

e-Saram: Present and Future of HRM Digital Transformation in Administration

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Introduction: MPM Overview

Ministry of Personnel Management

HR Recruitment

- Exam Principles & Methods
- Administration of Exams

Personnel Management

- HRD, PM, Remuneration, Pension, Welfare

Labor-Management Partnership

- Collective Bargaining in HRM

Talent Information Management

- Talent Acquisition Planning
- Talent Information Management

Central
Gov't.
Agency

Personnel Management Innovation

- Planning & Promoting Innovative Personnel Management
- SCS, Diversity & Inclusion

Public Service Ethics

- Civil Service Code, Disciplinary System
- Registration of Properties, Restriction on Employment of Retired Officials

Occupational Accident Compensation

- Reviewed by Commission
- Support for Rehab and Return-to-work

Need for Digital Systems

- Difficulties on various HR-related legal systems
 - State Public Officers Act
 - Decree On the [Appointment](#) of Public Officials
 - Act on the Capacity [Development](#) of Public Officials
 - Enforcement Decree of the Public Service [Ethics](#) Act
 - State Public Officials [Service](#) Regulations
 - and so on ...
- Regulations have become more complicated
 - Laws and decrees are evolving continuously
 - Many considerations should be made to handle affairs
- With digital systems, gov't improves work efficiency and prevents human-error

MPM's digital HR systems



Recruitment

All-in-one recruiting service

- Provide integrated information
- Digitalize the recruitment process
- Application without paper documents



HR Development

Opportunities to grow into experts

- Provide customized learning content
- Take courses anytime anywhere
- Interactive communication & feedback



Civil Service Ethics

Digitalized ethics management

- Property registration and disclosure
- Digitalize the ethics managing process
- Maintain a database for the ethics



HR Management (e-Saram)

Fully automated administration

- Provide HR information in real time
- Data-based decision making & analysis
- Ensure the reliability of the HR policy

e-Saram(HRM System) Overview

- Electronic human resources management system
 - Contains personnel records of (1) all public officials
(2) from recruitment to retirement
- Consists of two sub systems

Standard HRM System

- Database containing personnel records
 - Manages HR info. (personal affairs)
from appointment to retirement
- Provide civil servants service supports
 - Payroll operations
 - Work schedule, overtime and
business trip management

HR Policy Support System

- Provide statistics to improve
policies about personnel management
 - e.g. # of officials (agency, grade, ...) overtime status, ...
- Support decision-making based on
objective data and trend analysis

e-Saram Features (Standard HRM System)

Personnel Information

- Each official's entire career history is recorded including departments and agencies that she or he worked for

Personal/Business Leaves

- Each official requests leaves on system
- Manager reviews/grants the leaves
- Each worker may know whether co-worker is on leave or not

Performance Evaluation

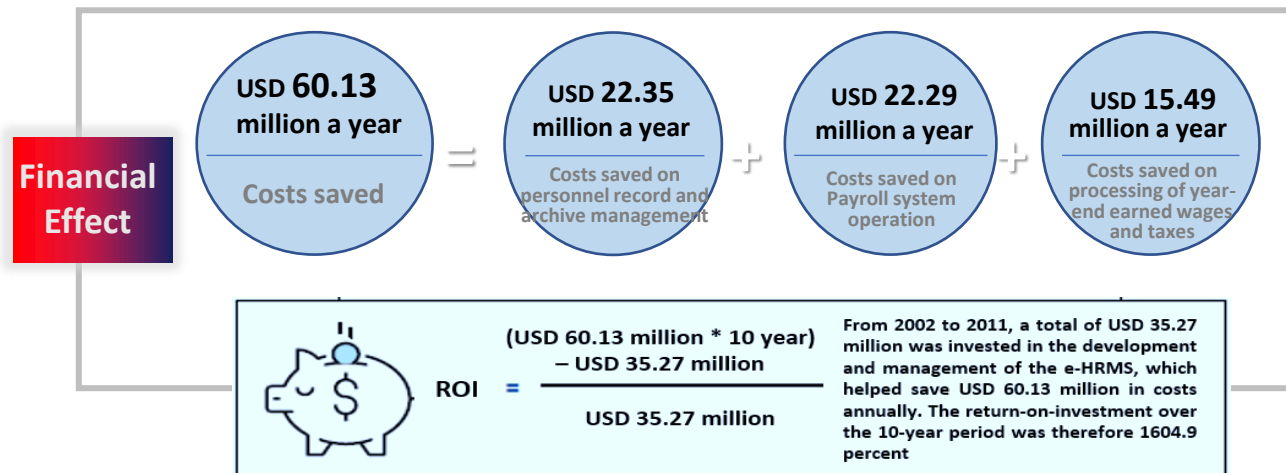
- All performance evaluation processes are conducted on e-Saram, no paper needed
- * 360-degree feedbacks are shared

Payroll Management

- Calculates allowance and deductions
- Measures compensation increase
- Provides automatic transaction

e-Saram Effectiveness

- Integrated and service-oriented system
 - real-time updates upon HR movement across ministries
- Cost reductions through the prevention of duplicate system implementation: **ROI = 1605%**



payroll operations for 959 agencies were integrated into 347 agencies across 57 ministries (**63.8%↓**)

1,083 **Payroll Supervisors**(as of Dec. 2013)⇒ 510 (**52.9%↓**), redistribution and reorganization of human resources

Laws and Decrees On e-HRM

- To fortify digital HR management, MPM revised Article 19 (2) of *State Public Officers Act*

Article 19 (2) (Comuterize of human resource management)

Paragraph (1) In order to scientifically manage the personnel affairs of public officers, the Secretary-General of the National Assembly, ..., and the **Minister of Personnel Management may establish and operate a system that manages personnel records of public officers in a database and electronically handles personnel affairs.**

Paragraph (2) **Matters necessary for the establishment, operation, etc. of the system under paragraph (1) shall be prescribed by Presidential Decree, etc.**

Compliments on e-Saram

- e-Saram has grown into a world-recognized electronic HR management system.
- Rep. of Korea rated **the highest score** in the InCiSE* index of using databases for personnel management in 2016.
 - InCiSE: International Civil Service Effectiveness
(By University of Oxford & Institute for Government)
- Rep. of Korea is assessed to have **one of the highest level of standardized HRM data held in a central database**
 - (OECD, Government at a Glance 2017)

Limitations of e-Saram

- Old system; while features were updated/appended to e-Saram, the system became not-optimized
 - About total 10,000 features (more than 700 features a year)
 - Current e-Saram from 2012 (more than 10 years)
 - Repetitive job; even most of the HRM works are automated, still some manual jobs remain
 - Weak analysis; HR Policy Support System has less flexible data analysis (predefined statistics)
- MPM is about to start developing new gen. of e-Saram

Future of e-Saram (New Gen.)

- Advanced intelligent HRM system that can recommend and assist operators and officials
 - Fully automated, one-click for all of HRM administrations
 - eg. Smart Service Management with mobile devices

- Customizable and flexible data analysis for decision
 - Data analysis visualization and simulation
 - Big data analysis (70 agencies, 400K of officials, total 6TB)

Smart Service Management

As-Is

Request
Business
Travel

Manual
Transport/Accommodation
Search, Reservation

Business
Travel

Manual Settlement Req.
w/ Documents(Receipts)

Business Travel Reservation and Cost Settlement

To-Be

Request
Business
Travel

Transport/
Accommodation
Recommendation, Reservation

Business
Travel

Process
Settlement

Cost Info.

Business Travel Reservation and Cost Settlement

The Blueprints for future HRM

Digitalize all of the public personnel administration,
 Establish evidence-based policies by linking and accumulating data
 Deliver new and intelligent services to people

01

Digital-Oriented

Digitalization from recruitment to retirement with cutting-edge technology, AI and Big Data

02

Link and Share

Data-driven decision making through data accumulation and information system linkage

03

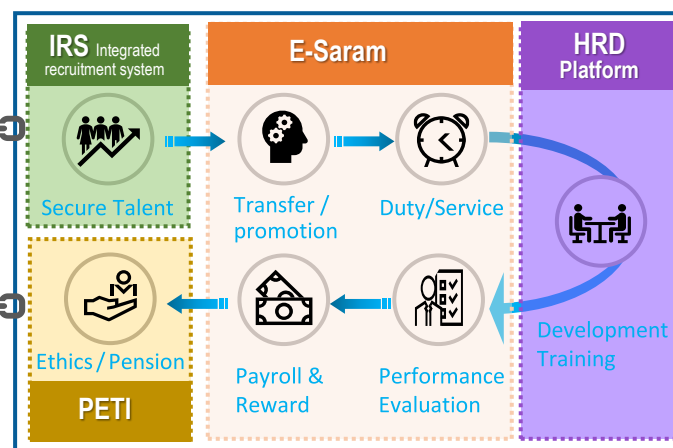
Intelligent Service

Intellectualization of public personnel administration to deliver new user-centric service

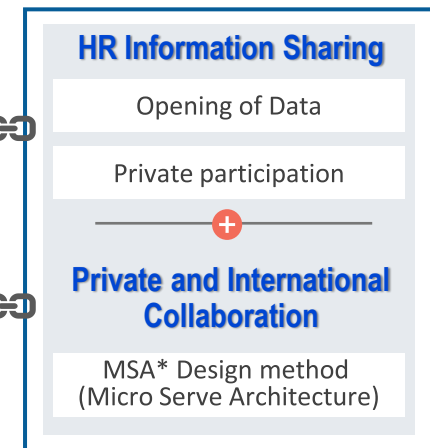
Strengthening Digital Capabilities



Digital Transformation Of Government HR



Establishment of Cooperation Network





Thank you

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Appendix

Introduction of MPM's digital HR system



01

Recruitment System for State Civil Servants

[Cyber Exam Center]

- ▶ Provide end-to-end support for the entire civil service exam process (www.gosi.kr)



[Exam Management System]

- ▶ Provide support for various recruitment functions, such as test arrangement & grading(OCR)



02

Integrated Recruitment System

An online platform where users can access comprehensive exam information with other public agencies (under development)

- ▶ Minimize the documentation burden on users by sharing data
- ▶ Provide statistical information derived from recruitment data

:: Digitalization of the entire recruitment process

:: Standardization and automation of recruitment

:: Sharing of foreign language test scores

03

Government Jobs Website

An online job board that offers public employment information for job seekers (www.gojobs.go.kr)

:: Post government jobs open for recruitment

:: Support for personnel transfers in the civil service

:: Recruit open competitive positions and create HR pool



Introduction of MPM's digital HR system



01

HRD Platform (Intelligent Open HRD Platform)

The platform launched in 2023 provides educational content and supports personalized learning by using A.I. and big data analytics agencies (www.learning.go.kr)

:: Learning content hub

:: Real-time Video Education

:: AI & Big Data based Customized Recommendation

:: Open platform where anyone can provide learning content



02

Government e-Learning System

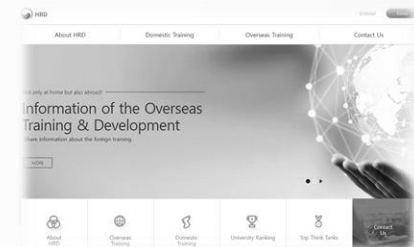
As a leading online education website (e-learning.nhi.go.kr) in the civil service, it provides timely and customized learning contents for 7 million users per year



03

HR Development Information Center

A digital platform that provides comprehensive information on domestic and overseas training and education processes (www.training.go.kr)



:: Use of digital documents

:: Convenient data management

:: Integration with digital systems to support efficiency

Introduction of MPM's digital HR system



01

e-Saram (electronic HRM system)

e-Saram is an electronic human resources management system which supports personnel affairs & policy from recruitment to retirement (400,000 civil servants, 71 agencies)

[Standard HRM]

- ▶ Handle the personnel affairs of each ministry or agency

[Policy Support System]

- ▶ Support the policy & management of government personnel

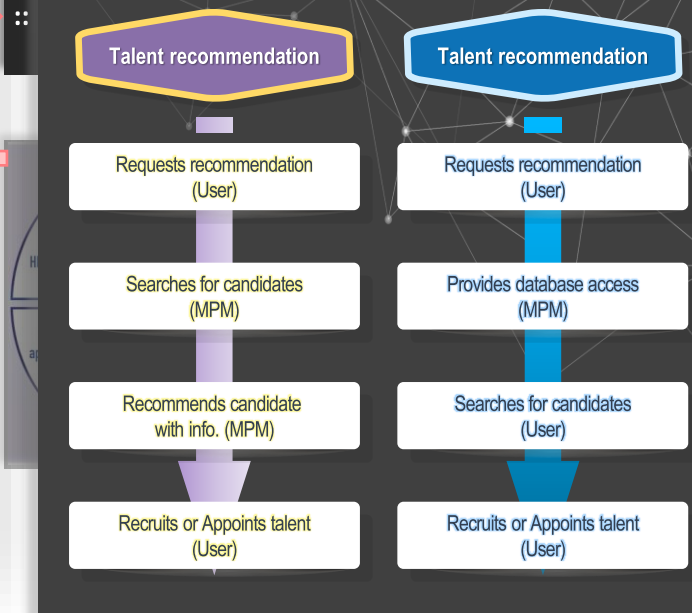


e-Saram is selected as one of the best representative systems of the Korean e-government.

:: Management of personnel records

:: Salary services and welfare management

:: Schedule, overtime and business trip



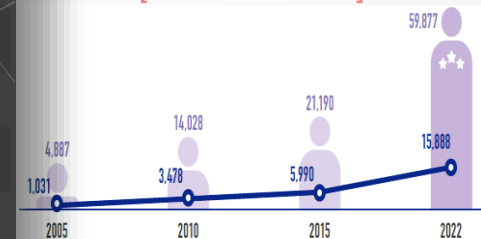
02

National Human Resources DataBase

NHRDB is a HR system collecting data on candidates for public office to appoint suitable talent to key positions (www.hrdb.go.kr)



[Use of the NHRDB]



Number of talent recommended using the NHRDB
Number of positions filled using the NHRDB

Introduction of MPM's digital HR system



01

PETI (Public Ethics and Transparent Initiative)

PETI (www.peti.go.kr) promotes the efficiency and convenience of government work related to civil service ethics (about 290,000 public officials, 1,600 organizations)



- ▶ Cooperation project with IDB for reinforcing the Ethics in the public sector of Latin America including Paraguay & Honduras

PETI

stock trusts

party examination

party registration and
surety for incumbents

payment restrictions
for retired civil servants

reporting on receipt of gifts

02

Proactive Administration Platform "ON"

- ▶ A digital platform which consolidates information on the proactive administration across various organizations

(www.mpm.go.kr/proactivePublicService)

- * The name "On" signifies that proactive administration is 'on' 24/7

03

Overseas Travel & Training Information System

- ▶ A platform that enables civil servants to Upload their overseas business travel reports and Share them with others across the government

(btis.mpm.go.kr)

Laws and Decrees On e-HRM (Cont.)

- Regulations on Digital Human Resource Management
 - Prescribe **establishment and operation of a computerized system of HRM of public officers:**
- Rules on Digital Human Resource Management
 - Prescribe the details of operations of electronic human resource management system
- Regulations on the Handling of Personnel Records, Statistics and Personnel Affairs for Public Officers
 - Prescribe procedures for statistical reporting on personnel affairs of national public officers on e-HRM system
- Rules on Human Resource Management and Performance Records of Public Officers
 - Prescribe the details of personnel and performance records, employment and appointment on e-HRM system

History of e-Saram Development

- Before e-Saram (~2000)
 - personnel management relied on manual jobs and paper
- 1st Generation (2000-10 ~ 2008-01)
 - Groundwork for Personnel Policy Support System
 - Expanded to all ministries
- 2nd Generation (2009-04 ~ **Current**)
 - Conversion into next generation system
 - Information resources (hardware, software, databases) integrated into main system
 - **Easy to use:** Web-based environment and new services

e-Saram Features After 2nd Gen.

- 2017
 - Establishment of online certificate issuance systems
- 2018
 - e-Saram mobile and personal service Enhancement project
 - Establishment of intelligent information-type personnel policy support platform
- 2019
 - Re-establishment of the competency evaluation system
- 2020
 - Establishment of a shared service system through intelligent payroll automation
 - Integrated establishment of firefighting personnel system in computerized personnel management system (e-Saram)
 - Replacement of e-Saram's obsolete equipment
 - Establishment of payroll data analysis/activity system and firefighting officer personnel management integration project

Cyber Security and Privacy Protection in Digital HR



Cyber Security and personal information protection (privacy issue) such as hacking, which are the other side of the digital society, require constant attention.

JCSC Joint Cyber Security Center

- :: Seamless and comprehensive security support against cyber attacks
- :: Joint operations through the sharing of facilities, space, and human resources and cooperation

- The successful operation of the JCSC proved the effectiveness of collaboration in addressing the government's human resource and budget constraints. In addition, the government secured a pool of skilled professionals with expertise and practical experience in the fields of prevention and response to public cyber threats.



Continuous Performance Evaluation

- MPM aims for **continuous performance evaluation** rather than periodic performance evaluation
 - With digital system, managers and workers feedback
 - Continuous feedback is provided for each outcome

