“e-Saram” (e-HRM system) of the Republic of Korea

Ministry of Personnel
Management

Contents

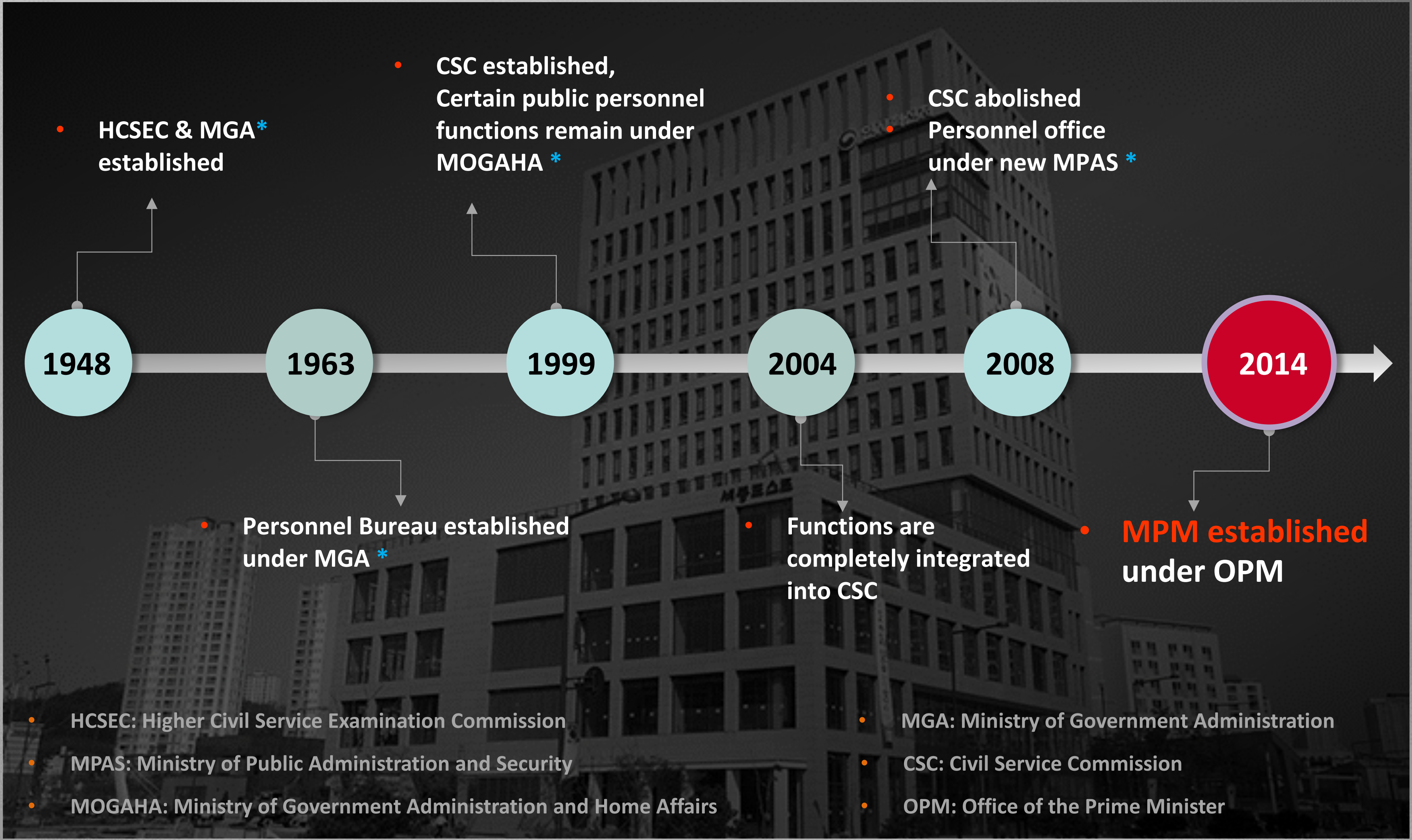
01. Introduction: MPM

02. Overview of e-HRM system: e-Saram

03. Achievements and Success factors

04. Blueprint for e-Saram

PART 01 Introduction: MPM



1948
- HCSEC & MGA* established

1963
- Personnel Bureau established under MGA *

1999
- CSC established, Certain public personnel functions remain under MOGAHA *

2004
- Functions are completely integrated into CSC

2008
- CSC abolished
- Personnel office under new MPAS *

2014
- **MPM established under OPM**

- HCSEC: Higher Civil Service Examination Commission
- MPAS: Ministry of Public Administration and Security
- MOGAHA: Ministry of Government Administration and Home Affairs
- MGA: Ministry of Government Administration
- CSC: Civil Service Commission
- OPM: Office of the Prime Minister

* Currently the Ministry of the Interior and Safety (MOIS)

PART 01 Introduction: MPM

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

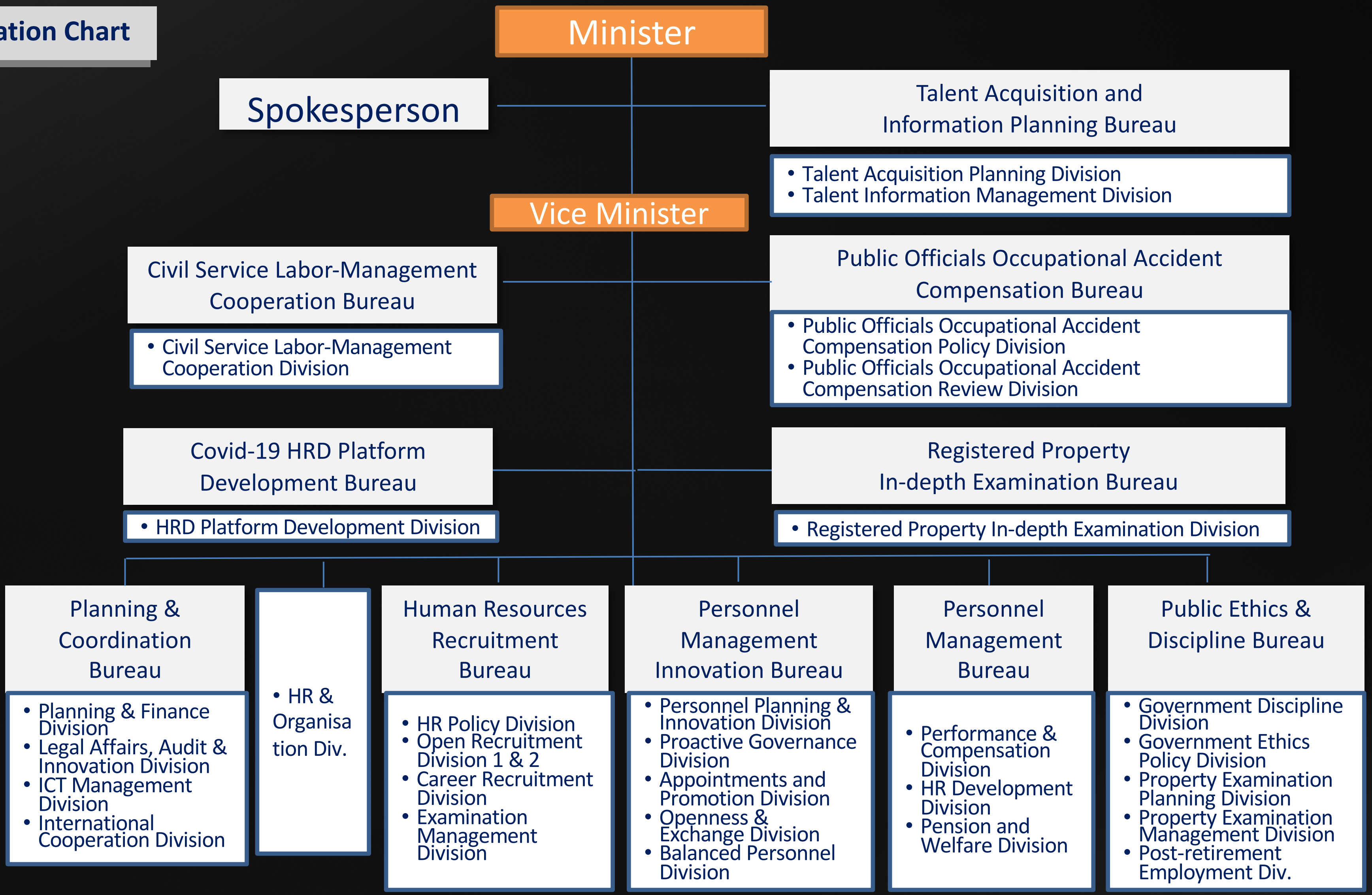
Public Service Ethics

- 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

Organisation Chart



Minister

Spokesperson

Talent Acquisition and Information Planning Bureau
- Talent Acquisition Planning Division
- Talent Information Management Division

Vice Minister

Civil Service Labor-Management Cooperation Bureau
- Civil Service Labor-Management Cooperation Division

Public Officials Occupational Accident Compensation Bureau
- Public Officials Occupational Accident Compensation Policy Division
- Public Officials Occupational Accident Compensation Review Division

Covid-19 HRD Platform Development Bureau
- HRD Platform Development Division

Registered Property In-depth Examination Bureau
- Registered Property In-depth Examination Division

Planning & Coordination Bureau
- Planning & Finance Division
- Legal Affairs, Audit & Innovation Division
- ICT Management Division
- International Cooperation Division

- HR & Organisation Div.

Human Resources Recruitment Bureau
- HR Policy Division
- Open Recruitment Division 1 & 2
- Career Recruitment Division
- Examination Management Division

Personnel Management Innovation Bureau
- Personnel Planning & Innovation Division
- Proactive Governance Division
- Appointments and Promotion Division
- Openness & Exchange Division
- Balanced Personnel Division

Personnel Management Bureau
- Performance & Compensation Division
- HR Development Division
- Pension and Welfare Division

Public Ethics & Discipline Bureau
- Government Discipline Division
- Government Ethics Policy Division
- Property Examination Planning Division
- Property Examination Management Division
- Post-retirement Employment Div.

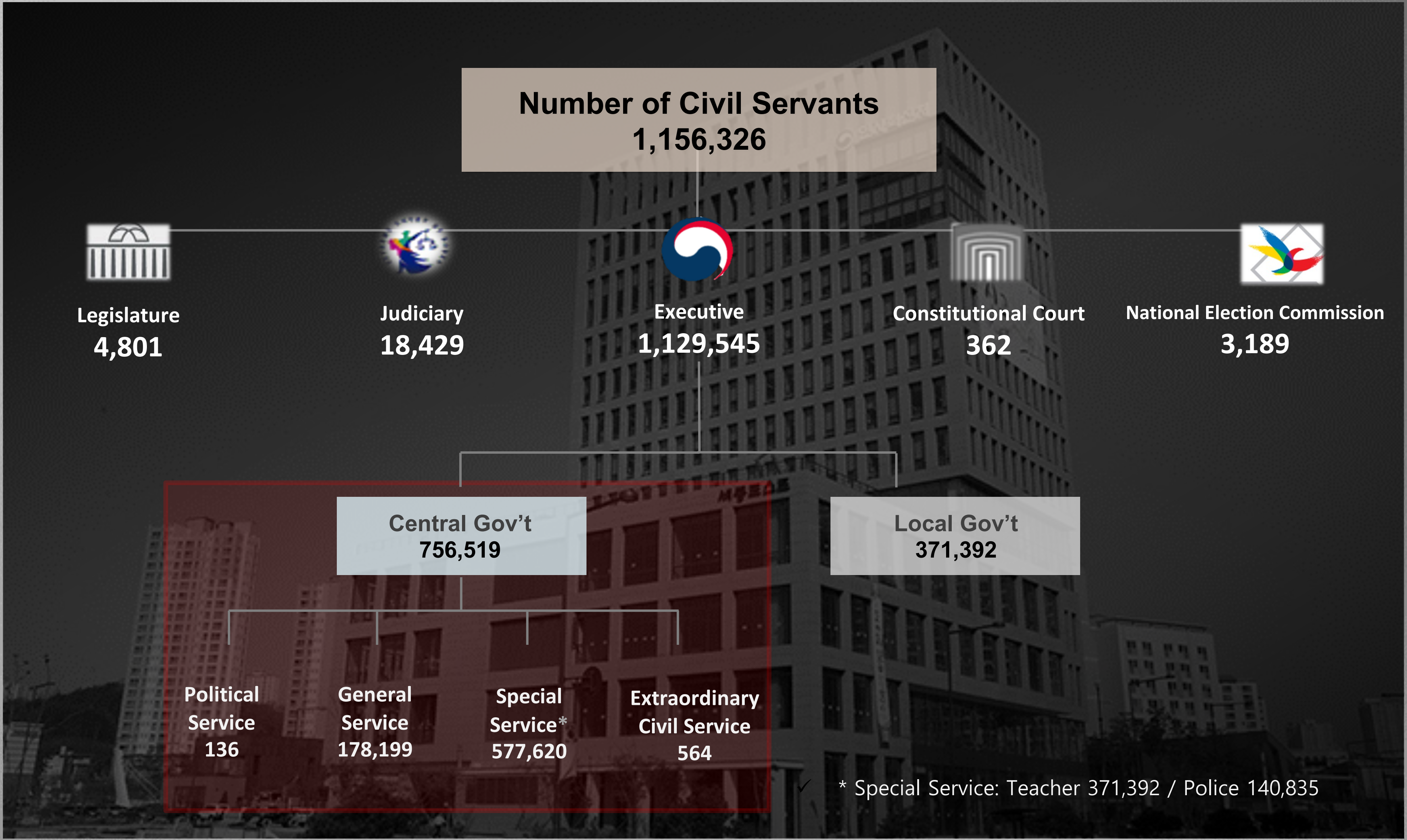
❖ Affiliated Agencies

- NHI : National HRD Institute, - The Appeals Commission

❖ Affiliated public organisation

- Government Employees Pension Service

PART 01 Introduction : MPM



Number of Civil Servants
1,156,326

Legislature
4,801

Judiciary
18,429

Executive
1,129,545

Constitutional Court
362

National Election Commission
3,189

Central Gov't
756,519

Local Gov't
371,392

Political Service
136

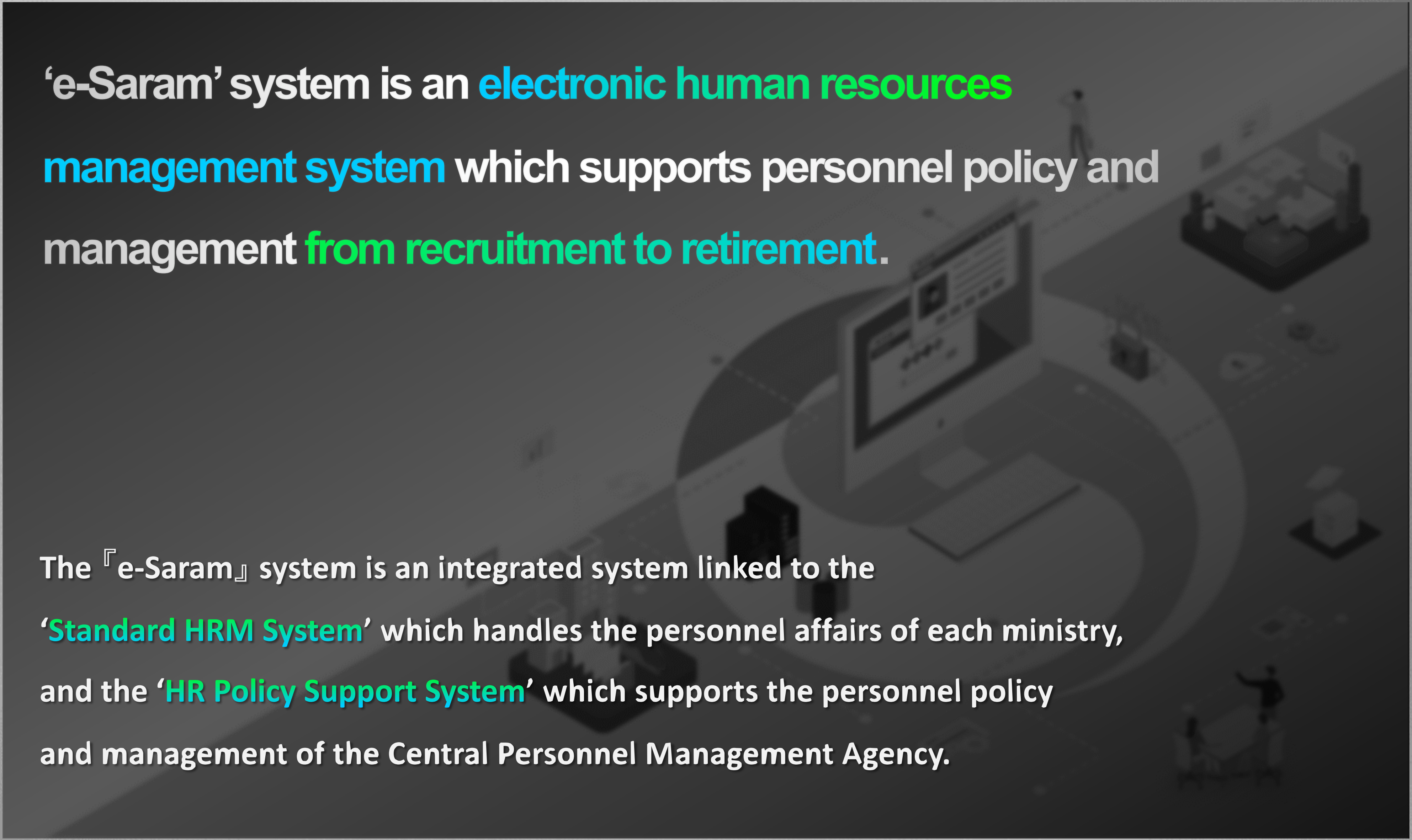
General Service
178,199

Special Service*
577,620

Extraordinary Civil Service
564

* Special Service: Teacher 371,392 / Police 140,835

- ✓ Source : 2021 Civil Servant Statistics
- ✓ Unit : Person



'e-Saram' system is an electronic human resources management system which supports personnel policy and management from recruitment to retirement.

The『e-Saram』system is an integrated system linked to the 'Standard HRM System' which handles the personnel affairs of each ministry, and the 'HR Policy Support System' which supports the personnel policy and management of the Central Personnel Management Agency.

PART 02 Overview of e-HRM system: e-Saram

1st Generation (2000.10 ~ 2008.1)

:: Groundwork for PPSS (Personnel Policy Support System)

- Expanded to all ministries
- Client/Server based (Main system for Central Personnel Agency, and Sub-system for each ministry)

2nd Generation (2009.4 ~ 2012.12)

:: Conversion into Next Generation system

- Information resources (hardware, software, databases) integrated into main system
- Web-based environment and new services

HR
Payroll
Work Schedules
Connection

Standard HRM System

- Management of all individual background information and personnel records from appointment to retirement
- Salary services including allowances and deductions for public servants and administrative support staff and welfare management, including of health insurance
- Work schedule, overtime and business trip management
- Open-ended information utilization system integrated for joint use of HR information

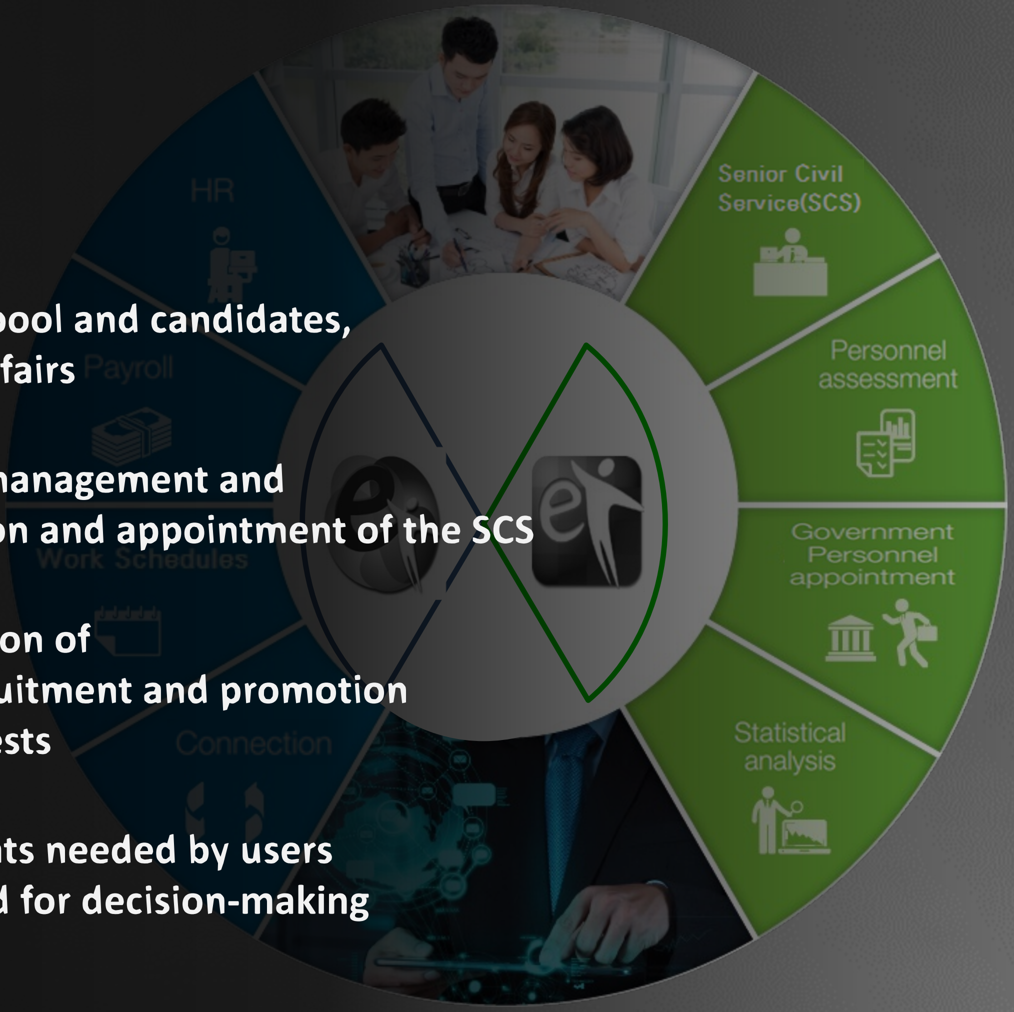
HR Policy Support System

- Management of the SCS (Senior Civil Service) pool and candidates, and provision of support for their personnel affairs

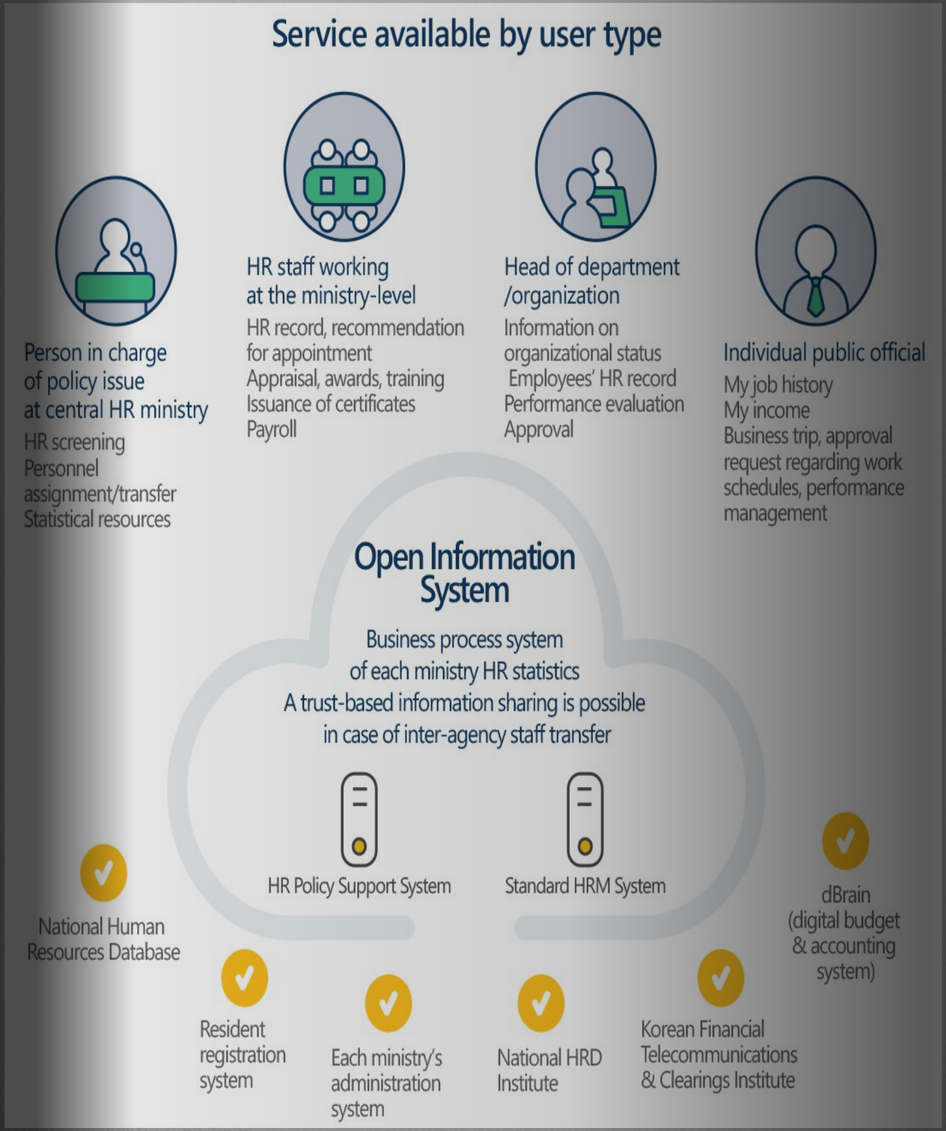
- Provision of support for personnel screening management and
- online screening for the recruitment, promotion and appointment of the SCS

- Provision of support for approvals and validation of presidential appointments related to new recruitment and promotion of civil servants eligible for appointment requests

- Processing of accumulated data into the formats needed by users and provision of diverse statistical data needed for decision-making


HR
Payroll
Work Schedules
Connection
Senior Civil Service(SCS)
Personnel assessment
Government Personnel appointment
Statistical analysis

Overview of e-HRM system: e-Saram



Service available by user type

Person in charge of policy issue at central HR ministry
HR screening
Personnel assignment/transfer
Statistical resources

HR staff working at the ministry-level
HR record, recommendation for appointment
Appraisal, awards, training
Issuance of certificates
Payroll

Head of department /organization
Information on organizational status
Employees' HR record
Performance evaluation
Approval

Individual public official
My job history
My income
Business trip, approval request regarding work schedules, performance management

Open Information System

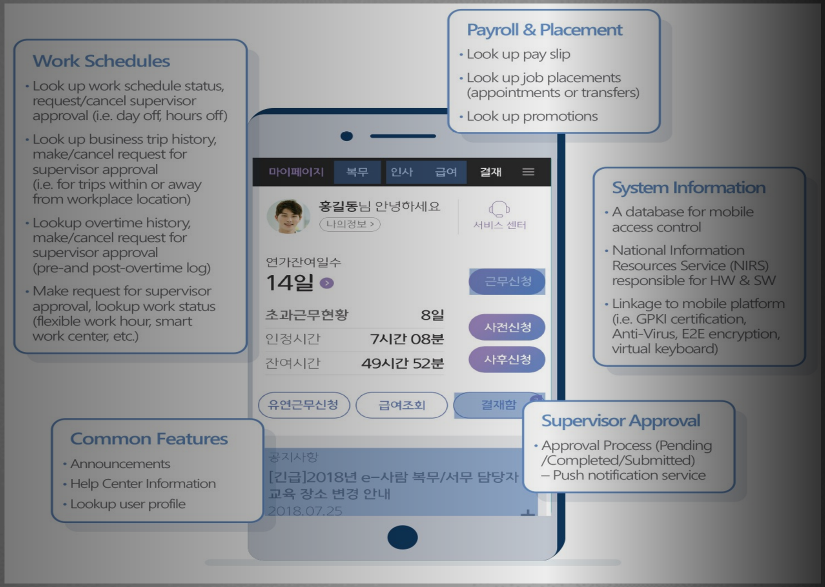
Business process system of each ministry HR statistics
A trust-based information sharing is possible in case of inter-agency staff transfer

HR Policy Support System
Standard HRM System
National Human Resources Database
Resident registration system
Each ministry's administration system
National HRD Institute
Korean Financial Telecommunications & Clearings Institute
dBrain (digital budget & accounting system)

Integrated operation

- Cloud-based integrated system to share server and database
- Physical and logical convergence of divisional database
- Interoperability and resource utilization upgraded through personnel information sharing
- Enhanced security, measurability and safety

Mobile service



Work Schedules
- Look up work schedule status, request/cancel supervisor approval (i.e. day off, hours off)
- Look up business trip history, make/cancel request for supervisor approval (i.e. for trips within or away from workplace location)
- Lookup overtime history, make/cancel request for supervisor approval (pre-and post-overtime log)
- Make request for supervisor approval, lookup work status (flexible work hour, smart work center, etc.)

Payroll & Placement
- Look up pay slip
- Look up job placements (appointments or transfers)
- Look up promotions

System Information
- A database for mobile access control
- National Information Resources Service (NIRS) responsible for HW & SW
- Linkage to mobile platform (i.e. GPKI certification, Anti-Virus, E2E encryption, virtual keyboard)

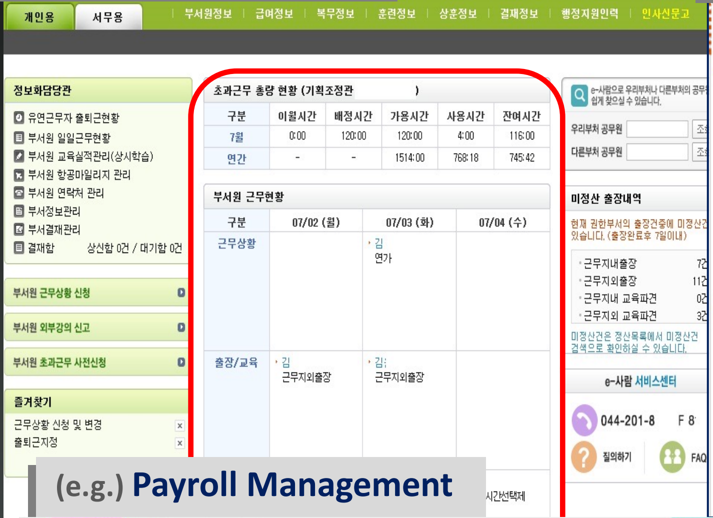
Common Features
- Announcements
- Help Center Information
- Lookup user profile

Supervisor Approval
- Approval Process (Pending /Completed/Submitted) – Push notification service

마이페이지
복무
인사
급여
결재
홍길동님 안녕하세요
나의정보 >
서비스 센터
연가잔여일수
14일
근무신청
초과근무현황 8일
인정시간 7시간 08분
잔여시간 49시간 52분
사전신청
사후신청
유연근무신청
급여조회
결재함
공지사항
[긴급]2018년 e-사람 복무/서무 담당자 교육 장소 변경 안내
2018.07.25

PART 02 Overview of e-HRM system: e-Saram

(e.g.) Registering Leave



정보화담당관
- 유연근무자 출퇴근현황
- 부서원 일일근무현황
- 부서원 교육실적관리(상시학습)
- 부서원 항공마일리지 관리
- 부서원 연락처 관리
- 부서정보관리
- 부서결재관리
- 결재함 상신함 0건 / 대기함 0건

부서원 근무상황 신청

부서원 외부강의 신고

부서원 초과근무 사전신청

즐겨찾기
- 근무상황 신청 및 변경
- 출퇴근지정

초과근무 총량 현황 (기획조정관)

구분	이월시간	배정시간	가용시간	사용시간	잔여시간
7월	0:00	120:00	120:00	4:00	116:00
연간	-	-	1514:00	768:18	745:42

부서원 근무현황

구분	07/02 (월)	07/03 (화)	07/04 (수)
근무상황		김 연가	
출장/교육	김 근무지외출장	김 근무지외출장	

시간선택제

e-사람으로 우리부처나 다른부처의 공무원을 쉽게 찾으실 수 있습니다.

우리부처 공무원

다른부처 공무원

미정산 출장내역

현재 권한부서의 출장건중에 미정산건이 있습니다. (출장완료후 7일이내)

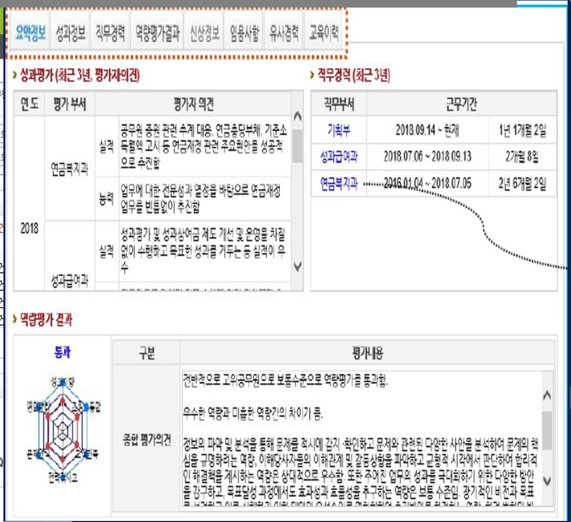
근무지내출장	7건
근무지외출장	11건
근무지내 교육파견	0건
근무지외 교육파견	3건

미정산건은 정산목록에서 미정산건 검색으로 확인하실 수 있습니다.

e-사람 서비스센터

044-201-8 F 8

(e.g.) Performance Evaluation



› 성과평가 (최근 3년, 평가자의견)

연도	평가 부서		평가자 의견
2018	연금복지과	실적	공무원 증원 관련 수계 대응, 연금충당부채, 기준소득월액 고시 등 연금재정 관련 주요현안을 성공적으로 추진함
		능력	업무에 대한 전문성과 열정을 바탕으로 연금재정 업무를 빈틈없이 추진함
	성과급여과	실적	성과평가 및 성과상여금 제도 개선 및 운영을 차질 없이 수행하고 목표한 성과를 거두는 등 실적이 우수

› 직무경력 (최근 3년)

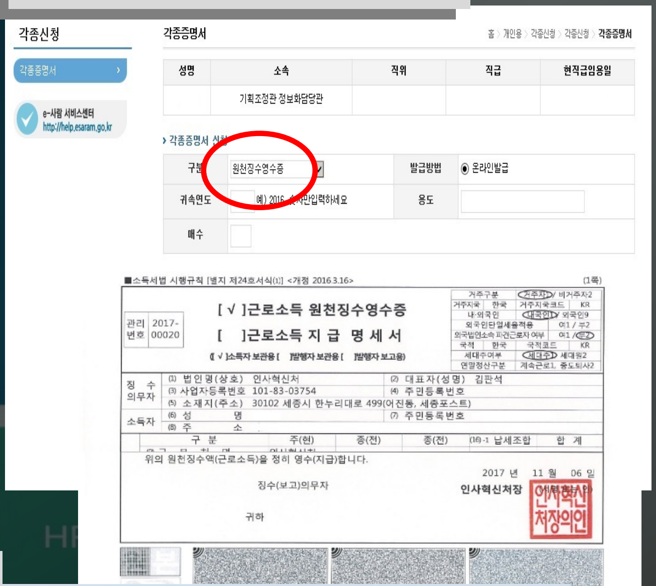
직무부서	근무기간	
기획부	2018.09.14 ~ 현재	1년 1개월 2일
성과급여과	2018.07.06 ~ 2018.09.13	2개월 8일
연금복지과	2016.01.04 ~ 2018.07.05	2년 6개월 2일

› 역량평가 결과

통과

구분	평가내용
종합 평가의견	전반적으로 고위공무원으로 보통수준으로 역량평가를 통과함. 우수한 역량과 미흡한 역량간의 차이가 큼. 정보의 파악 및 분석을 통해 문제를 적시에 감지·확인하고 문제와 관련된 다양한 사안을 분석하여 문제의 핵심을 규명하려는 역량, 이해당사자들의 이해관계 및 갈등상황을 파악하고 균형적 시각에서 판단하여 합리적인 해결책을 제시하는 역량은 상대적으로 우수함. 또한 주어진 업무의 성과를 극대화하기 위한 다양한 방안을 강구하고, 목표달성 과정에서도 효과성과 효율성을 추구하는 역량은 보통 수준임. 장기적인 비전과 목표

(e.g.) View/Print Document


각종신청

각종증명서
e-사람 서비스센터 http://help.esaram.go.kr

각종증명서

홈 › 개인용 › 각종신청 › 각종신청 › 각종증명서

성명	소속	직위	직급	현직급임용일
	기획조정관 정보화담당관			

› 각종증명서 신청

구분	원천징수영수증	발급방법	● 온라인발급
귀속연도	예) 2016 숫자만입력하세요	용도	
매수			

■소득세법 시행규칙 [별지 제24호서식(1)] <개정 2016.3.16> (1쪽)

관리번호 2017-00020

[√]근로소득 원천징수영수증

[ ]근로소득 지 급 명 세 서

([√]소득자 보관용 [ ]발행자 보관용 [ ]발행자 보고용)

거주구분	거주자1 / 비거주자2		
거주지국	한국	거주지국코드	KR
내·외국인	내국인1 / 외국인9		
외국인단일세율적용	여1 / 부2		
외국법인소속 파견근로자 여부	여1 / 부2		
국적	한국	국적코드	KR
세대주여부	세대주1 / 세대원2		
연말정산구분	계속근로1, 중도퇴사2		

징수의무자
(1) 법인명(상호) 인사혁신처 (2) 대표자(성명) 김판석
(3) 사업자등록번호 101-83-03754 (4) 주민등록번호
(5) 소재지(주소) 30102 세종시 한누리대로 499(어진동, 세종포스트)

소득자
(6) 성 명 (7) 주민등록번호
(8) 주 소

구 분	주(현)	종(전)	종(전)	(16)-1 납세조합	합 계

위의 원천징수액(근로소득)을 정히 영수(지급)합니다.

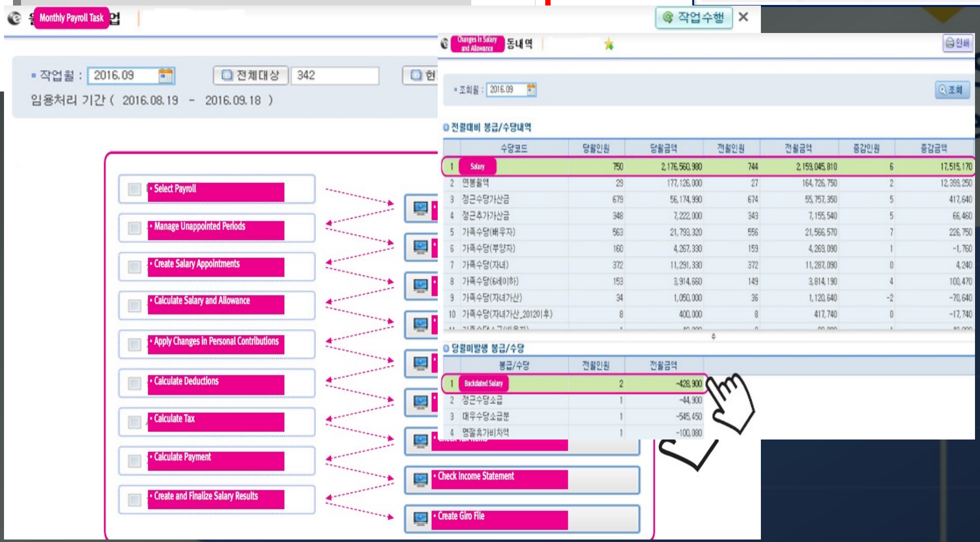
2017 년 11 월 06 일

징수(보고)의무자 **인사혁신처장** (서명 또는 인)

귀하

인사혁신처장의인

(e.g.) Payroll Management



▪ 작업월 : 2016.09 전체대상 342

임용처리 기간 (2016.08.19 - 2016.09.18)

- Select Payroll
- Manage Unappointed Periods
- Create Salary Appointments
- Calculate Salary and Allowance
- Apply Changes in Personal Contributions
- Calculate Deductions
- Calculate Tax
- Calculate Payment
- Create and Finalize Salary Results
- Check Income Statement
- Create Giro File

▪ 조회월 : 2016.09

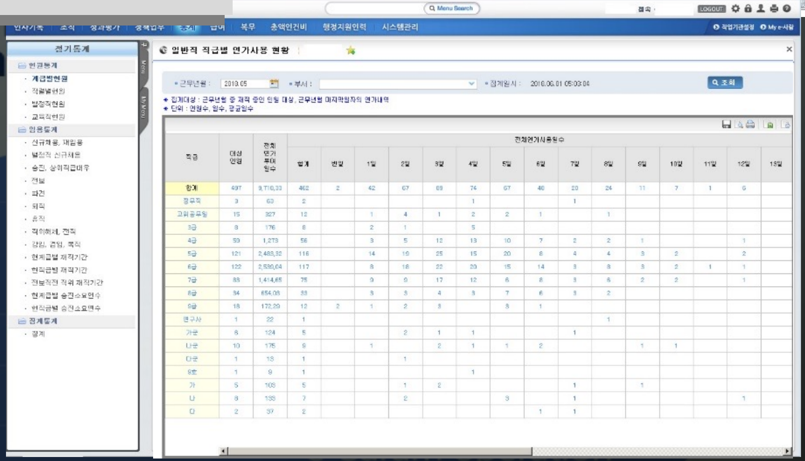
전월대비 봉급/수당내역

	수당코드	당월인원	당월금액	전월인원	전월금액	증감인원	증감금액
1	Salary	750	2,176,560,980	744	2,159,045,810	6	17,515,170
2	연봉월액	29	177,126,000	27	164,726,750	2	12,399,250
3	정근수당가산금	679	56,174,990	674	55,757,350	5	417,640
4	정근추가가산금	348	7,222,000	343	7,155,540	5	66,460
5	가족수당(배우자)	563	21,793,320	556	21,566,570	7	226,750
6	가족수당(부양자)	160	4,267,330	159	4,269,090	1	-1,760
7	가족수당(자녀)	372	11,291,330	372	11,287,090	0	4,240
8	가족수당(6세이하)	153	3,914,660	149	3,814,190	4	100,470
9	가족수당(자녀가산)	34	1,050,000	36	1,120,640	-2	-70,640
10	가족수당(자녀가산_2012이후)	8	400,000	8	417,740	0	-17,740

당월미발생 봉급/수당

	봉급/수당	전월인원	전월금액
1	Backdated Salary	2	-428,900
2	정근수당소급	1	-44,900
3	대우수당소급분	1	-545,450
4	명절휴가비차액	1	-100,080

(e.g.) Statistics



정기통계
- 현원통계
  - 계급별현원
  - 직렬별현원
  - 별정직현원
  - 교육직현원
- 임용통계
  - 신규채용, 재임용
  - 별정직 신규채용
  - 승진, 상위직급대우
  - 전보
  - 파견
  - 퇴직
  - 휴직
  - 직위해제, 전직
  - 강임, 겸임, 복직
  - 현계급별 재직기간
  - 현직급별 재직기간
  - 전보직전 직위 재직기간
  - 현계급별 승진소요연수
  - 현직급별 승진소요연수
- 징계통계
  - 징계

일반직 직급별 연가사용 현황

▪ 근무년월 : 2018.05 ▪ 부서 : ▪ 집계일시 : 2018.06.01 05:03:04

◆ 집계대상 : 근무년월 중 재직 중인 인원 대상, 근무년월 마지막일자의 연가내역

◆ 단위 : 인원수, 일수, 평균일수

직급	대상인원	전체연가부여일수	전체연가사용일수															
			합계	반일	1일	2일	3일	4일	5일	6일	7일	8일	9일	10일	11일	12일	13일
합계	497	9,716,33	462	2	42	67	89	74	67	48	20	24	11	7	1	6	
정무직	3	63	2					1			1						
고위공무원	15	327	12		1	4	1	2	2	1		1					
3급	8	176	8		2	1		5									
4급	53	1,273	56		3	5	12	13	10	7	2	2	1			1	
5급	121	2,483,32	116		14	19	25	15	20	8	4	4	3	2		2	
6급	122	2,530,04	117		8	18	22	20	15	14	3	8	3	2	1	1	
7급	83	1,414,65	75		9	9	17	12	6	8	3	6	2	2		1	
8급	34	654,03	33		3	3	4	3	7	6	3	2					
9급	18	172,29	12	2	1	2	3		3	1							
연구사	1	22	1									1					
가군	6	124	5			2	1	1			1						
나군	10	175	9		1		2	1	1	2			1	1			
다군	1	13	1			1											
9호	1	9	1					1									
가	5	103	5			1	2				1		1				
나	8	133	7			2			3		1					1	
다	2	37	2							1	1						

PART 03 Achievements and Success factors

Efficiency

- Integrated and service-oriented system with cloud-based information linked to real-time updates upon HR movement across ministries as well as shorter intervals for collecting HR data for each ministry.

- Cost reductions through the prevention of duplicate investment

Financial Effect

USD 60.13 million a year
Costs saved

=

USD 22.35 million a year
Costs saved on personnel record and archive management

+

USD 22.29 million a year
Costs saved on Payroll system operation

+

USD 15.49 million a year
Costs saved on processing of year-end earned wages and taxes

$$\text{ROI} = \frac{(\text{USD } 60.13 \text{ million} * 10 \text{ year}) - \text{USD } 35.27 \text{ million}}{\text{USD } 35.27 \text{ million}}$$

From 2002 to 2011, a total of USD 35.27 million was invested in the development and management of the e-HRMS, which helped save USD 60.13 million in costs annually. The return-on-investment over the 10-year period was therefore 1604.9 percent

Through e-Saram, payroll operations for 959 agencies were integrated into 347 agencies across 57 ministries (63.8%↓)

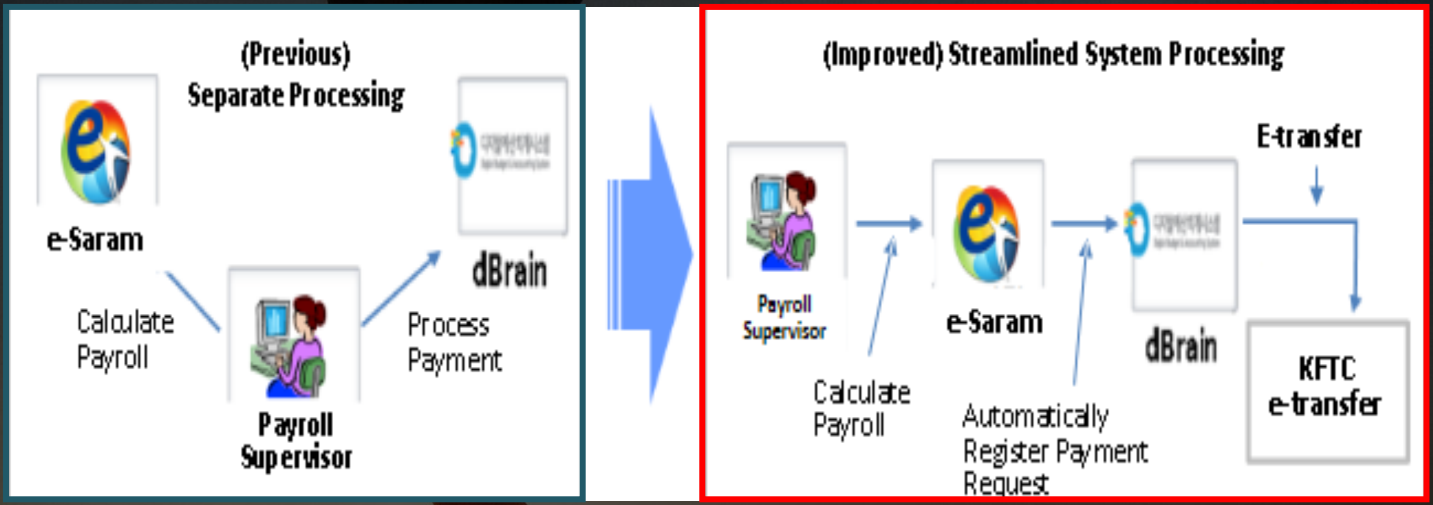
1,083 Payroll Supervisors (as of Dec. 2013)⇒ **510 (52.9%↓), redistribution and reorganisation of human resources**

Source : Ministry of Public Safety and Administration, e-HRMS, White Paper, December 2012
(1 USD=1000 KRW, editor's conversion for simplicity)

Transparency & Fairness

- Integrating Payroll Processing Agencies and Streamlining Accounting Systems

Improved System


(Previous)
Separate Processing
e-Saram
dBrain
Calculate Payroll
Payroll Supervisor
Process Payment
(Improved) Streamlined System Processing
E-transfer
Payroll Supervisor
e-Saram
dBrain
Calculate Payroll
Automatically Register Payment Request
KFTC e-transfer

- Prevention of nepotism: Personnel policy support service for sustainable management of policies and rapid decision making

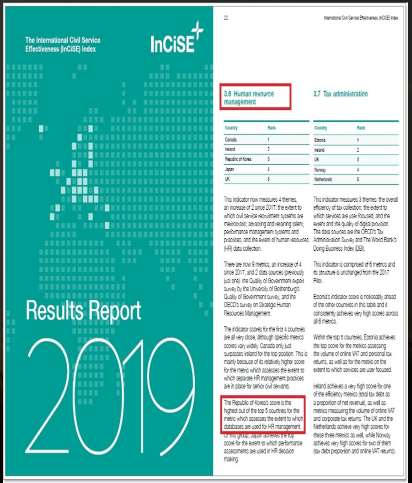
Effectiveness & Credibility

:: Strategic and Agile government based on data and evidence

- Agile and flexible personnel administrative service
  that proactively responds to changes in administrative environment
- Up-to-date maintenance and self-development incentives

:: Work from home and Flexible work system

- Easy-to-use, safe personnel service through customized services for users
  and mandatory protection of personal information



The International Civil Service Effectiveness (InCiSE) Index

InCiSE

Results Report

2019

22

International Civil Service Effectiveness (InCiSE) Index

3.6 Human resource management

Country	Rank
Canada	1
Ireland	2
Republic of Korea	3
Japan	4
UK	5

This indicator now measures 4 themes, an increase of 2 since 2017: the extent to which civil service recruitment systems are meritocratic; attracting and retaining talent; performance management systems and practices; and the extent of human resources (HR) data collection.

There are now 9 metrics, an increase of 4 since 2017, and 2 data sources (previously just one): the Quality of Government expert survey by the University of Gothenburg's Quality of Government survey; and the OECD's survey on Strategic Human Resources Management.

The indicator scores for the first 4 countries are all very close, although specific metrics scores vary widely. Canada only just surpasses Ireland for the top position. This is mainly because of its relatively higher score for the metric which assesses the extent to which separate HR management practices are in place for senior civil servants.

The Republic of Korea's score is the highest out of the top 5 countries for the metric which assesses the extent to which databases are used for HR management. Of this group, Japan achieves the top score for the extent to which performance assessments are used in HR decision making.

3.7 Tax administration

Country	Rank
Estonia	1
Ireland	2
UK	3
Norway	4
Netherlands	5

This indicator measures 3 themes: the overall efficiency of tax collection; the extent to which services are user focused; and the extent and the quality of digital provision. The data sources are the OECD's Tax Administration Survey and The World Bank's Doing Business Index (DBI).

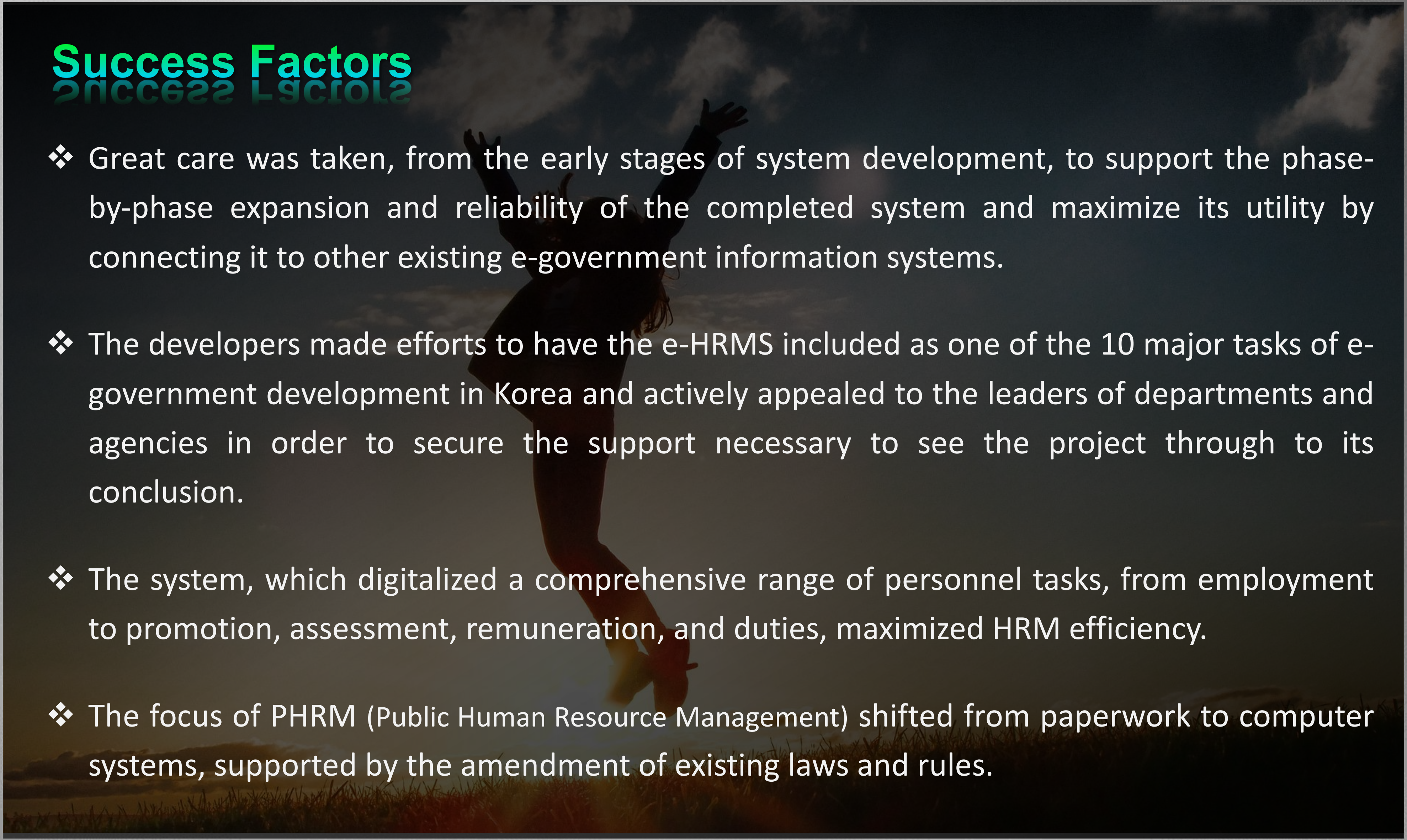
This indicator is comprised of 6 metrics and its structure is unchanged from the 2017 Pilot.

Estonia's indicator score is noticeably ahead of the other countries in this table and it consistently achieves very high scores across all 6 metrics.

Within the top 5 countries, Estonia achieves the top score for the metrics assessing the volume of online VAT and personal tax returns, as well as for the metric on the extent to which services are user focused.

Ireland achieves a very high score for one of the efficiency metrics (total tax debt as a proportion of net revenue), as well as metrics measuring the volume of online VAT and corporate tax returns. The UK and the Netherlands achieve very high scores for these three metrics as well, while Norway achieves very high scores for two of them (tax debt proportion and online VAT returns).

PART 03 Achievements and Success factors



Success Factors

- Great care was taken, from the early stages of system development, to support the phase-by-phase expansion and reliability of the completed system and maximize its utility by connecting it to other existing e-government information systems.
- The developers made efforts to have the e-HRMS included as one of the 10 major tasks of e-government development in Korea and actively appealed to the leaders of departments and agencies in order to secure the support necessary to see the project through to its conclusion.
- The system, which digitalized a comprehensive range of personnel tasks, from employment to promotion, assessment, remuneration, and duties, maximized HRM efficiency.
- The focus of PHRM (Public Human Resource Management) shifted from paperwork to computer systems, supported by the amendment of existing laws and rules.

DIGITAL
TRANSFORMATION

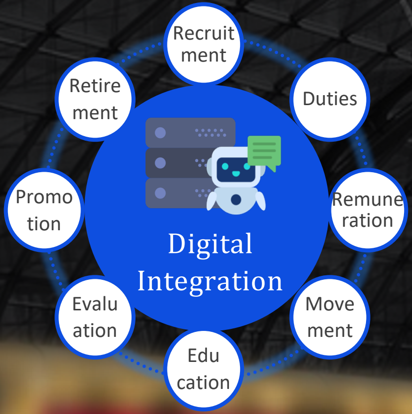
:: Digital Transformation (DX)

* Any activity that uses new ICTs (5G, IoT, A.I.) to digitalize physical entities, in which the digitalization results in innovation and the transformation of organizations.

Digital-oriented

Scientific and Fair Personnel Management

Integrated Digital HRM

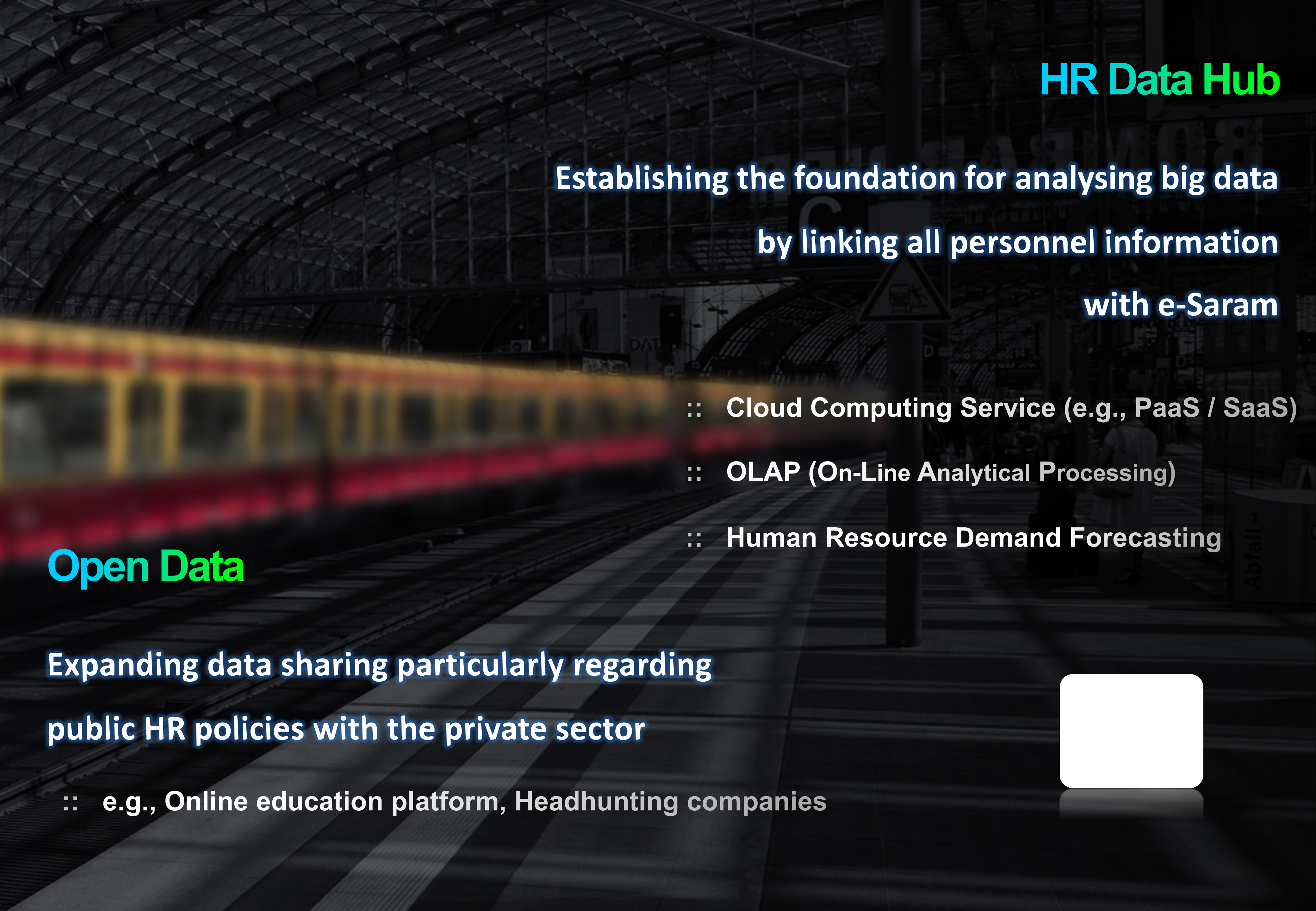

Recruit ment
Duties
Remune ration
Move ment
Edu cation
Evalu ation
Promo tion
Retire ment
Digital Integration

Digitally connecting and automating entire procedures from recruitment to retirement, will improve the efficiency as well as agility of personnel administration

- :: RPA (Robotic Process Automation)
- :: OCR (Optical Character Recognition) / E-paper
- :: Information system linkage

Continuous performance management tool

Objective and impartial performance management through real-time feedback and big-data analysis of employee performance



HR Data Hub

Establishing the foundation for analysing big data by linking all personnel information with e-Saram

- :: Cloud Computing Service (e.g., PaaS / SaaS)
- :: OLAP (On-Line Analytical Processing)
- :: Human Resource Demand Forecasting

Open Data

Expanding data sharing particularly regarding public HR policies with the private sector

- :: e.g., Online education platform, Headhunting companies

Outreach service

Customized and

Personalized Service

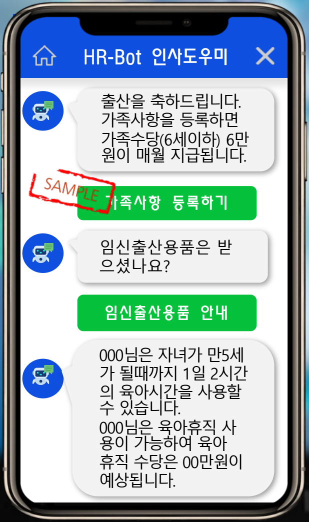
Electronic Self-service for HR

Providing each individual with the necessary information in advance and answering queries about personnel affairs through ‘chat-bots’

:: **Chat-Bot** (programmed Chat Robot)

:: **Machine Learning Model**

:: **24-hour hotline available 365 days a year**



출산을 축하드립니다. 가족사항을 등록하면 가족수당(6세이하) 6만원이 매월 지급됩니다.

임신출산용품은 받으셨나요?

000님은 자녀가 만5세가 될때까지 1일 2시간의 육아시간을 사용할 수 있습니다.
000님은 육아휴직 사용이 가능하여 육아휴직 수당은 00만원이 예상됩니다.

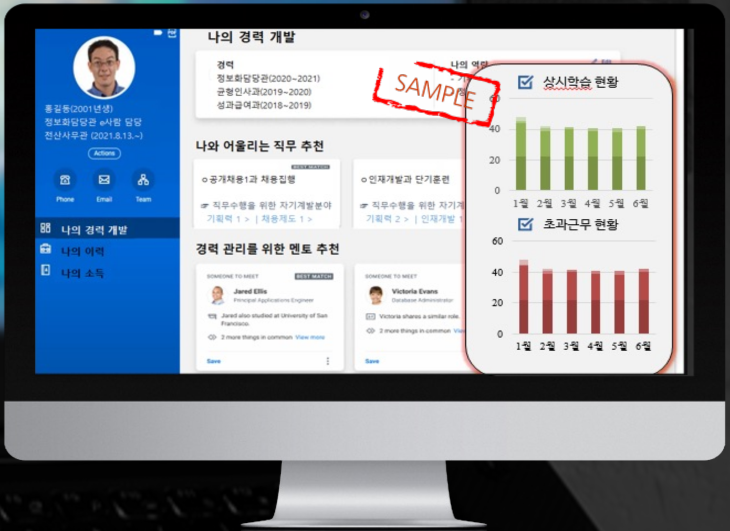
My Data

Displaying all data, including personnel records, salaries, welfare and pension, at a glance

A.I. facilitator of competency

Based on Artificial Intelligence, recommending career development planning and customized training programmes

- :: **Online Mentoring Service**
- :: **Link to HRD digital platform**
- :: **Online Job Posting System**



나의 경력 개발

경력
정보화담당관(2020~2021)
균형인사과(2019~2020)
성과급여과(2018~2019)

홍길동(2001년생)
정보화담당관 e사람 담당
전산사무관 (2021.8.13.~)

나와 어울리는 직무 추천

○공개채용1과 채용집행
☞ 직무수행을 위한 자기계발분야
기획력 1 > | 채용제도 1 >

○인재개발과 단기훈련
☞ 직무수행을 위한 자기계
기획력 2 > | 인재개발 1

경력 관리를 위한 멘토 추천

SOMEONE TO MEET
Jared Ellis
Principal Applications Engineer
Jared also studied at University of San Francisco.
2 more things in common View more

SOMEONE TO MEET
Victoria Evans
Database Administrator
Victoria shares a similar role.
2 more things in common

Actions
Phone
Email
Team
나의 경력 개발
나의 이력
나의 소득
BEST MATCH
Save
SAMPLE
나의 역량
☑ 상시학습 현황
60
40
20
0
1월
2월
3월
4월
5월
6월
☑ 초과근무 현황
60
40
20
0
1월
2월
3월
4월
5월
6월

Convenient & Flexible

User-centered

Interface and Environment

Hybrid Work Environment

Realising agile public administration

by offering anytime, anywhere access, as well as

creating a user-friendly and comfortable interface

:: Mobile Oriented Application Platform

:: Stronger Cyber Security Solution

:: Speech–To–Text Software

workday
Home
My Team
Personal Information
Expenses
SAMPLE
Org Chart
Welcome
SAMSUNG
ASUS

Modularization Design

Optimising for each agency (organisation) and country

through the use of e-Saram system modularization

for individual business process

:: OOP (Object-Oriented Programming)

Thank You