in the Interest Rate (1968.4), The 2nd Decline in the Interest Rate (1968.10), The 3rd Decline in the Interest Rate (1969.6), The 4th Decline in the Interest Rate (1971.6), The 5th Decline in the Interest Rate (1972.1), The 6th Decline in the Interest Rate (1972.8) 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Regulation on customs refunds for imported intermediate goods which will be used in export products Reduced the national indirect tax for export sales and imported intermediate goods which will be used in export products Reduced the direct tax on export earnings Implemented export permission on link system for business based on actual exports Reduced tax and indirect tax on domestic suppliers 		Training Program on New Documentation Rule	1 week	7		530

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Introduced Export Target System: aggregated export estimations by individual companies and set total export targets for the year Monthly meeting to expand exports was held by the President: to check and evaluate the national export targets and if targets could not be reached, alternative options were discussed Founded Korea Trade Association: encourage businesses to export as part of their work Founded Korea Trade-Investment Pro-motion Agency (KOTRA): in charge of collecting overseas information for export and creating networks 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Actively participated in the development of power resources: power production surpasses its demand Established policy measures to improve foreign investments and promote foreign investment companies - direction changed from loans to foreign investment Every year within the 10 years since the 8-3 regulation, through special regulations, took steps to alleviate corporate restructuring and financial weakness Tried to retrench currency and financial policy for price stability, but it did not work 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Strictly prohibited labor unions from engaging in political activity Enacted Act on Illegal Assets (1961.6.20), Temporary Measures of price regulations (1961.11.9.): to regulate prices and illegal activities by law 						
	1962	<ul style="list-style-type: none"> 5 year Economic Development Plan (started from 1962) Revised Act on Bank of Korea (1962.5.24.): ensured government's superiority in establishing financial policy Enacted an Act on Foreign Loan Securities (1962.7): government provided securities for both public and private loans 		Research Team Higher-Education Team General Education Team Judges and Prosecutors Team Instructor Training Team Planning Agent Team	3 weeks 2 weeks 2 weeks 1 week 17 days 1 week	11 21 21 4 1 1		1629 6442 3343 420 128 16

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Information Management Planning Agent Team	1 week	1		19
				Public Sector Training Team	1 week	7		1315
				Economists Team	1 week	13		710
	1963	<ul style="list-style-type: none"> Implemented Import-Export link system (1963.1.1.): assigned rights to im-port/exporters to use full amount into import 	Higher Team Training	Administrative Management Team	5 weeks	3		152
	Financial Management Team			5 weeks	3		152	
	Local Administration Team			5 weeks	2		136	
	General Management Team			3 weeks	3		263	
	Instructor Training Team			5 weeks	2		400	
	Research Team			2 weeks	1		33	
	Special Training for New Employees			1 week	1		258	
	Training Program on Documentation Rules			2 days	1		220	

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Special Training Program for Athletes	3 days	1		39
	1964	<ul style="list-style-type: none"> Exchange Rate Reform (1964.5): changed from multiple exchange rate to single exchange rate and increased basic exchange rate Plan to supplement (1964): focus on development of heavy chemical industries and basic industries, and seek for ways to improve other industries To improve international balance of payments, protected and fostered new export industries and alternatives which led to modernization in the industries and strengthening international competitiveness 	Higher Team Training	Administrative Management Team	5 weeks	6		421
				Financial Management Team	5 weeks	6		368
				Local Administration Team	5 weeks	6		423
				General Management Team	3 weeks	8		1218
				Research Team	6 weeks	2		72
				Instructor Training Team	3 days	1		208
				Special Training Program for Korean National Red Cross staffs	1 week	1		33

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1965	<ul style="list-style-type: none"> Began with the unitary fluctuation foreign exchange system (1965.3): actual exchange rate stabilized after the implementation Normalization of diplomatic relationship between Korea and Japan (1965): received 3 million dollars as a grant, 2 million dollars as a loan, and more than 3 million dollars as a commercial loan Actualization of Interest Rates (1965): increased in interest differential, it was the only policy that went towards liberalization 	Higher Team Training	Administrative Management Team	4 weeks	7		500
				Financial Management Team	4 weeks	7		492
				Local Administra Team	4 weeks	6		497
				General Management Team	4 weeks	11		1210
				Special Training Program for Korean National Red Cross staffs	1 week	2		58

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1966	<ul style="list-style-type: none"> Enactment of Act on Induction of Foreign Capital (1966.8.3.): unified the regulation on induction of foreign capital, and while strengthening to promote FDI, improved ways to pay security to foreign loans by the government 	Higher Team Training	Administrative Management Team	4 weeks	5		367
				Financial Management Team	4 weeks	5		266
				Local Administration Team	4 weeks	5		293
				General Management Team	2 weeks	4		501
			General Training	General Management Team	3 weeks	2		79
				Financial Administration Team	3 weeks	3		175
				Local Administration Team	3 weeks	4		291
				Town Administration Team	3 weeks	5		518
				Local Tax Team	3 weeks	2		59
				Instructor's Team	2 weeks	1		109
				Communication's Personnel Team	1 week	1		178
				Civil Petitions Treatment Team	2 weeks	1		24

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1967	<ul style="list-style-type: none"> The 2nd 5 year Economic Plan (1967~71): focused on the heavy chemical industry which centered around the machine industry and petrochemical industry Enacted Act on Promoting Machine Industry (1967), Promoting Shipbuilding Industry (1967), and Promoting Fiber Industry (1967) and provided financial support and helped with industry's development 		Seminar for High Level Government Officials	1 week	3		134
				Training Course for Beginning Managers	4 weeks	3		238
				Training Course for Administrators	7 weeks	1		49
				Training Course for Training Officers	1 week	1		52
				Security Education Team	1 week	1		54
			Job Training	Instructor Training Team	1 week	1		81
				Pension Management Team	1 week	3		610
				Commodity Management Team	1 week	2		320

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1968	<ul style="list-style-type: none"> The 1st Decline in Interest Rate(1968.4) The 2nd Decline in Interest Rate (1968.10) 		Seminar for High Level Government Officials	1 week	4		136
				Training Course for Administrators	9 weeks	1		14
				Special Seminar on Business Administration	1 week	1		21
				Training Course for Beginning Managers	4 weeks	6		653
				Training Course for Training Officers	1 week	1		22
				Instructor Training Team	2 weeks	2		57
				Security Education Team	1 week	1		94
				Planning Team	1 week	2	Job Training	57
				Statistics Team	5 weeks	2		57
				Management Analysis Team	3 weeks	1		23
CPX Training Team	3 days	1		70				

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1969	<ul style="list-style-type: none"> Enforced an Act on Steel Industry Promotion (1969): reduced sales and corporate tax on companies that had adequate steel and ore facilities Enacted the Act on Electronic Industry Promotion (1969) and provided tax and financial support to promote the industry After focusing on two major projects, founded a petrochemical complex (1969) Composed a committee to liquidate insolvent enterprises (1969.3): liquidate and M&A on insolvent businesses. The 3rd Decline in Interest Rate (1969.6) 		Seminar for High Level Government Officials	1 week	5	G3 level or above Executives in state-run enterprises or private organizations may participate as observers	138
				Training Course for Beginning Managers	3 weeks	14	G3 level or above (newly-appointed, promoted)	832
				Training Course for Training Officers	1 week	1	Training officers in each administrative agencies	70
				Instructor Training Team	1 week	1	Instructors in each public sector training institutions	52
			Job Training	Training for Heads of Individual Institutions	2 weeks	2	Heads of individual government institutions who are equivalent to G4 level	37

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Research Team	1 week	1	Research officers in research institutions within government departments who are above the managerial level	36
				Statistical Team	12 weeks	1	Those who currently work on statistics in central or local government and government-invested institutions	37
				Inventory Team	1 week	3	Inventory officers above G3 level in each administrative agencies	89
				Disaster Training Team	1 week	2	Officers who are in charge of disaster related work at central or local administrative agencies and are above G3 level	62
				CPX Training Team	1 week	1		49

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1970	<ul style="list-style-type: none"> Enacted the Act on Support for Petrochemical Industry (1970) to provide tax and financial support to develop these industries After working on two major projects, established Steel mill Company (1970) Completed construction of Gyeongbu Expressway, partially opened Honam Expressway (1970): improved difficulties related to transportation Enacted Temporary Special Law (1970): designated Masan as Free Export Zone and regulated foreign companies on labor union activities 		Training Course for Beginning Managers	4 weeks	6		668
				Training for High Level Administrators	10 days	4		223
				Seminar for High Level Government Officials	1 week	4		133
				Corporate Budget Structure Research Team	1 week	3		111
				Instructor Training Team	9 days	2		67
				Training for Training Officers	5 days	1		46
				Training for Investment Assessment and Analysts	1 week	1		203

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1971	<ul style="list-style-type: none"> The 4th Decline in Interest Rate (1971. 6) 	General Training	<p>Training Program for New Administrators</p> <p>Training Course for Beginning Managers</p> <p>Training for High Level Administrators</p> <p>Seminar on Policy Research</p>	<p>12 weeks</p> <p>4 weeks</p> <p>10 days</p> <p>1 week</p>	<p>1</p> <p>6</p> <p>4</p> <p>4</p>	<p>Administrators who passed G3 level test</p> <p>G3 level government officers who are recently promoted</p> <p>G2 and G3 level government officers (priority to head of individual government institutions)</p> <p>Government officials above G3 level or senior managers in state or private enterprises</p>	<p>148</p> <p>695</p> <p>143</p> <p>66</p>

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Instructor Training Team	1 week	2	Instructors in each public sector training institutions	99
				Training for Training Officers	4 days	2	Training officers in central or 1st local administrative offices	126
				Planning and Management Team	2 weeks	2	Government officials in charge of planning, budget, and statistics at central or local administrative offices	72
				Inventory Team	1 week	2		70
				Inventory Management Team	1 week	2		74

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1972	<ul style="list-style-type: none"> The 5th Decline in Interest Rate (1972. 1) The 6th Decline in Interest Rate (1972. 8) President's 'Urgent order on economic stability and growth' (1972.8.2.), '8.3 Urgent Economic Action' (1972.8.3.): relief for businesses that are pressured with debt and improve businesses' poor financial structures, decrease the interest rate to cut down production cost 	Administrative Training	<p>Training Program for New Administrators</p> <p>Training Course for Beginning Managers (A)</p> <p>Training Course for Beginning Managers (B) - Same as course A</p> <p>Training for High Level Administrators</p> <p>Seminar on Management Strategies</p>	<p>4 weeks</p> <p>4 weeks</p> <p>4 weeks</p> <p>10 days</p>	<p>1</p> <p>8</p> <p>4</p> <p>4</p> <p>3</p>	<p>Administrators who passed G3 level test or promotion test</p> <p>Newly employed or promoted G3 level managers</p> <p>G3 level government officers who completed course A and served over 5 years</p> <p>Government Officials in G2 or G3 level</p>	<p>42</p> <p>356</p> <p>170</p> <p>141</p> <p>144</p>

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Training Course for Training Officers	1 week	2	Instructors and training officers	101
				Material Management Team	1 week	2	Government officials above G3 level and managers in state-run enterprises who are in charge of managing materials	89
				Communications Administration Team	1 week	3	Communications officers and government officials in local areas who are above G3 level	146
				Special Training on Ethics for Government Officials	3 days	1		324
				Audit Administration Team	1 weeks	4	All staffs below G2 level in Board of Audit and Inspection	46

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
The 4 th Republic	1973	<ul style="list-style-type: none"> Regulation on Price Stabilization (1973.3): Previously, the law only temporarily regulated important goods, but this law regulated various service prices including rent fee, commissions, and fee dues Announcement of Revitalizing Reforms Constitution (1973): as the law dictated, it limits labor's three primary rights or does not acknowledge 	Management Training	Training Program for New Administrators	8 weeks	2	Administrators who passed G3 level test	137
				Training Course for Beginning Managers (A)	4 weeks	3	Newly employed or promoted G3 level managers	302
				Training Course for Beginning Managers (B)	4 weeks	4	G3 level government officers who completed course A and passed over 5 years	438
				High-Level Administrators Team	2 weeks	2	Government Officials in G3 level	69
			Policy Research Training	Seminar on Policy Research	5 days	1	Government Officials in G3 level	43

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Instructor Training Team	1 week	2	Instructors in each public sector training institutions	89
				Audit Administration Team	2 weeks	1	Government officials in G3 level and in charge of audit within each administrative institutions	56
				Accounting Administration Team	1 week	2	G3 level government officials in charge of accounting	102
				Management Strategies Team	1 week/ 2 weeks (Training Officials 1 week)	2	Administrative managers, general affairs managers or officials in charge of management strategies within the individual administrative institutions	89

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on modern management strategies	2 weeks	1		16
				Administrative English Course	12 weeks	1	Government officials above G3 level in individual administrative institutions and are recommended and selected	34
	1974	<ul style="list-style-type: none"> Economic Stability Policy (1979.4.17.): downsize export subsidy, adjust investment in heavy chemicals industry, rural development and housing projects, price actualization, decrease number of items for price regulation, and liberalization of interest rates Action on 5.29 (1974): to suppress economic concentration 		Policy Research Course	2 days	2		91
				Course for Newlyappointed Managers	8 weeks	2		159
				Training for Beginning Administrators	4 weeks	2		169
				Additional Training for Managers	4 weeks	5		430
				Instructor Training Team	1 week	1		27

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Accounting Training	5 days	1		29
				Accounting Training	1 week	6		469
				Training on Foreign Affairs Administration	12 weeks	2		41
				Commissioned Training on Saemaul (New Village)	3 days	1		67
				Saemaul (New Village) Training Course	1 week	Included in previous course		454
	1975	<ul style="list-style-type: none"> Progressively restructured 'Regulation on Price Stabilization,' and 'Regulation on Fair Trade and Price Stabilization' (1975): in order to solve the price instability structurally, it is necessary for competitive market order to intervene 		Saemaul (New Village) Training Course	1 week	14	G3 level government officials, executive manager of commissioned businesses	2480

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Policy Research Course	2~3 days	2	Government officials in G3 level, university professors, business executives	168
				Course for Newlyappointed Managers	10 weeks	2	Those who passed civil service examination	157
				Training for Beginning Administrators	4 weeks	3	Government officials who have been promoted to G3, specially employed, passed the civil service examination, and been appointed three years, or business executives	257

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Additional Training for Managers	4 weeks	3	Business executives and G3 level government officers who have completed training courses on promoted managers previously and served five years	273
				Accounting Training	2 weeks	5	G3 level government officers in charge of accounting, or business executives who have been commissioned with the work	399
				Instructor Training Team	1 week	1	Training officers in each public sector training institutions or university professors	41

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1976		Saemaul Training	Saemaul (New Village) Training Course	1 week	17	Government officials above G3 level, executive officers in commissioned organizations, executives in the Student National Defense Groups	4213
			Job Training	Course for Newlyappointed Managers	7 weeks	1	Those who passed the civil service examination	100
				Course for Promoted Managers	3 weeks	1	G3 level government officials who have been promoted or specially hired	143

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Additional Training for Managers	2 weeks	2	G3 level government officials who completed the course for promoted managers and previously served 5 years, or business executives who have been commissioned to work	258
				Accounting Training	1 week	1	G3 level government officers in charge of accounting	133
				Instructor Training Team	4 days	1	Training officers in each public sector training institutions or university professors	61

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Policy Research Course	2 weeks	2	Head of the training institutions, relevant officers in charge of Saemaul training, other personnel interested in Saemaul training or completed "Course for Newly-appointed Managers"	261
	1977		Saemaul Training	Saemaul (New Village) Training Course	1 week	10	Civil Servant in G1~3 level	2449
				Special Training on Moral Education (Religious)	3 days	3		886
				Daejeon Adult Membership Training	1 days	1		113

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Course for Newlyappointed Managers	8 weeks	1	Those who passed the civil service examination	133
				Course for Promoted Managers	3 weeks	3	G3 level government officials who have been promoted or specially hired	496
				Additional Training for Managers	3 weeks	4	G3 level government officials who previously completed the course for promoted managers and served 5 years or business executives who have been commissioned to work	460

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Accounting Training	2 weeks	1	G3 level government officers in charge of budget and finance	292
				Instructor Training Team	4 days	1	Training officers in each public sector training institutions	101
				Policy Research Course	2 days	2		305
	1978		Saemaul Training	Saemaul (New Village) Training Course	1 week	7	Civil servants in G1~3 level, Officials in special government service	1481
				Special Training on Moral Education (Religious)	3 days	3		762

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Course for Newlyappointed Managers	8 weeks	1	Those who passed the civil service examination	124
				Course for Promoted Managers	2 weeks (Military officials; 3 weeks)	3	G3 level government officials who have been promoted or specially hired	393
				Additional Training for Managers	2 weeks	3	G3 level government officials who previously completed the course for promoted managers and served 5years or business executives who have been commissioned to work	326

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Accounting Training	1 week	2	G3 level government officers in charge of budget and finance	262
				Foreign Language Training	4 weeks	1		60
				Instructor Training Team	4 days	1	Training officers in each public sector training institutions	159
				Policy Research Course	2 days	1		331
	1979	<ul style="list-style-type: none"> Executed investment adjustment three times (1979.5~1980.10), resolved in 1983 	Saemaul Training	Saemaul (New Village) Training Course	1 week	4	Civil Servant in G1~3 level, Officials in special government service	884

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Training for High-Level Managers (Policy Research Course)	3 weeks	2	Government officials in G3 and G2 level who are participating in policy making for the central government, state public officials in general services. For G3, two years must have passed since his/her promotion and he/she must have completed Saemaul Training	92
				Course for Newlyappointed Managers	7 weeks	2	Those who passed the civil service examination	227
				Course for Promoted Managers	2 weeks	2	G3 level government officials who have been promoted or specially hired	322

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Promoted Managers (special course for military officers)	3 weeks	1	Graduates of the military academy and specially employed as G3 level government officers	98
				Additional Training for Managers	2 weeks	2	G3 level government officials who previously completed the course for promoted managers and served 5years or business executives who have been commissioned to work	246
				Accounting Training	1 week	2	G3 level government officers in charge of accounting and auditing	307

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Foreign Language Training	6 weeks	2	G3 level government officers who need to improve foreign language skills in order to work and reside overseas	105
	1980	<ul style="list-style-type: none"> Revised the Monopoly Regulation and Fair Trade Act (Enacted 1980, Enforced 1981.4): Abolished competition policies in 'Regulation on Fair Trade and Price Stabilization' and function on price policy, such as regulations of public utility rates were not revoked. 	Saemaul Training	Saemaul (New Village) Training Course	1 week	2		470
				Special Training on Saemaul (New Village)	3 days	6		1423
			Job Training	Training for High-Level Managers on Policy Development	3 weeks	2		97
				Course for Newlyappointed Managers	2 weeks	2		263

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Announced plan to strengthen industrial structure (1980) 		Course for Promoted Managers	2 weeks	3		416
				Special Course for military officers	3 weeks	1		89
				Additional Training for Managers	7 weeks	2		307
				Accounting Training	1 week	2		297
				Foreign Language Training	6 weeks	2		101
The 5 th Republic	1981	1980s~Before the Foreign Exchange Crisis (1997) <ul style="list-style-type: none"> Through the adjustment by the National Security Emergency Countermeasures Committee, three industries (generating unit, automobile, diesel engine) investment was modified and continued throughout the 1980s 	Job Training	Training for High-Level Managers on Policy Development	3 weeks	1		53
				Additional Training for Managers	2 weeks	2		325
				Course for Promoted Managers	2 weeks	2		315
				Accounting Training	1 week	1		144

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> The 5th 5 year Korea Economic Development (1982~86): Strong stabilization policy Investment adjustment in heavy chemical industry accompanied with relief loan from the government or government controlled financial institutions Industrial Development Act: If a business is selected as rationalization of industry, regulation on market entry and investment is applied, rejection of the government's unilateral decisions, should pass public opinion investigation by "Council on Industry Development" 		Foreign Language Training	6 weeks	2		113
				Training for Training Officers	2 weeks	1		64

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> • Increase in financial support to small and medium enterprises in the beginning of the 1980s • After the mid-1980s, not only the SMEs, but in other sectors, funding continued by the Bank of Korea • Many of the financial policies were either moved to government finance or abolished • Establish a 5 year plan on import liberalization and gradually increased liberalization • In the mid-1990s, import liberalization was close to the levels of OECD countries, but protection in agricultural sector continued 		Training for Training Officers on National Moral Education	4 days	2		60
				Training for Newly-Appointed Manager on Civil Service Examination	8 weeks	1		187
				Training for Newly Appointed Managers on Foreign Service Examination	3 weeks	1		37

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> To address macroeconomic instability, capital market was opened up At the end of the 1970s and early 1980s, when the current account surplus was large, government regulation helped to stop capital outflow In the mid-1990s, relaxed regulation on banks and nonmonetary institutions activities overseas Revised a law on corporate governance structure after 1996: deregulation on M&A, increased rights of small shareholders, reformed audit system, strengthened duty of public notices, etc. 		Training for Newly-Appointed Managers on Technical Examination	3 weeks	1		60
				Training for Newly-Appointed Managers on special military officers	4 weeks	1		97

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Control the rise of Government Purchase Price of Rice (1989): contributed to deflation Inaugurated Free Trade Commission and its Secretariats (1981), separated from Economic Planning Board (1994.12.22.), head of the Commission was promoted to Ministerial level (1993.3.8.): expanded organizations 	Moral Education	Special Training on Saemaul (New Village)	1 week	4		382
				Special Training on Ideology Education	3 days	6		1353
	1982	<ul style="list-style-type: none"> Retrenchment in Finance (after 1982): contributed to deflation Amongst existing financial policies, funds that do not need much policy support were combined with general funds and largely decreased interest subsidy for guidance policy finance 	Job Training	Training on Policy Seminar	3 days	2		161
				Training for Policy Managers	3 weeks	1		41
				Training for High-Level Managers	4 weeks	1		51
				Training for Mid-Level Managers	3 weeks	1		178
				Training for Beginner Level Managers	3 weeks	2		337

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-Appointed Chief of Organizations	1 week	2		111
				Training for Chief of Organizations (Candidates)	4 weeks	2		141
				Training for Training Officers	2 weeks	1		85
				Foreign Language Training	6 weeks	2		119
				Training for Newly-Appointed Manager on Civil Service Examination	7 weeks	1		122
				Training for Newly-Appointed Managers on Foreign Service Examination	4 weeks	1		17
				Training for Newly-Appointed Mangers on Technical Examination	4 weeks	1		38

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-Appointed Managers of special military officers	4 weeks	1		62
				Training for Newly-Appointed Managers on additional national examination	1 week	2		249
			Moral Education	Special Training on Ideology Education	3 days	3		271
				Regular Training on Ideology Education	1 week	3		300
				Training for Core Managers	2 weeks	1		39
				Special Training for Spouse of Public Officials	2 days	7		1147
			Moral Education	Special (Additional Training)	3 days	5		562
				Training for Core Managers	2 weeks	5		289
				Regular Training on Ideology Education	1 week	3		318
	1983	<ul style="list-style-type: none"> Abolished government's power to appoint presidents of banks (1983): however, political influence on banks continued 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Job Training	Training on Policy Seminar	3 days	1		52
				Training on Policy Research	2 weeks	1		40
				Training for High-Level Managers	4 weeks	1		53
				Training for Mid-Level Managers	3 weeks	3		326
				Training for Newly-Appointed Chief of Organizations	3 weeks	2		170
				Training for Beginner Level Managers	3 weeks	2		244
				Training for Newly-Appointed Manager on Civil Service Examination	12 weeks	1		114
				Training for Newly-Appointed Managers on Foreign Service Examination	4 weeks	1		18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-Appointed Managers on Technical Examination	4 weeks	1		36
				Training for Newly-Appointed Managers on special employment	4 weeks	1		54
				Training for Training Officers	2 weeks	1		83
				Foreign Language Training	6 weeks	3		192
			Commissioned Training	Special Training for Spouse of Public Officials	1 day	6		1487
				Special Training for Spouse of Entrepreneurs	1 day	6		1473
			Special Training	Workshop for Executives of Economic Departments	4 days	3		360

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Economic Educators	3 days	4		1160
				Training for Civil Complaint Officers	1 day	1		120
				Training for Adolescent Trainers	2~5 days	7		931
				Additional Training for Policy Managers	3 days	4		452
				Additional Training for High-Level Managers	3 days	3		373
				Special Training for High-Level Managers	2 weeks	5		267
				Training for Newly-Employed Officers	1 week	3		266
			Job Training	Training for Policy Managers	2 weeks	1		42
				Training for High-Level Managers	3 weeks	3		170
				Training for Mid-Level Managers	3 weeks	2		221
	1984	<ul style="list-style-type: none"> Enforced partial liberalization on the interest rate (1984, 1986): however, due to businesses' high debt rate and followed by financial expenses to sales, it was not fully implemented 	Moral Education					

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Chief of Organizations (Candidates)	3 weeks	1		117
				Training for Beginner-Level Managers	3 weeks	3		364
				Training for Newly-Appointed Manager on Civil Service Examination	18 weeks	1		98
				Training for Newly-Appointed Managers on Foreign Service Examination	4 weeks	1		26
				Training for Newly-Appointed Managers on Technical Examination	4 weeks	1		41
				Training for Newly-Appointed Managers on special employment	4 weeks	1		50

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Foreign Language Training-English	6 weeks	2		212
				Foreign Language Training-Japanese	4 weeks	1		48
				Additional Training for Training Officers	6 weeks	1		66
				Training to Foster Training Officers	6 weeks	1		44
				Special Training for Spouse of Public Officials	1 day	6		1282
				Training for Adolescent Trainers	4 days	5		1080
				Workshop for Executives of Economic Departments	3 days	4		520
				Training for Economic Educators	4 days	1		300
				Training for Civil Complaint Officers	1 day	1		110
			International Training Programs	Public Sector Training for Malaysian Government Officials	8 weeks	2		30

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1985	<ul style="list-style-type: none"> For more systematic support on rationalization of industry, the Act on Regulation of Tax Reduction and Exemption (1985) was revised: if the business is designated as a type of industry rationalization, allows them to receive various tax deduction benefits based on business merger 	Moral Education	Additional Training for Policy Managers	3 days	4		332
				Additional Training for High-Level Managers	3 days	4		391
				Special Training for High-Level Managers	2 weeks	4		211
				Training for Newly-Employed Officers	1 week	3		253
			Job Training	Training for Policy Managers	2 weeks	1		45
				Training for High-Level Managers	3 weeks	3		165
				Training for Mid-Level Managers	4 weeks	3		296
				Training for Chief of Organizations (Candidates)	4 weeks	1		125
				Training for Beginner-Level Managers	3 weeks	2		208

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-Appointed Manager on Civil Service Examination	18 weeks	1		104
				Training for Newly-Appointed Managers on Foreign Service Examination	5 weeks	1		26
				Training for Newly-Appointed Managers on Technical Examination	5 weeks	1		44
				Foreign Language Training - English	6 weeks	3		209
				Foreign Language Training - Japanese	4 weeks	2		96
				Training to Foster Training Officers	6 weeks	11		39
			Commissioned Training	Special Training for Spouse of Public Officials	1 day	4		2977
				Workshop for Executives of Economic Departments	3 days	1		520

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Civil Complaint Officers	1 day	7		120
				Training for Adolescent Trainers	4 days	2		840
			International Training Programs	Public Sector Training for Malaysian Government Officials	6 weeks	2		28
				Public Sector Training for Hong Kong Government Officials	1 week	2		26
			Moral Education	Additional Training for Policy Managers	3 days	4		360
				Additional Training for High-Level Managers	4 days	4		312
				Special Training for High-Level Managers	2 weeks	4		237
				Training for Newlyappointed Managers	1 week	4		577
	1986	<ul style="list-style-type: none"> Enforced partial liberalization on the interest rate (1986): however, due to businesses' high debt rate and followed by financial expenses to sales, it was not fully implemented 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Beginner-Level Managers	4 days	1		74
				Training for Training Officers in Charge	3 days	1		55
			Job Training	Training for Policy Managers	2 weeks	1		40
				Training for High-Level Managers	3 weeks	2		109
				Training for Mid-Level Managers	4 weeks	2		198
				Training for Chief of Organizations (Candidates)	4 weeks	1		75
				Training for Beginner Level Managers	3 weeks	2		177
				Training for Newlyappointed Managers	8 weeks	2		577
				Additional Training on Civil Service Examination	1 week	1		104

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Foreign Language Training-English	6 weeks	2		105
				Foreign Language Training-Japanese	4 weeks	2		107
				Training for Training Officers	4 weeks	1		41
			International Training Programs	Public Sector Training for Malaysian Government Officials	4 weeks	2		30
				Public Sector Training for Hong Kong Government Officials	1 week	2		32
			Commissioned Training	Workshop for Executives of Economic Departments	3 days	2		214
				Training for Civil Complaint Officers	1 day	1		338

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1987	<ul style="list-style-type: none"> Revised the Labor Law (1987.11): allowed to set up industry unions, restored union shops, setting up labor unions was implemented by investment regulation and loan limitation policy (1987) 	Moral Education	Additional Training for Policy Managers	1 day	3		785
				Additional Training for High-Level Managers	2 days	6		1864
				Special Training for High-Level Managers	2 weeks	4		179
				Training for Chief of Organizations	2 weeks	2		557
				Training for Newlyappointed Managers	1 week	1		211
			General Job Training	Training for Policy Managers	2 weeks	1		44
				Training for High-Level Managers	3 weeks	1		91
				Training for Mid-Level Managers	4 weeks	2		239
				Training for Chief of Organizations (Candidates)	4 weeks	1		88
				Training for Beginner-Level Managers	3 weeks	2		491

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-appointed Managers	8 weeks	1		211
			Special Job Training	Foreign Language Training-English	6 weeks	2		100
				Foreign Language Training-Japanese	4 weeks	2		80
				Training for Training Officers	4 weeks	1		41
				Training for Retiring Officers	2 days	1		46
			International Training Programs	Public Sector Training for EROPA Member States	2 weeks	1		14
				Public Sector Training for Malaysian Government Officials	5/3 weeks	2		30
				Public Sector Training for Hong Kong Government Officials	1 week	1		17
			Commissioned Training	Workshop for Executives of Economic Departments	3 days	1		162

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
The 6 th Republic (President Roh Tae-woo)	1988	<ul style="list-style-type: none"> Roh Tae-woo Government (Established in 1988): rather than price stabilization, focused more on expanding social overhead capital The Ministry of Finance announced plan to liberalize the interest rates (1988.12.5.): However, due to an unstable market in the early 1989, the interest rate sharply increased and according to discount window guidance, interest regulation was implemented, thus the liberalization plan was not fully enforced. 		Training for Civil Complaint Officers	2 days	1		351
				Training for Policy Managers	2 weeks	1		29
			General Training	Training for High-Level Managers	2 weeks	1		68
				Special Training for High-Level Managers	2 weeks	3		202
				Training for Mid-Level Managers	4 weeks	3		239
				Training for Chief of Organizations (Candidates)	3 weeks	1		97
				Training for Beginner Level Managers	4 weeks	3		557
				Training for Newly-appointed Managers	15 weeks	1		178
			Special Training	Foreign Language Training-English	6/4 weeks	1 time/ 2 times		209

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants	
		<ul style="list-style-type: none"> Selected 10 industries which has the most competition restrictions as deregulation target, and began to examine more detailed plans to promote competition (1988) 		Foreign Language Training - Japanese	4 weeks	2		93	
				Course for Overseas Trainers	1 week	1		62	
				Training for Training Officers	4 weeks	1		43	
				Training for Retiring Officers	3 days	2		68	
				Public Sector Training for EROPA Member States	2 weeks	1		14	
				Public Sector Training for Malaysian Government Officials	4 weeks/ 3 weeks	1 time each		30	
				Public Sector Training for Hong Kong Government Officials	1 week	1		14	
				International Training Programs					

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1989	<ul style="list-style-type: none"> After alleviating import restrictions according to non-tariff barrier (since 1989), added 8 industries such as shipping and public transportations, and established a plan to deregulate on 18 industries (1989) 	General Training	Training for Policy Managers	2 weeks	1		19
				Training for Director-Generals (Candidates)	2 weeks	1		74
				Special Training for Newly-Appointed Directors	10 days	3		154
				Training for Directors (Candidates)	4 weeks	2		195
				Training for Chief of Organizations (Candidates)	3 weeks	1		76
				Training for Beginner Level Managers	4 weeks	1		195
				Training for Newly-appointed Managers	15 weeks	1		202

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants	
			Special Training	Foreign Language Training-English	6/4 weeks	1 time/ 2 times		242	
				Foreign Language Training-Japanese	4 weeks	2		101	
				Foreign Language Training-Chinese	4 weeks	1		22	
				Course for Overseas Trainers-Long Term	1 week	1		83	
				Course for Overseas Trainers-Short Term	2 days	1		20	
				Training for Training Officers	4 weeks	1		42	
				Training for Retiring Officers	3 days	2		79	
				Training for Civil Complaint Officers	3 days	1		316	
				International Training Programs	Public Sector Training for EROPA Member States	2 days	1		23
					Public Sector Training for Malaysian Government Officials	4 weeks/ 3 weeks	1 times each		30

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1990	<ul style="list-style-type: none"> GATT Article 11 Nation was executed (1990.1) Changed to Market Average Exchange Rate (1990.3): due to a current account surplus at the end of the 1980s, US government and international community pressures to stop from controlling the currency exchange. However, until the foreign exchange crisis, the exchange fluctuations were limited to $\pm 2.25\%$, and as the government continues to intervene in the foreign exchange market, there were no fluctuations. 	General Training	<p>Training for Policy Managers</p> <p>Training for Director-Generals (Candidates)</p> <p>Special Training for Newly-Appointed Directors</p> <p>Training for Directors (Candidates)</p> <p>Training for Chief of Organizations (Candidates)</p>	<p>2 weeks</p> <p>2 weeks</p> <p>11 days</p> <p>4 weeks</p> <p>3 weeks</p>	<p>1</p> <p>1</p> <p>3</p> <p>3</p> <p>1</p>	<p>G1~G3 level government officials</p> <p>G3 level government officials who are up for promotion</p> <p>G4 level government officials who have been recently promoted</p> <p>G4 level government officials who are up for promotion</p> <p>Candidates who plan to become the head of government agencies</p>	<p>20</p> <p>71</p> <p>182</p> <p>277</p> <p>99</p>

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> As a part of the total solution for economy revitalization, temporarily set up a Committee to deregulate administration and focused on enforcing deregulation policy at the government level (1990.4) 		Training for Beginner Level Managers	4 weeks/ 2 weeks	21	G5 level government officials who are up for promotion	566
				Training for Newly-appointed Managers	17 weeks	1	Those who passed civil service, foreign service, or technical examination	225
			Special Training	Training for Training Officers	4 weeks	1	Training Officers	47
				Basic Training for Training Officers	1 week	1	Training administrative officers	68
				Training for Human Resource Manager	2 days	1	Government officials in charge of human resources	35
				Training for Communications Manager	1 week	1	Government officials in charge of communications	32

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Overseas Trainers	2 weeks	1	Those who plan to receive a long-term overseas training	84
				Training for Retiring Officers	4 days	2	Those who plan to retire	94
				Training for Civil Complaint Officers	2 days	2	Government officials in charge of civil complaints	568
				Foreign Language Training-English	6 weeks/ 4 weeks (Newly-Appointed)	1/2 (New)	Those who plan to receive overseas training or reside	258
				Foreign Language Training-Japanese	4 weeks	각1	Those who plan to receive overseas training or reside	57
				Foreign Language Training-Chinese	4 weeks	1	Those who plan to receive overseas training or reside	19

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			International Training	Public Sector Training for EROPA Member States	2 weeks	1	Government officials in EROPA Member States	14
				Public Sector Training for Malaysian Government Officials	4 weeks (Mid-level)/ 3 weeks (High-level)	1 times each	Mid and high level government officials in Malaysia	28
				Public Sector Training for Hong Kong Government Officials	1 week	1	Government officials in Hong Kong	20
	1991	<ul style="list-style-type: none"> 4th Level Plan to Implement Liberalization of Interest Rates (1991.8.23.): the process of liberalization that was planned at that time was long-term interest to short-term, stock interest rate to bank rate, major financial instrument to micro finance, however the plan was not implemented accordingly. 	General Training	Training for Policy Managers	10 days	1	G1-G3 level government officials	17
				Training for Director-Generals (Candidates)	2 weeks	1	G3 level government officials who are up for promotion	76

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Most interest rates were liberalized in 1996~97. 		Special Training for Newly-Appointed Directors	11 days	3	G4 level government officials who are up for promotion	182
				Training for Managers (Candidates)	11 days	2	G4 level government officials who are up for promotion	188
				Training for Chief of Organizations (Candidates)	3 weeks	1	Those who plan to be selected as chief of government organizations	74
				Training for Beginner Level Managers	4 weeks	2	G5 level government officials who are up for promotion	467
				Training for Newly-appointed Managers	17 weeks	1	Those who passed civil service examination	240

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training for Training Officers	3 weeks	1	Instructor Officers	42
				Basic Training for Training Officers	1 week	1	Administrative training officers	43
				Training for Policy Publicity	1 week	1	Government official in charge of communications and public relations	50
				Training for Civil Affairs Administration	2 days	3	Government officials who are the heads of civil affairs division	573
				Training on Business Efficiency	1 week	1	Government officials in charge of administration management	60
				Training on Legal Administration	3 days	1	Government officials in charge of legislation	59

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Overseas Trainers	1 week	1	Government officials who plans to be trained for a long-term pe-riod	104
				Training for Retiring Officers	4 days	2	Government officials who plans to retire	77
				English Training Course	6/4 weeks (Newly-appointed)	1/2 (Newly-Appointed)	Those who plan to receive overseas training or reside	67/168
				Japanese Training Course	4 weeks	2	Those who plan to receive overseas training or reside	79
				Chinese Training Course	4 weeks	1	Those who plan to receive overseas training or reside	16

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			International Training Programs	International Training on Public Sector Development	2 weeks	1	Government officials in Eastern Europe of EROPA member states	23
				International Training on Public Sector Development	2 weeks	1	Government officials in developing countries	10
				Public Sector Training for Malaysian Government Officials	4 (mid-level)/ 3 (high-level) weeks	1	Mid or high level government officials in Malaysia	15/12
				Public Sector Training for Hong Kong Government Officials	1 week	1	Government officials in Hong Kong	12
			General Training	Training for Policy Managers	10 days	1	G1-G3 Level Government Officials	17
				Training for Director-Generals (Candidates)	2 weeks	1	G3 level government officials who are up for promotion	57
	1992	<ul style="list-style-type: none"> Opened the first stock market (1992.1): allowed foreigners to directly invest in quoted stocks within a range 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Special Training for Newly-Appointed Directors	11 days	3	G4 level government officials who have been recently promoted	212
				Training for Directors (Candidates)	3 weeks	2	G4 level government officials who are up for promotion	176
				Training for Chief of Organizations (Candidates)	2 weeks	1	Those who plan to be selected as chief of government organizations	79
				Training for Beginner Level Managers	3 weeks	2	G5 level government officials who are up for promotion	402

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Newly-appointed Managers	17 weeks	1	Those who passed civil service examination	285
			Special Training	Capacity Development of Training Officers	3 weeks	1	Training officers	47
				Educational Capacity Development	1 week	1	Education administrative officers	38
				Training for Policy Publicity	1 week	1	Government officials in charge of communications and public relations	57
				Training for Civil Affairs Administration	2 days	3	Government officials who are heads of civil affairs division	570
				Training on Business Efficiency	1 week	1	Government officials in charge of administration management	71

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Legal Administration	4 days	1	Government officials in charge of legislation	50
				Course for Overseas Trainers	1 week	1	Government officials who plan to be trained for a long-term period	102
				Training for Retiring Officers	4 days	2	Government officials who plan to retire	87
				Training for Human Resources Administration	2 days	1	Government officials in charge of human resources	50
				Capacity Development of International Affairs	1 week	1	Government officials in charge of international relations	59

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6 weeks/ 4 weeks (Dispatched Overseas) /4 weeks (Newly-appointed Managers)	1 times each	Those who plan to receive overseas training or reside	63/43/98
				Japanese Training Course	4 weeks	1	Those who plan to receive overseas training or reside	59/99
				Chinese Training Course	4 weeks	1 times each	Those who plan to receive overseas training or reside	19/61
			International Training	International Training on Public Sector Development (I)	2 weeks	1	Chinese government officials	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Training on Public Sector Development (II)	2 weeks	1	Eastern European government officials who are part of EROPA member states	18
				Public Sector Training for Malaysian Government Officials (Mid-level)	4 weeks	1	Mid-level government officials in Malaysia	14
				Public Sector Training for Malaysian Government Officials (High-Level)	3 weeks	1	High-level government officials in Malaysia	16
				Public Sector Training for Hong Kong Government Officials	1 week	1	Government officials in Hong Kong	14

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Mongolian Government Officials	3 weeks	1	Government officials in Mongolia	27
The 6 th Republic (President Kim Young-Sam)	1993	<ul style="list-style-type: none"> The 3rd Stage in Financial Liberalization and Open Market (1993.6): begin to open up the market, and became extensive after it was replaced by Reform Foreign Currency System (1994.12) and amending plans to Reform of Foreign Currency System (1995.12). However, in most part, plan for open market stayed the same structure. 	General Training	Training for High-level officials	1 year	1	Government officials in Director-General level	28
				Training for Director-Generals (Candidates)	2 weeks	2	G3 level government officials who are up for promotion	128
				Training for Directors (Candidates)	3 weeks	2	G4 level government officials who have been recently promoted	164
				Training for Newly-appointed Managers(신규)	8 months	1	Those who passed civil service examination	352

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Promoted the head of Free Trade Commission to a Ministerial level (1993.3.8.) Announced new privatization plan (1993): it contained a plan to dispose government stocks of 58 government corporations, but due to a strong opposition by interested parties, it was not im-plemented 		Training for Newly-appointed Managers(승진)	3 weeks	2	G5 level government officials who are up for promotion	383
			Special Training	Capacity Development of Training Officers	3 weeks	1	Training officers	59
				Training for Policy Publicity	1 week	1	Government officials in charge of communications and public relations	80
				Training on Business Efficiency	1 week	1	Government officials in charge of administration management	70
				Capacity Development of International Affairs	2 weeks	2	Government officials in charge of international relations	60

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6 weeks (Overseas I,II)/ 4 weeks (high-level)	1 time each	High-level government officials who plan to reside overseas	50/42/14
				Japanese Training Course	4 weeks	1 time each	High-level government officials who plan to reside overseas	33/34/14
				Chinese Training Course	4 weeks	1	Government officials who plan to reside overseas	25
			International Training	International Training on Public Sector Development	2 weeks	1	Government officials in Asia and Europe	18
				Public Sector Training for Government Officials in Asia	4 weeks	1	Government officials in ASEAN member states	19

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Malaysia (II)	4 weeks	1	Mid-level government officials in Malaysia	15
				Public Sector Training for Government Officials in Malaysia (III)	3 weeks	1	High-level government officials in Malaysia	15
				Public Sector Training for Government Officials in Malacca	2 weeks	1	Government officials in Malacca	15
				Public Sector Training for Hong Kong Government Officials	1 week	1	Government officials in Hong Kong	13
			Special Training	Training for Retiring Officers	4 days	2	Government officials who plans to retire	239
				Course for Overseas Trainers	2 days	1	Government officials who plan to be trained overseas	82

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1994	<ul style="list-style-type: none"> There were criticisms that loan policy by the Bank of Korea is excessively based on the financial policy, so as a maneuver, the Bank of Korea decreased the financial policy and strengthened its role in currency adjustment to reorganize the loan system (1994.3) Fair Trade Commission was separated and became independent from the Economic Planning Board (1994.12.22) 	General Training	Courses for High-level Officials	1 year	1	G2, G3 level government officials	39
				Training for High-Level Managers	2 weeks	1	G4 level government officials	77
				Training for Mid-Level Managers	3 weeks	2	Government officials who plans to be promoted to G4 level	182
				Training for Newly-appointed Managers	7 months	1	Those who passed civil service examination	388
				Training for Beginner Level Managers	3 weeks	2	G5 level government officials who are up for promotion	382

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training on Capacity Development for International Cooperation	2 weeks	2	Government officials in charge of international cooperation within each administrative divisions, relevant executive officer in government-invested institutions or organizations	70
				Training for Policy Publicity	1 week	1	Government officials in charge of core policy within government divisions, communications managers in cities and metropolitan government divisions, public relations managers in government-invested institutions and organizations	74

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Business Efficiency	1 week	1	Government officials in charge of administrations within government divisions, managers and executive officers in government-invested institutions and organizations	74
				Training for Civil Affairs Administration	3 days	1	Government officials in charge of civil affairs within central and local government and its divisions	81

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Capacity Development of Training Officers	3 weeks	1	Government officials in charge of training within administrative divisions, government-invested institutions and organizations	58
				Training for Institution Training Officers	2 days	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	117

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6/3 weeks (high-level)	2 times/ 1 time	G4, G5 level government officials who are in need of improving their English skills and plan to reside overseas	115/30
				Japanese Training Course	4/3 weeks (high-level)	1 time per each	G4, G5 level government officials who are in need of improving their Japanese skills and plan to reside overseas	61/10

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Chinese Training Course	4 weeks	1	G4, G5 level government officials who are in need of improving their Chinese skills and plan to reside overseas	24
			Special Training	Course for Core Managers	1 week	2	Newly-appointed managers in central government, head of organizations and executive officers in affiliated organizations	151
				Training for Retiring Officers	4 days	2	Government officials above G5 level who plans to retire and their spouses	212

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Overseas Trainers	3 days	1	Government officials who plan to be trained overseas	180
			International Training & Cooperation	International Public Sector Training	2 weeks	1	Mid-level government officials in 18 countries	23
				Public Sector Training for Malaysian Government Officials (I)	4 weeks	1	Mid-level government officials in Malaysia	15
				Public Sector Training for Malaysian Government Officials (II)	3 weeks	1	High-level government officials in Malaysia	14
	1995		General Train-ing	Courses for High-level Officials	1 year	1	Director-Generals above G3 level	46

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for High-Level Managers	2 weeks	2	Government officials who are up for promotion to G3 level or executives in government affiliated organizations	115
				Training for Mid-Level Managers	3 weeks	2	Government officials who are up for promotion to G4 level	232
				Training for Newly-appointed Managers	7 months	1	Those who passed civil service examination	327
				Training for Beginner Level Managers	3 weeks	2	G5 level government officials who have been recently promoted	344

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training on Capacity Development for International Cooperation	2 weeks	4	G4, G5 government officials in charge of international relations, officers in charge of relevant work within public service-related organizations	207
				Training for Policy Publicity	1 week	1	G4, G5 government officials in charge of core public policy and communications, officers in relevant institutions	56

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Administrative Capacity Development	1 week	1	G4, G5 government officials in charge of managing administration, deputy managerial level in relevant organizations	61
				Training for Civil Affairs Administration	1 week	1	Government officials in charge of civil affairs within central and local government and its divisions	50

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Capacity Development of Training Officers	3 weeks	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	45
				Course on Organizational Development	1 week	1	Government officials in charge of organizational management or officials in relevant organizations	93

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6/4/3 weeks	2/1/2	Government officials who plan to be dispatched overseas/ high-level policy makers/ newly-appointed managers	107/29/297
				Japanese Training Course	4 weeks each	1	Government officials who plan to be dispatched overseas/ high-level policy makers	31/17
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	28

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training for Retiring Officers	1 week	2	Government officials above G5 level who plan to retire and their spouse	230
				Course for Overseas Trainers	3 day	1	Government officials and their spouses who plan to be dispatched overseas	292
				Course for Core Managers	1 week	1	Newly-appointed managers in central government, head of organizations and executive officers in affiliated organizations	127

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Foreign Language Course (Night Time)	8 weeks	3	Government officials in Gwacheon Government office	228
				Course on Educational Development Seminar	2 days	1	Managers or department heads in training institutes	53
			International Training Programs	International Public Sector Training	2 weeks	1	Mid-level government officials in 185 countries	25
				Public Sector Training for Malaysian Government Officials (I)	3 weeks	1	Mid-level government officials in Malaysia	15
				Public Sector Training for Malaysian Government Officials (II)	3 weeks	1	High-level government officials in Malaysia	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Vietnam	3 weeks	1	Government officials in Vietnam (managerial level)	20
				Public Sector Training for Government Officials in ASEAN	3 weeks	1	Government officials in ASEAN member states who are over junior managerial level	18
				Public Sector Training for Government Officials in Yanbian	2 weeks	1	Government officials in Yanbian Korea Autonomous Prefecture	9
				Public Sector Training for Government Officials in China	3 weeks	1	High-level government officials in China	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Hong Kong Government Officials	1 week	1	High-level government officials in Hong Kong	12
	1996		General Training	Courses for High-level Officials	1 year	1	Director-General level	49
		Training for High-Level Managers		2 weeks	2	G3 level government officials who are up for promotion	103	
		Training for Mid-Level Managers		3 weeks	4	Government officials who are up for promotion to G4 level	502	
				Training for Newly-appointed Managers	1 year	1	Those who passed civil service examination	265

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Beginner Level Managers	6 weeks	2	G5 level government officials who have been recently promoted (passed examination or specially hired)	485
				Training for International Experts	1 year	6 weeks	G5 level government officials who have been recently hired as international experts	18
			Special Training	Training on Capacity Development for International Cooperation	2 weeks	2	G5 government officials in charge of international relations and officials (above managerial level) in relevant organizations	85

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Policy Publicity	1 week	1	G4, G5 government officials in charge of core public policy, communications, and publicity (above managerial level)	53
				Training for Administrative Capacity Development	1 week	1	G5 government officials in charge of managing administration, deputy managerial level in relevant organizations	61
				Course on Organizational Development	1 week	1	Government officials in charge of human resources or organizational management; officials in relevant organizations (above managerial level)	50

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Capacity Development of Training Officers	3 weeks	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	52
				Training for Civil Affairs Administration	1 week	1	Government officials (above G5 level) in charge of civil affairs and officers in relevant organizations (above managerial level)	67

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6/4/4 weeks	2/1/1	Government officials who plan to be dispatched overseas/ high-level policy makers/ newly-appointed managers	90/27/227
				Japanese Training Course	4/4 weeks	1 times each	Government officials who plan to be dispatched overseas/ high-level policy makers	43/23
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas and needs to improve skills in Chinese language	24

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training for Retiring Officers	1 week	2	Government officers and their spouses who plan to retire	235
				Course for Overseas Trainers	3 days	1	Government officers who plan to be dispatched overseas for a long-term	230
				Course for Core Managers	1 week	2	Newly-appointed managers in central government, head of organizations and executive officers in affiliated organizations	106

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Foreign Language Course (Night Time)	8 weeks	2	Government officials in Gwacheon Government office	137
				Course on Educational Development Seminar	1 day	1	Managers or department heads in training institutes	68
				Training on Capacity Building for Women Managers	1 week	2	Female government officials in G4, G5 level	93
			International Relations & Cooperation	International Public Sector Training	2 weeks	1	Mid-level government officials in 18 countries	36
				Public Sector Training for Malaysian Government Officials (I)	3 weeks	1	Mid-level government officers in Malaysia	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Malaysian Government Officials (II)	3 weeks	1	High-level government officers in Malaysia	15
				Public Sector Training for Government Officials in Vietnam	3 weeks	1	Government officials in Vietnam above the managerial level	20
				Public Sector Training for Government Officials in China	3 weeks	2	High-level government officials in China	16/21
				Public Sector Training for Government Officials in Uzbekistan	2 weeks	1	High-level government officials (Deputy-Director level) in Uzbekistan	17
				Public Sector Training for Hong Kong Government Officials	1 week	1	High-level government officials in Hong Kong	11

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	1997		General Training	Courses for High-level Officials	1 year	1	Deputy-Director level	49
				Training for High-Level Managers	2 weeks	2	G3 level government officials who are up for promotion	104
				Training for Mid-Level Managers	3 weeks	3	Government officials who are up for promotion to G4 level	317
				Training for Newly-appointed Managers	1 year	1	Those who passed civil service examination	229
				Training for Beginner Level Managers	6 weeks	2	G5 level government officials who have been recently promoted (passed examination or specially hired)	449

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for International Experts	1 week	1	G5 level government officials who have been recently hired as international experts	16
			Special Training	Training on Capacity Development for International Cooperation	2 weeks	2	Government officials in charge of international relations and officials (above director level) in relevant organizations	80
				Training for Policy Publicity	1 week	1	Government officials in charge of core public policy, communications; in charge of publicity in relevant organizations (above director level)	66

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Administrative Capacity Development	1 week	1	Government officials in charge of managing administration, director level in relevant organizations	72
				Course on Organizational Development	1 week	1	Government officials in charge of human resources or organizational management; officials in relevant organizations (above director level)	62

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Capacity Development of Training Officers	3 weeks	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	56
				Training for Civil Affairs Administration	1 week	1	Government officials in charge of civil affairs or civil complaint in metropolitan government (above director level)	75

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	6/4/4 weeks	2/1/2 times	Government officials who plan to be dispatched overseas/high-level policy makers/newly-appointed managers	94/27/231
				Japanese Training Course	4 weeks each	1 time each	Government officials who plan to be dispatched overseas/high-level policy makers	31/23
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	27

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Retiring Officers	1 week	2	Government officers who plan to retire	142
				Course for Overseas Trainers	3 days	1	Government official and his/her spouses who plan to be dispatched overseas	238
				Course for Core Managers	1 week	2	Government officials who have not passed 3 years since the promotion to G4 level and executives in government affiliated organizations	102

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course on Educational Development Seminar	1 day	1	Managers or department heads in training institutes	70
				Training on Capacity Building for Women Managers	1 week	1	Female government officials in G4, G5 level	34
			International Training Programs	International Public Sector Training (I)	2 weeks	1	Mid-level government officials in 11 countries	23
				International Public Sector Training (II)	2 weeks	1	26 Mid-level government officials in 16 countries (participants from 2 countries must come be vice-minister level)	26

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Malaysian Government Officials (I)	3 weeks	1	Mid-level government officials in Malaysia	14
				Public Sector Training for Malaysian Government Officials (II)	3 weeks	1	High-level government officials in Malaysia	15
				Public Sector Training for Government Officials in Vietnam	2 weeks	1	Managerial level government officials in Vietnam	20
				Public Sector Training for Government Officials in China	3 weeks	1	Mid-level government officials in China	28
				Public Sector Training for Government Officials in Uzbekistan	2 weeks	1	Mid-level government officials in Uzbekistan	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Indonesia	2 weeks	1	Mid-level government officials in Indonesia	19
				Public Sector Training for Government Officials in South Africa	2 weeks	1	Mid-level government officials in South Africa	21
The 6 th Republic (President Kim Dae-jung)	1998	After the Foreign Exchange Crisis~Current <ul style="list-style-type: none"> From macroeconomic perspective, ran currency and fiscal policy as basis: by decreasing national demand expanded foreign exchange reserves through changing current account into a surplus, meanwhile suppressed rapid depreciation of exchange rate 	General Training	Courses for High-level Officials	1 year	1	Deputy-Director level	45
				Training for High-Level Managers	2 weeks	1	G3 level government officials who have been promoted and are up for promotion	60
				Training for Mid-Level Managers	3 weeks	2	Government officials who are up for promotion to G4 level	261

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Handled existing corporations that are insolvent by putting both big deals between large corporations and work-outs based on the agreement amongst financial institutions side by side Solved debt guarantee, improved the financial structure, cut off insider trading: these policies were implemented during transaction period when market regulation was not working properly therefore it focused more on the result rather than the cause 		Training for Newly-appointed Managers	1 year	1	Those who passed the civil service examination	330
				Training for Beginner Level Managers	4 weeks	2	G5 level government officials who have been recently promoted	190
				Training for International Experts	7 weeks	1	G5 level government officials who have been recently hired as international experts	13
				Special Training	Training on Capacity Development for International Cooperation	2 weeks	1	Government officials in charge of international relations and officials (above director level) in relevant organizations

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Improving Corporate Governance: ease off stockholder's rights, enhance the role of institutional investor, strengthen management's regulation towards stockholders through vitalizing M&A Abolish regulations that hinders FDI, diversity of origin, revised insolvency law: enhance competition pressure Normalize the financial system through investing public funds 		Training for Policy Publicity	1 week	1	Government officials in charge of core public policy, communications; in charge of publicity in relevant organizations (above director level)	50
				Training for Administrative Capacity Development	1 week	1	Government officials in charge of managing administration, director level in relevant organizations	46
				Course on Organizational Development	1 week	1	Government officials in charge of human resources or organizational management; officials in relevant organizations (above director level)	67

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> To improve and organize financial safety net, established a supervisory authority that includes banks, stocks and insurance, implemented Prompt Corrective Action To strengthen market regulations and improve efficiency, enforced business structural reform centered around '5+3 principle' To set up crisis management system, reorganized government structures by dissolving Ministry of Finance-Economy and founding the Financial Supervisory Commission 		Capacity Development of Training Officers	3 weeks	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	31
				Training for Civil Affairs Administration	1 week	1	G5 level government officials in charge of civil affairs or civil complaint in metropolitan government (above director level)	54

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Established the privatization plans that are more forceful and extensive in order to secure fiscal revenue and improve sovereign ratings Placed Regulatory Reform Committee in Prime Minister's office and strictly enforced "cutting down regulations by half" To implement competitiveness in public offices, introduced open appointment and performance based payment, enforced e-Government project National service reform was implemented to regain trust in the government 		Course for Planning Policy	1 week	1	Government officials in charge of policy planning and legal administration (above G5 level) and executives above the director level in public-service related institutions	50

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Social welfare policies during the foreign exchange crisis: public assistance (1961), industrial accident compensation insurance (1964), medical insurance (1977), national pension fund (1988), employment insurance (1995) In the beginning stage of countermeasures against unemployment, employment insurance policy was first used to increase employment stability projects and vocational training for the unemployed and employed Internship system supported by the government was implemented as a part of creating short-term jobs 						

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> While public welfare projects are enforced, pushed ahead with implementing national basic security system and increasing the range of benefits given by the employment insurance 		English Training Course	5/4/4 weeks	1/1/2	G4, G5 government officials who plan to be dispatched or need to improve English skills	48/24/330
		<ul style="list-style-type: none"> In terms of transparency in business management, policies such as obligating businesses to publish conclusive financial statements, revise business accounting standards according to the international standards, and requiring listed corporations to designate an outside director 		Japanese Training Course	4 weeks each	1/1	Government officials who need to improve his/her Japanese skills for overseas training/work	24/22

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> To strengthen responsibility of controlling shareholders, included a clause in the Commercial Law that only those who actually carried out work as an executive are regarded as executives After May 1998, by easing the tight fiscal policy and admitting to lowering the interest and budget deficit, aimed to recover from the economic crisis In order to enforce structural reform in business, finance, and labor during the second half of the year, by accommodating unnecessary components into finance and banking industries, macroeconomic policy reformed to reduce long-term risks 		Chinese Training Course	4 weeks	1	Government officials who need to improve his/her Chinese skills for overseas training/work	18
			Special Training	Training for Retiring Officers	1 week	2	Government officials and spouses who plan to retire	226
				Course for Overseas Trainers	3 days	1	Government officials and spouses who plan to be dispatched overseas for a long-term	209

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Privatization (1998): Out of 26 public corporate parents, privatized 5 of them immediately, 6 of them gradually, and 15 of them were suggested to restructure by themselves through management innovation Direct creation of jobs (1998.3): to provide short-term jobs to unemployed person, implemented the Public Laboring Project 		Course on Educational Development Seminar	2 days	1	Managers or department heads in training institutes	77
				Training on Capacity Building for Women Managers	1 week	1	Female government officials in G4, G5 level	28
			International Training	Public Sector Training for Government Officials in Developing Countries	9 days	1	Government officials in developing countries	26
				Public Sector Training for Government Officials in China (I)	10 days	1	Mid-level government officials in China	20
				Public Sector Training for Government Officials in China (II)	10 days	1	Chinese government officials in charge of human resources	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
		<ul style="list-style-type: none"> Increased the range of unemployment benefits from businesses with more than 30 employees to 10 employees (1998.1), 5 employees (1998.3), and 1 employee or more (1998.10) 		Public Sector Training for Government Officials in Indonesia	10 days	1	Mid-level government officials in Indonesia	20
				Public Sector Training for Government Officials in South Africa	10 days	1	Mid-level government officials in South Africa	16
	1999	<ul style="list-style-type: none"> 3 Major Supplementary Policies were suggested (1999.8): 1) Improve governance structure of non-monetary institutions, 2) Control cross shareholding between affiliates and suspended insider trading, 3) Prevent giving and inheriting assets conventionally 	General Training	Public Sector Training for Government Officials in ASEAN	2 weeks	1	Mid-level government officials in ASEAN Member States and staff members of ASEAN secretariat	17

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Courses for Highlevel Officials	45 weeks	1	Deputy-Director who are above G3 level	42
				Training for Newly-appointed Managers	24 weeks	1	Those who passed the civil service examination	276
				Training for Beginner Level Managers	2 weeks	3	G5 level government officials who plan to be promoted	1172
				Training for G7 Government Officials Promotion	2 weeks	3	Government officials who are up for promotion to G7 level	1046

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Common Special Training	Training for New Employees (I)	2 weeks	3	G8, G9 government officials who have been recently employed	756
				Training for New Employees (II)	2 weeks	3	G6, G7 government officials who have been recently employed	836
				Training for Human Resource Management	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organization	243

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Organization Evaluation	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	203
				Training for Finance and Accounting Policy	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	170

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Policy Formation and Management	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	171
				Training for Administration Management	1 week	1	Government officials below G6 level in each administrative division	85
				Training on Financial and Economic Affairs	1 week	1	Government officials below G6 level in each administrative division	104

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Selective Special Training	Training on Policy Seminar	1 day	1	Government officials in G4, G5 level within each administrative division, and executive officials in government affiliated organizations	59
				Training for Policy Publicity	1 week	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organization	260

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Public Survey	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	99
				Training on Productivity Development	1 week	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	233

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Administration Marketing	1 week	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	188
				Training on Communication and Speech Skills	1 week	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	197

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Civil Administration and Rights Protection	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	64
				Training on Leadership Development	3 days	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	253

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Interview and Media Appearances	3 days	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	80
				Training on Cultural Development	3 days	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	55

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Creativity Development	3 days	2	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	116
				Training on National Assembly Parties	3 days	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	36

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on International Trade	3 days	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	45
				Training on International Negotiation	1 week	1	Government officials above G5 level in each administrative division, above managerial (deputy-director) level in public organizations	77

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				High Level CIO Course	1 day	1	Government officials in charge of information in central government	48
				CIO Course	1 week	1	Government officials in charge of information within administrative divisions (G4, G5 level),	56
				Training for Capacity Building of Training Officers	2 weeks	1	Government officials in charge of training within institutions (Officials Training Institute, training officers in local government, etc.)	44

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Government Evaluation	1 week	1	Government officials in charge of evaluation within administrative divisions	63
				Training on Planning	1 week	1	Government officials below G6 level in administrative divisions	134
				Training on Finance and Accounting	1 week	1	Government officials below G6 level in administrative divisions	121
				English Training Course	5 weeks	1	Government officials in central and local government, above managerial level in government affiliated organizations, plan to be dispatched overseas or need to improve English skills	57

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Japanese Training Course	4 weeks	1	Government officials in central and local government, above managerial level in government affiliated organizations, plan to be dispatched overseas or need to improve Japanese skills	41
				Chinese Training Course	4 weeks	1	Government officials in central and local government, above managerial level in government affiliated organizations, plan to be dispatched overseas or need to improve Chinese skills	26

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training for Retiring Officials	1 week	2	Government officers and spouses who plan to retire	60
				Course for Overseas Trainers	3 days	1	Government officials and spouses who plan to be dispatched or trained overseas for a long-term	161
				Training for Capacity Building of Training Officers	1 day	1	Government officials in charge of training with institutions (Officials Training Institute, training officers in local government, etc.)	305

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Capacity Building for Women Managers	1 week	1	Female government officers in G4, G5	33
			International Training	Public Sector Training for Government Officials in Developing Countries (I)	10 days	1	Mid-level government officials in developing countries	20
				Public Sector Training for Government Officials in Developing Countries (II)	10 days	1	Mid-level government officials in developing countries	22
				Public Sector Training for Government Officials in South Africa	10 days	1	Mid-level government officials in South Africa	18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in China	10 days	1	Chinese mid-level government officials in charge of human resources	15
				Public Sector Training on Human Resources for Government Officials in ASEAN	16 days	1	Mid-level government officials in ASEAN member states and staff members in ASEAN secretariat	19
				Follow-up Workshop on Government Officials in Developing Countries	6 days	1	Government officials in Asia and Europe (select from previous participants)	12

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	2000	<ul style="list-style-type: none"> National Basic Living Security System was enforced (2000.10): temporary social security systems used during the economic crisis such as public welfare, homeless shelters, livelihood protection, rehabilitation loans, etc. were systemized and reinforced to protect people's basic living 	General Training	Courses for High-level Officials	44 weeks	1	Director-General level	47
				Training for High-Level Managers	1 week	1	Managerial level	29
				Training for Newly-appointed Managers	24 weeks	1	Government officials who have passed national civil service and technical examination	219
				Training for Beginner Level Managers	3 weeks	5	Government officials who are up for promotion to G5 level	804
				Training for G7 Government Officials Promotion	2 weeks	3	Government officials who are up for promotion to G7 level	748

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for New Mid-level Employees	2 weeks	2	G6, G7 government officials who have been recently employed	303
				Training for New Beginning Level Employees	2 weeks	2	G8, G9 government officials who have been recently employed	503
			Common Special Training	Training for Human Resource Management	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	179

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Organization Evaluation	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	139
				Training for Finance and Accounting Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	124

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Policy Formation and Management	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	122
				Training on Productivity Development	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	119

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Leadership Development	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	197
				Training for Administration Management	1 week	2	Government officials below G6 level	600
				Training on Financial and Economic Affairs	1 week	2	Government officials below G6 level	421
			Selective Special Training	Training on Public Survey and Public Relations	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	223

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Administration Marketing	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	68
				Training on Speech and Interview	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	164

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on International Trade and Negotiations	1 week	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	33
				Training on Creative Development	3 days	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	62

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Cultural Development	3 days	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	53
				Training for Development of CIO	1 week	1	Officials in charge or plans to manage information	39
				Training for Capacity Building of Training Officers	2 weeks	1	Training Officials	54
				Training on Government Evaluation	1 week	1	Government officials in charge of evaluations	68

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Planning	1 week	1	Government officials below G6 level in administrative divisions	212
				Training on Finance and Accounting	1 week	1	Government officials below G6 level in administrative divisions	225
				English Training Course	5 weeks	1	Government officials who plan to be dispatched overseas	65
				Japanese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	30
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	19

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training for Retiring Officials	1 week	2	Government officials who plan to retire	85
				Course for Overseas Trainers	3 days	1	Government officials who plan to be trained overseas	284
			International Training	Training for Capacity Building of Training Officers	1 day	1	Managers in training institutions	215
				Training on Capacity Building for Women Managers	1 week	1	Mid-level female managers	29
				International Public Sector Training	10 days	1	Mid-level government officials in selected countries	20
				Public Sector Training for Government Officials in South Africa	11 days	1	Mid-level government officials in selected countries	20

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in ASEAN	18 days	1	Mid-level government officials in selected countries	18
				Public Sector Training for Government Officials in China	10 days	1	Mid-level government officials in selected countries	15
				Public Sector Training on Human Resources for Government Officials in ASEAN	17 days	1	Mid-level government officials in selected countries	20
				Workshop on National Development Strategy	10 days	1	Mid-level government officials in selected countries	21
				Public Sector Training on Government Officials in Malaysia (I)	18 days	1	Mid-level government officials in Malaysia	24

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training on Government Officials in Malaysia (II)	16 days	1	High-level government officials in Malaysia	20
	2001	<ul style="list-style-type: none"> Besides the 40 trillion won in public funds (2011.12), additional 168.3 trillion won was used in restructuring the economy which is composed of loans, national properties and public capital funds 	General Training	Courses for High-level Officials	44 weeks	1	Government officials in director-general level	45
				Training for High-Level Managers	3 days	2	Managerial level	85
				Training for Newly-appointed Managers	30 weeks	1	Government officials who passed national civil service and technician examination	244
				Training for Beginner Level Managers	3 weeks	5	Government officials who are up for promotion to G5 level	1149

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for G7 Government Officials Promotion	2 weeks	3	Government officials who are up for promotion to G7 level	585
				Training for New Mid-level Employees	2 weeks	2	G6, G7 government officials who have been recently employed	313
				Training for New Beginning Level Employees	2 weeks	2	G8, G9 government officials who have been recently employed	387
			Common Special Training	Training for Human Resource Management	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	129

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Organization Evaluation	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	171
				Training for Finance and Economic Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	113

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Policy Formation and Management	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	173
				Training on Leadership Development	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	194

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Administration Management	1 week	2	Government Officials below G6 level	427
				Training on Finance Management	1 week	2	Government Officials below G6 level	271
				Training on Planning Management	1 week	2	Government Officials below G6 level	361
			Selective Special Training	Training on Administration Marketing	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	121

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Public Survey and Public Relations Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	130
				Training on Interview and Speech Skills	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	158

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on International Negotiations	1 week	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	43
				Training on Conflict Management	1 week	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	50

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Cultural Promotion	1 week	2	Government officials above G5 level, executive level officers in government affiliated organizations and private institutions	190
				Training on Creative Development	3 days	2	Government officials above G5 level, executive level officers in government affiliated organizations and private institutions	146

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Cultural Development in Organizations	1 week	2	Government officials above G5 level, executive level officers in government affiliated organizations and private institutions	152
				Training on Government Evaluation	1 week	1	Government officials above G5 level, executive level officers in government affiliated organizations and private institutions	51

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Economy	1 week	1	Government officials below G6 level	123
				Training for Capacity Building of Training Officers	1 week	1	Training officers	41
				Training on CIO Development	1 week	1	Officers in charge and plans to be in charge of information	48
				Training on Capacity Development of Women Managers	1 week	1	Mid-level female government officials	36
				Training on Responsible Accounting Management	2 weeks	1		62
				English Training Course	5 weeks	1	Government officials who plan to be dispatched overseas	52

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Japanese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	33
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	21
			Special Training	Training for Retiring Officials	1 week	3	Government officials who plan to retire	161
				Course for Overseas Trainers	2 days	1	Government officials who plan to be trained overseas	252
				Training for Capacity Building of Training Officers	1 day	1	Managers in training institutions	105

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				High-level CIO Seminar Course	1 day		Officials in charge of information	
				Special Information Training for Officials above G4 Level	2 days	32		1448
			International Training	Public Sector Training on Human Resource Development for International Government Officials	14 days	1	Mid-level government officials	14
				International Training on Information Management	14 days	1	Mid-level government officials	17
				Public Sector Training for Government Officials in South Africa	14 days	1	Mid-level government officials	18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Vietnam	13 days	1	Mid-level government officials	20
				Public Sector Training for Government Officials in China	14 days	1	Mid-level government officials	13
				Training for High-Level Managers in Malaysia	21 days	1	High-level government officials	20
				Training for Mid-Level Managers in Malaysia	21 days	1	Mid-level government officials	30
				Training for Beginner Level Managers in Malaysia	20 days	1	Beginner level government officials	30
				Public Sector Training on Capacity Development of Government Officials in ASEAN	20 days	1	Mid-level government officials	19

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	2002		General Training	Courses for High-level Officials	44 weeks	1	Government officials in director-general level	48
				Training for High-Level Managers	1 week	2	Above managerial level	58
				Training for Newly-appointed Managers	32 weeks	1	Government officials who have passed national civil service and technical examinations	274
				Training for Beginner Level Managers	3 weeks	6	Government officials who are up for promotion to G5 level	1290
				Training for G7 Government Officials Promotion	2 weeks	2	Government officials who are up for promotion to G7 level	517

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for New Mid-level Employees	2 weeks	2	G6, G7 government officials who have been recently employed	376
				Training for New Beginning Level Employees	2 weeks	2	G8, G9 government officials who have been recently employed	299
			Common Special Training	Training on Human Resource and Organizational Management Development	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	176

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Finance and Economic Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	72
				Training for Policy Formation and Management	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	201

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Leadership Development	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	209
				Training for Administration Management	1 week	3	Government officials below G6 level	315
				Training on Financial Management	1 week	2	Government officials below G6 level	219
				Training on Policy Management	1 week	2	Government officials below G6 level	223

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Selective Special Training	Training on Administration Marketing	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	76
				Training on Public Survey and Public Relations Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	99

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Speech and Interview Skills	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	169
				Training on Policy Conflict Management	1 week	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	29

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Cultural Promotion	1 week	2	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	170
				Training on Creative Development	3 days	3	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	173

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Developing Organizational Culture	1 week	2	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	154
				Training on Policy Evaluation	1 week	1	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	64

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Administration Innovation	1 week	2	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	134
				Training on Administration Information Management	1 week	2	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	122

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Responsible Accounting Management	1 week	1	Government officials below G5 level, executive level officers in government affiliated organizations and private institutions	67
				Training on Economy	1 weeks	1	Government officials below G6 level	74
				Training for Capacity Building of Training Officers	2 weeks	1	Training officers	42
				Training for Development of CIO	1 week	1	Officers in charge and planning to be in charge of information	28

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Capacity Development of Female Managers	1 week	1	Mid-level female government officials	47
				English Training Course	5 weeks	1	Government officials who plan to be dispatched overseas	63
				Japanese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	33
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas	36
			Special Training	Training for Retiring Officers	1 week	2	Government officials who plan to retire	226

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Overseas Trainers	2 days	1	Government officials who plan to be trained overseas	242
				Training for Capacity Building of Training Officers	1 day	1	Training officers in training institutions	110
				High-level CIO Seminar Course	1 day		Government officials in charge of information management	
				Special Information Training for Officials above G4 Level	2 days	27		871
			International Training Programs	Training on International Administration Information Management	2 weeks	1	Mid-level and High-level government officials	18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Bangladesh	2 weeks	1	Mid-level and High-level government officials	15
				International Public Sector Training Development	2 weeks	1	Mid-level and High-level government officials	19
				Training for Beginner Level Managers in Malaysia	3 weeks	1	Beginner-level government officials in Malaysia	30
				Training for Mid-Level Managers in Malaysia	3 weeks	1	Mid-level government officials in Malaysia	29
				Training for High-Level Managers in Malaysia	3 weeks	1	High-level government officials in Malaysia	20

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in China	2 weeks	1	Mid-level and high-level government officials	15
				Public Sector Training on Human Resources for Government Officials in ASEAN	3 weeks	1	Mid-level and high-level government officials	19
				Public Sector Training for Government Officials in Vietnam	2 weeks	1	Mid-level and high-level government officials	25
The 6 th Republic (President Roh Moo-hyun)	2003		General Training	Courses for High-level Officials	44 weeks	1	Director-general level	49
				Training for High-Level Managers	1 week	2	Managerial level	42
				Training for Newly-appointed Managers	33 weeks	1	Government officials who passed national civil service examination	298

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Beginner Level Managers	4 weeks	5	Government officials who are up for promotion to G5 level	894
				Training for G7 Government Officials Promotion	2 weeks	2	Government officials who are up for promotion to G7 level	509
				Training for New Mid-level Employees	3 weeks	2	G6, G7 government officials who have been recently employed	309
				Training for New Beginner Level Managers	1 week	2	G8, G9 government officials who have been recently employed	477

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Common Special Training	Training on Human Resource and Organizational Management Development	1 week	3	Government officials above G5 level in managerial position	181
				Training on Finance and Economic Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	59
				Training for Policy Formation and Management	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	144

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Leadership Development	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	198
				Training for Administration Management	1 week	2	Government officials below G6 level	164
				Training for Administration Management(cyber)		2		63
				Training on Financial Management	1 week	2	Government officials below G6 level and executives in government-invested institutions	150

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Policy Management	1 week	2	Government officials below G6 level	137
			Selective Special Training	Training on Administration Marketing	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	65
				Training on Public Survey and Public Relations Policy	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	97

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Speech and Interview Skills	1 week	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	151
				Training on Cultural Promotion	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	112

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Creative Development	3 days	3	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	140
				Training on Development of Organization Culture	1 week	2	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	135

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Administration Innovation	1 week	2	Government officials in G5-G7 level and executive officers in relevant organizations	121
				Training on Administration Information Management	1 week	2	Government officials in G5-G7 level and executive officers in relevant organizations	104
				Training on Economy and Trade	1 week	1	Government officials below G6 level	34
				Training for Capacity Building of Training Officers	2 weeks	1	Training Officers	39
				Training for Capacity Development of Female Managers	1 week	1	Mid-level female government officials	51

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Improving Basic Skills	1 week	1	Government officials below G6 level who have been newly appointed	45
				Training on Developing Discussion Culture	3 days	2	G4, G5 level	72
				Training for Development Experts in Administrative Capacity	3 weeks	1	Government officials in charge of administration innovation	78
				Training on Managing Civil Conflicts	1 week	1	Government officials above G5 level, managerial level officers in government affiliated organizations and private institutions	43

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	5/6 weeks	≥1	Government officials who plan to be dispatched overseas or need to improve skills in relevant language	51/39
				Japanese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas or need to improve skills in relevant language	31
				Chinese Training Course	4 weeks	1	Government officials who plan to be dispatched overseas or need to improve skills in relevant language	29

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			International Training Programs	Public Sector Training for Government Officials in Russia	2 weeks	1	High-level government officials	10
				Training on International Administration Information Management	2 weeks	1	Mid-level and High-level government officials in charge of administration information	16
				Training on Public Sector Development	2 weeks	1	Mid-level and high-level government officials in Asia-Pacific, Middle East, Europe, etc.	19
				Public Sector Training for Government Officials in China	2 weeks	1	Chinese government officials in charge of human resources and financial accounting	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Vietnam	2 weeks	1	Mid-level government officials	17
				Public Sector Training on Human Resources for Government Officials in ASEAN	2 weeks	1	Government officials in ASEAN member states	18
				Training for Beginner Level Managers in Malaysia	2 weeks	1	Beginner level managers in Malaysia	30
				Training for Mid-Level Managers in Malaysia	2 weeks	1	Mid-level government officials in Malaysia	29
				Training for High-Level Managers in Malaysia	2 weeks	1	High-level government official in Malaysia	30
				Public Sector Development in Afghanistan (I)	2 weeks	1	Deputy-director and director level officials	18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Development in Afghanistan (II)	2 weeks	1	High-level government officials in Reconstruction, Information and Communications Ministries	20
			Special Training	Training for Retiring Officials	1 week	2	Government officials who plan to retire	184
				Course for Overseas Trainers	2 days	1	Government officials who plan to receive overseas training	191
				Training for Capacity Building of Training Officers	1 day	1	Managers in training institutions	320
	2004		General Training	Courses for High-level Officials	44 weeks	1	Director-general level	49

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for High-Level Managers	1 week	2	Managerial level	61
				Training for Newly-appointed Managers	32 weeks	1	Government officials who passed national civil service examination	277
				Training for Beginner Level Managers	4 weeks	6	Government officials who are up for promotion to G5 level	1196
				Training for G7 Government Officials Promotion	2 weeks	2	Government officials who are up for promotion to G7 level	344
				Training for New Mid-level Employees	4 weeks	2	G6, G7 government officials who have been recently employed	344

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for New Beginner Level Managers	3 weeks	2	G8, G9 government officials who have been recently employed	352
				Training for Development of New Technical Leaders	2 weeks	1	Government officials who have been specially hired to G5 level (natural sciences and engineering)	51
			Common Special Training	Training on Human Resources and Organizational Innovation	1 week	2	Government officials above G5 level, managerial level in public-service related organizations	120

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Policy Planning and Management	1 week	1	Government officials in G6~G7 level and staff members in related organizations	63
				Training on Finance and Economy	1 week	2	Government officials in G4~G7 level and managerial level officers in relevant organizations	89
				Training on Leadership Development	1 week	2	Government officials above G5 managerial level and managers in relevant organizations	156
				Training for Administration Management	1 week	2	Government officials below G6 level	168

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Selective Training Program	Training on Development of Discussion Culture (I)		1	Government officials in G2-G4 level and executive officials in relevant organizations	30
				Training on Development of Discussion Culture (II)	1 week	1	Government officials in G6 level and executive officials in relevant organizations	46
				Training on Managing Civil Conflicts	1 week	2	Government officials above G5 level, managerial level in public-service related organizations	118

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Government Innovation	1 week	1	Government officials above G5-G7 level, managerial level in public-service related organizations	67
				Science Technology Training for Policy Managers	2 weeks	2	Government officials in central and local government (G3, G4 technical level), managers in relevant government organizations	58

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Policy Publicity	1 week	2	Government officials above G5-G7 level, managerial level in public-service related organizations	106
				Training on National Balance Development Strategy	1 week	2	Government officials in G5 level and officials in relevant organizations	102
				Training on Core Capacity Development	1 week	1	Government officials in G5-G7 level	78
				Training on Speech and Interview Skills	1 week	1	Government officials above G5 level, managerial level in public-service related organizations	61

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Creative Development	3 days	1	Government officials below G5 level and staff members in relevant organizations	60
				Training for Capacity Building of Training Officers	2 weeks	1	Training officers in public sector training institutions, professors in private training institutions, etc.	31
				Intense Training for Capacity Building of Training Officers	3 days	1	Training officers who have completed "Training for Capacity Building of Training Officers"	18

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Female Leadership Development	1 week	1	Female government officers in G5 level	29
				Training on Regulatory Reform	1 week	1	Government officials in G5~G8 level who are in charge of regulatory reform	27
				Training on Policy Quality Development	1 week	1	Government officials in G3~G4 level (managerial level)	43
				Independent Cyber Course (21)		4		1934

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				English Training Course	5 weeks	2	Government officials who will be trained and dispatched overseas, need to improve foreign language skills, high-level officials, etc.	78
				Japanese Training Course	4 weeks	1	Government officials who will be trained and dispatched overseas, need to improve foreign language skills	24

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Chinese Training Course	4 weeks	1	Government officials who will be trained and dispatched overseas, need to improve foreign language skills	32
			International Training Programs	Training on International Administration Information Management	2 weeks	1	Mid-level and high-level government officials in 11 countries who are in charge of information management	16
				Public Sector Training for Government Officials in Russia	2 weeks	1	Director-general and managerial level government officials in Russian Federation	10

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Capacity Development of Female Managers	2 weeks	1	Female managers in Asia-Pacific, South America, Europe and Africa (14 countries)	20
				Public Sector Training on Human Resources for Government Officials in ASEAN	2 weeks	1	Government officials in ASEAN member states	18
				Training for Beginner Level Managers in Malaysia	3 weeks	1	Beginner level managers in Malaysia	30
				Training for Mid-Level Managers in Malaysia	3 weeks	1	Mid-level managers in Malaysia	30
				Training for High-Level Managers in Malaysia	3 weeks	1	High-level managers in Malaysia	30

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Special Training for National Ho Chi Minh Political Institute in Vietnam	9 days	1	Assistant director of National Ho Chi Minh Political Institute	10
			Special Training	Training for Retiring Officers	5 days	2	Government officials above G5 level and plan to retire	212
				Training for Government Officials in Overseas	1 day	1	Government officials who plan to be dispatched overseas for long-period	196
				Training for Capacity Building of Training Officers	1 day	1	Managers in training institutions and training officer	321

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
	2005		Innovative Training	Training for Innovative Leaders	3 days	6	Deputy director level government officer or executive officer in relevant organizations	221
				Training for Innovative Practitioners	3 days	12	Government officials in managerial level or director level in relevant organizations	510
				Training for Innovative Accelerators	3 days	10	Government officials in charge or in managerial or director level	374
				Tailored Training for Government Departments	3 days	38	Government officials in administrative divisions and relevant organizations	2022

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			General Training	Courses for High-level Officials	44 weeks	1	Director-general level or executive officer in public agencies	59
				Capacity Development of Core Leaders	1 week			
				Capacity Development of New Leaders	33 weeks	1	Government official who passed national service examination	255
				Capacity Development of New Technician Leaders	3 weeks	1	Government officials who have been specially hired to G5 level (natural sciences and engineering)	48

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training for Government Officials in G5	4 weeks	6	Government officials who have been promoted to G5 level	1408
				Leadership Training for Government Officials in G7	2 weeks	2	Government officials who have been promoted to G5 level	277
				Training for Newly-appointed G7 Level Officials	4 weeks	2	Government officials who have been recently hired as G6, G7 level officials	370
				Training for Newly-appointed G9 Level Officials	3 weeks	2	Government officials who have been recently hired as G8, G9 level officials	220

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course for Adopting to Public Service	3 days	2	Government officials above G4 level who used to be civilians	42
			Special Training	Training on Policy Quality Management	1 week	2	Government officials above G5 level	93
				Training on Knowledge Management	1 week	2	Government officials above G5 level, managerial (deputy) level in public-service related organizations	84
				Training on Performance Evaluation Management	1 week	2	Government officials below G6 level or staff members in relevant organizations	105

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Improving Civil Complaint Process	3 days	1	Government officials (G4~G5 level) who are in charge of institutional improvement in Innovation Office	59
				Training on Core Capacity Development	1 week			
				Training on Regulatory Reform	1 week	1	Government officials in charge of regulatory reform (G5~G8) or staff members in relevant offices	59

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on National Balanced Development	1 week	1	Government officials in G5 level and staff members in relevant government organizations	59
				Leadership Training on Science and Technology Policy	2 weeks	1	Technical government officials (G3, G5) in administrative divisions, managers in government-invested institutions, affiliated organizations and private institutions	35

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Capacity Development of Female Leaders	1 week	1	Government officials above G7 level in individual administrative divisions and staff members in relevant organizations	42
				Training on Social Conflict Management	1 week	2	Government officials above G5 level in administrative divisions or staff members in public service-related organizations	91

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Speech and Debate Skills	1 week	2	Managers below G6 level, government officials above G6 level or managers and deputy directors above G5 level (runs differently by G level)	120
				Training for Policy Publicity	1 week	2	Government officials and staff members in relevant organizations	164
				Innovative Leadership Training for Human Resources and Organization Management	1 week	2	Government officials and staff members in relevant organizations	86

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Leadership Capacity	1 week	2	Government officials above G5 level, managerial (deputy) level in public-service related organizations	108
				Training on Finance and Economy	1 week	2	Government officials in G4-G7 level and managers or deputy directors in relevant organizations	93
				Training for Capacity Building of Training Officers	8 days	1	Training officers	40
				Courses on 9 Common Capacities	3 days	9	Managerial level (G3, G4)	160
				Capacity Development of Facilitator	3 days	1	Training officers	40

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Effective Presentation Skills Program	1 week	2	Person in charge of international relations or relevant work	56
				International Expert Training for Anglophone	3 weeks	2	Government officials who plan to be trained or dispatched overseas	114
				International Expert Training for Japan	3 weeks	1	Government officials who plan to be trained or dispatched overseas, or need to improve Japanese skills for work	39

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Expert Training for China	3 weeks	1	Government officials who plan to be trained or dispatched overseas, or need to improve Chinese skills for work	59
			International Training	Public Sector Training for Government Officials in Oman	2 weeks	1	Mid-level and high-level government officials in Oman	21
				Training on International Administration Information Management	2 weeks	1	Mid and high-level government officials in 12 countries who are in charge of information management	16

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training for Government Officials in Russia	2 weeks	1	High-level government officials in field of economy	10
				Public Sector Training on Human Resources for Government Officials in China	2 weeks	1	Government officials who are section chiefs of human resources division in China	14
				International Training on Management for Female Government Officials	2 weeks	1	Female government officials in Asia-Pacific, South America, Eastern Europe and Africa	22
				Public Sector Training on Human Resources for Government Officials in ASEAN	2 weeks			

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Training on Public Sector Development	2 weeks	1	Mid and high level government official in 15 countries who are in charge of public officer training	17
				Public Sector Training for Government Officials in Iraq	2 weeks	1	Government officials in Iraq (Arbil)	27
				Training for Beginner Level Managers in Malaysia	3 weeks	1	Beginner level managers in Malaysia	30
				Training for Mid-Level Managers in Malaysia	3 weeks	1	Mid-level managers in Malaysia	30
				Training for High-Level Managers in Malaysia	3 weeks	1	High-level managers in Malaysia	30

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Study Visit for Government Officials in Mongolia	1 week	1	Central government officials in Mongolia	11
			Special Training	Training for Retiring Officials	1 week	2	Government officials above G5 level and plan to retire	266
				Training Seminar for Capacity Building of Training Officers	1 day	1	Managers in training institutions, training officers	300
	2006		Training on Change Management	Course on Sustainable Innovation	Director-General: 2 days Managers and Staffs: 3 days	9	Government officials in every level and staff members in relevant organizations	324

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Course to Create Innovative Performance	Director-General: 2 days Managers and Staffs: 4 days	9	Government officials in every level and staff members in relevant organizations	295
				Course to Settle Innovative Gaps	Director-General: 2 days Managers and Staffs: 5 days	9	Government officials in every level and staff members in relevant organizations	300
				Integrated Training on Change Management (High-level)	2 days	1	Director-general level who are taking High-Level Policy Course	64
				Training on Creative and Innovative Leadership and Change Management	1 day	2	G1 level government officials in charge of policy management	93

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Creative and Innovative Working Leaders and Change Management	3 days	2	Government officials in charge of organization innovation	78
				Training on Change Management for Individual Organizations	2 days	36	Government officials in all levels and staff members in public service-related organizations	1700
			General Training	Courses for High-level Officials	44 weeks	1	Director-generals and executives	62
				Training for High-Level Official Candidates	11 weeks	2	Managerial level	395
				Training for Core Human Resources in G4	12 weeks	1	Managers who have been recently appointed	72

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training for Recently-Promoted G5 Level Officials	31 weeks	1	Government officials who passed national civil service examination	271
				Leadership Training for Newly-Appointed Technicians (G5)	4 weeks	1	Government official who passed special technician exam (G5)	23
				Leadership Training for Recently Promoted G5 Level Officials	4 weeks /5 weeks	6	Government officials who are up for promotion to G5 level	1468
				Leadership Training for G7 Level Officials	2 weeks	1	Government officials who are up for promotion to G7 level	201

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training for Recently Promoted G7 Level Officials	4 weeks	2	Government officials who have been recently hired as G6, G7 level officials	412
				Leadership Training for Recently Promoted G9 Level Officials	3 weeks	2	Government officials who have been recently hired as G8, G9 level officials	271
				Course for Adopting to Public Service	3 days	2	Government officials above G4 level who used to be civilians	36
				Leadership Training for G6 Level Officials (Candidates)	3 weeks	1	Those who have been recommended and selected by local governments	49

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training on Human Resource Innovation	3 days	2	Government officials below G6 level, staff members in relevant organizations or government officials below G5 level, staff members in relevant organizations (different by level)	98
				Training on Organizational Innovation	3 days	1	Government officials above G6 level	38
				Training on Social Conflict Management	1 week	2	Government officials above G5 level and staff members in relevant organizations	94

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training on Capacity Development	1 week	2	Government officials above G5 level, managerial or deputy director level in relevant organizations	109
				Training on Capacity Development of Coaching for Leaders	2 days	1		15
				Training for Speech and Debate Skills	1 week	2	Government officials above G5 level, managerial or deputy director level in relevant organizations, staff members or government officials below G6 level, staff members in relevant organizations (different by level)	122

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Policy Quality Management	1 week	2	Government officials above G5 level	76
				Training for Policy Publicity	1 week	2	Government officials or staff members in relevant organizations	112
				Training on National Balance Development	1 week	1	Government officials above G5 level and managerial or deputy director level in relevant organizations	36
				Training on Finance and Economy	1 week	2	Government officials above G7 level and staff members in public service-related organizations	85

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Regulatory Reform	1 week	1	Government officials in G5-G8 level or staff members in relevant organizations who are in charge of regulatory reform	45
				Leadership Training on Capacity Building of Female Officials	1 week	1	Female government officials above G7 level and staff members in public service-related organizations	27
				Training on Knowledge Management	1 week	2	Government officials above G5 level	93

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Performance Evaluation Management	1 week	2	Government officials below G6 or managerial level, or government officials above G5 or manager/ deputy director level (different by levels)	90
				Training for Improving Civil Affairs Administration	3 days	1	Government officials in charge of organizational reform and innovation (G4-G5)	51
				Expert Training on Innovative Consulting	1 week	1	Government officials below G4 level who are in charge of organizational innovation	39

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Capacity Development of Budget Policy	3 days	2	Government officials in individual administrative divisions	113
				Training on Statistics and Government Affairs	2 days	1	Government officials in administrative divisions	36
				Leadership Training on Science and Technology Policy	1 week	1	Technical government official in G3, G5 level, managers in public and private organizations	23
				Training on Legal Capacity	3 days	2	Government officials in charge of legal system in administrative divisions	102

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on BTL (Working-level)	2 days	1	Training officers	46
				Training for Capacity Development of Training Officers	7 days	1	Training officers	43
				Training for Capacity Development of Facilitators	3 days	1	Above managerial level	39
				9 Common Capacity Development Training	2 days	49	Government officials in charge of human resources and salary	1067
				Training for PPSS Users	1,2 days	12	Government officials who plan to be trained or dispatched overseas	744

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Expert Training in Japan	15 days	1	Government officials who plan to be dispatched overseas or need to improve skills in Japanese	32
				International Expert Training in China	15 days	1	Government officials who plan to be dispatched overseas or need to improve skills in Chinese	38
				Presentation Skills Program	5 days	1	Government officials in charge of international relations and trainings	41

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on International Capacity Development	5 days			
				Advance Writing Skills Program	5 days			
			International Training Programs	Training on International Administration Information Management	12 days	1	Mid and high level government officials in Asia-Pacific, Oceania, South America and Africa who are in charge of information management	16
				International Public Sector Development Training	12 days	1	Mid and high level government officials in charge of training [15 countries]	19

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Development in Vietnam	11 days	1	Vietnamese government officials in director-general or managerial level	15
				Public Sector Training on Human Resources for Government Officials in China	11 days	1	Chinese government officials in director-general or managerial level who are in charge of human resources	14
				Public Sector Training for Government Officials in Iraq (Arbil)	11 days	1	Government officials in Iraq and Arbil	35

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Public Sector Development	12 days	1	Mid and high level government officials in Asia, Americas, Africa, who are in charge of policy making	13
				Public Sector Training for Government Officials in Uzbekistan	11 days	1	Mid and high level government officials in Uzbekistan	14
				Training for Beginner Level Managers in Malaysia	17 days	1	Beginner level managers in Malaysia	20
				Training for Mid-Level Managers in Malaysia	17 days	1	Mid-level managers in Malaysia	20
				Training for High-level Managers in Malaysia	17 days	1	High-level managers in Malaysia	20

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Public Sector Training on Human Resources for Government Officials in ASEAN	10 days	1	Government officials or staffs of ASEAN secretariat	21
			Special Training	Training for Retiring Officials	1 week	2	Government officials above G5 who plan to retire	293
				Training Seminar for Training Officials	1 days	1	Managers in training institutions	284
	2007		Training on Change Management	Leadership Training on Change Management	2 days	4	Director-general level	124
				Expediter Training on Change Management	3 days	6	Managerial level	209
				Working Level Training on Change Management	3 days	9	Working level (staff members)	313

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Institutional Change Management	2 days (Military institutional change management: 3 days)	14	Government officials and staff members in relevant organizations	1001
				Expert Training on Innovative management	1 day/ 5 days	2 each	Officials in charge of innovation planning and management	110
			General Training	Courses for High-level Officials	44 weeks	1	Deputy-director or executive level	63
				Training for High-Level Government Officials (Candidates)		3	Managerial level	515
				Training for Core Human Resources in G4 level		2	Newly appointed managers	131

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training for Newly-appointed G5 Officials	29 weeks	1	Government officials who passed national civil service examination	297
				Leadership Training for Newly-Appointed Technicians (G5)	6 weeks	1	Technician government officials who passed national exam (G5 level)	27
				Leadership Training for G5 Officials	5 weeks	6	Government officials who are up for promotion to G5	1780
				Leadership Training for G5 Special Officials		4	Government officials who have been specially hired	134

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Leadership Training for G6 Officials (Candidates)	3 weeks	1	Those who have been recommended and selected by the local government	50
				Leadership Training for Newly-Appointed G7 Officials	4 weeks	2	Government officials who have been recently hired as G6, G7 level officials	552
				Leadership Training for Newly-Appointed G9 Officials	3 weeks	2	Government officials who have been recently hired as G8, G9 level officials	424
				Course for Adopting to Public Service	1 week	2	Government officials above G4 level who used to be civilians	39

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
			Special Training	Training on Innovative Human Resource	3 days	2	Above G5 level or below G6 level (different by levels)	100
				Training on Innovative Organization	3 days	1	Above G5 level	41
				Training on Social Conflict Management	5 days	2	Government officials above G5 level or staff members in public service-related organizations	78
				Training on Leadership Capacity	5 days	2	Government officials above G5 level or managerial (deputy director) level in public service-related organizations	96

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Capacity Development of Coaching for Leaders	2/3 days	1/2	Managers above G4 level	89
				Training on Speech and Debate Skills	5 days	2	Government officials below G6 or above G5 level or manager (deputy-director) (different by level)	100
				Training on Policy Quality Management	5 days	2	Above G5 level	74
				Training for Policy Publicity	5 days	2	Government officials below G6 or above G5 level or manager (deputy-director) (different by level)	100

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on National Balance Development	5 days	1	Above G5 level, manager or deputy-director level officers in public service-related organizations	45
				Training on Finance and Economy	5 days	2	Government officials above G7 level and staff members in public service-related organization	74
				Training on Regulatory Reform	5 days	1	Government officials above G7 level and staff members in public service-related organization	30

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Knowledge Management	5 days	2	Government officials below G6 or above G5 level or manager (deputy-director) (different by level)	83
				Training on Performance Evaluation Management	5 days	2	Government officials below G6 or above G5 level or manager (deputy-director) (different by level)	82
				Training on Improvement in Civil Service Affairs	3 days	1	Government officials above G7 level who are in charge of institutional reform	45

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Legal Capacity Development	3 days	2	Officials in charge of legal structure	76
				Capacity Development Training on Budget Policy	3 days	2	Government officials in administrative divisions at all level	58
				Training on Statistics and Government Affairs	2 days	1	Government officials in administrative divisions at all level	48
				Training on BTL (Working-level)	2 days	1	Below G5 level	57
				Leadership Training on Science and Technology Policy	1 week	1	G3 (national), G5 (local) technical officials, managers in government invested institutions and private companies	20

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training on Public Labor Management	2 days	1	Above G7 level	61
				Training on Labor Relationships for Government Officials	3 days	1	Above G6 level in charge of labor management	24
				Training on Capacity Development of Action Learning Facilitator	3 days	1	Training officers	32
				Training on Capacity Development of Training Officers	5 days	1	Training officers	41
				Capacity Development of HRD Training Officials	5 days	2	In charge of training	78
				9 Common Capacity Development Course	2 days	6	Above managerial level	1228

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				e-Personnel Course	3 days 1 day	6 each	In charge of human resources and salary	477
				International English Training Course for Government Officials	4 weeks	3	Government officials who plan to be dispatched or trained overseas	170
				International Japanese Training Course for Government Officials	3 weeks	1	Government officials who plan to be dispatched or trained overseas/need skills training in Japanese	41
				International Chinese Training Course for Government Officials	3 weeks	1	Government officials who plan to be dispatched or trained overseas/need skills training in Chinese	31

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Presentation & Discussion Skills Program	1 week	1	Officials in charge of international relations or relevant work	46
			International Training Programs	Public Sector Training for Government Officials in Japan	6 days	2	Managerial officials in Japanese central government	26
				Training on International Administration Information Management	11 days	1	Mid and high level government officials in charge of information management (12 countries)	13
				Public Sector Training for Government Officials in Tunisia	11 days	1	Central government officials in Tunisia	10

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				Training for Beginner Level Managers in Malaysia	16 days	1	Beginner level managers in Malaysia	20
				Training for Mid-level Managers in Malaysia	17 days	1	Mid-level managers in Malaysia	20
				Training for High-level Managers in Malaysia	17 days	1	High-level managers in Malaysia	20
				Training on Human Resources for Government Officials in China	11 days	1	Human Resources government officials in China	15
				Public Sector Development Training for Government Officials in Vietnam	11 days	1	Director-general/ managers in central government in Vietnam	15

Period	Year	Implemented Government Policies	Categories	Training Program	Training Period	No. of Times	Target	No. of Participants
				International Training on Public Sector Development	11 days	1	Mid and high level government officials in training areas (12 countries)	14
				Public Sector Development	11 days	1	Mid and high level officials in Asia, Americas, Africa who are in charge of policy making	18
				Training for Retiring Officials	7 days	1	Government officials and spouses who are above G5 level	272
				Training for Capacity Development of Training Officials	1 day	1	Managers in training institutes	421

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ISBN 979-11-5545-048-2

**Knowledge Sharing Program
Development Research and Learning Network**

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