



2013

公務人力資源發展國際研討會

The 2013 International Conference on
Human Resource Development in the Public Sector

變革領導與優質培訓

Leading Change & Quality Training

會議實錄

會議時間：102年10月7日至8日（星期一、二）

會議地點：公務人力發展中心福華國際文教會館前瞻廳



柒、變革領導與優質培訓演講

Speech: Leading Change & Quality Training

柒、變革領導與優質培訓演講

一、時間：102 年 10 月 8 日（星期二）上午 12 時 15 分

二、主題：Leading Change and Quality Training: The Case of Civil Service Training in Korea

三、演講人：Keun Namkoong 韓國首爾科技大學校長

四、內容：

首先，非常榮幸來參加今天的研討會發表演說。原來，我的時間是安排在昨天，但是因為颱風的關係，從首爾到臺北的班機在禮拜天的時候取消了。因此，我是昨天才飛到臺北，沒有辦法按照預定的時程來向各位做報告。很感謝主辦單位特別安排，讓我現在有這個機會來跟各位報告。首先，我要誠摯的感謝胡考試委員以及蔡主任委員，還有其他在座的貴賓。我想跟各位介紹韓國的公務人力制度。我的報告分成四大部分，首先是介紹韓國的文官體制，然後是公務員訓練評鑑制度，不過重點大概是放在後面，因為時間可能不夠。在韓國我們大概有將近一百萬的公務員，大部份都屬於行政部門，在行政部門之下大概有 35% 的公務員是在地方政府。另外，如果是針對中央政府來講的話，有 35% 是在教育部門，包括中學、小學老師，如果是一般行政業務的公務員大概只有佔 9.7%，也就是九萬五千人左右。現在講的內容主要是針對這對類型的公務員的培訓，首先，我們中央政府公務員的學歷，有大學以上學歷者大約佔了 66% 左右。從基層公務員往上升可以到副處長、次長，另外我們還有政務官的制度。我們的公務員總共可以分成九個職等，大家可以看到從最資深、高階文官到第九級的公務員，如果到了第三、第四職等的話，大概都屬於處長級了。不過在 2006 年之後，我們開始有一個混合的制度，就是有開放制度再加上原來的職涯制。

我們的公務人員訓練體系大概是這個樣子，最下面的是訓練課程，另外還有針對高階文官所作的一些訓練。這些未來要做首長的人都必須要經過高階文官的相關訓練，想要成為高階主管的也要通過高階主管訓練計畫。除此之外，還有新領導人發展計畫，這個裡面又可以分為兩種，有一些是通過公務人員考試的人。通常他們大學畢業後，就可以考取公務員，成為新的公僕。他們從 G5 等級開始，開始接受相關訓練課程。再來還有很多其他的，譬如說最近才從 G6 或 G9 升到 G5 這個職等的也可以接受新領導發展訓練計畫，再來是 G6 到 G9 的等級也有一般的公務人員訓練。我們的公務人員訓練機構是安排在行政安全部下面，這邊有幾個重要的機構負責全國的公務人員訓練，這個就是中央公務員教育院，再來還有各個部會也有自己相關的訓練機構，還有地方行政教育院負責各個地方政府相關公務人員訓練，大概有 15 個地方政府自己成立的訓練機構。我之前說到在韓國，我們的高階文官制度是在 2006 年開始成立，目前高階文官團的人數大概是一千兩百名左右，這跟台灣的 10-13 職等的高階文官差不多。在美國、英國、加拿大、荷蘭、澳洲都有類似的高階文官團的制度，至於他們什麼時候成立這個制度、人數有多少，每個國家都不一樣。

今天我想跟大家談的是進入高階文官團的途徑。想要在韓國成為高階文官，也就是 SCS，他們必須先通過高階文官候選人培訓計畫。完成候選人培訓計畫之後，他們就可以接受職能的評估，在

評估也通過之後，就是所謂的高階文官候選人，他們可以去爭取公開職位，或是內部任用成為高階文官。所謂開放職位就是這個職位完全開放競爭，不管是政府部門、一般人民、專家都可以來競爭這個職位。再來，還有內部的開放職位，這裡是只有公務員可以申請，但不管這位公務員現在在哪個部會任職，只要處於公務員體系都可以申請這個職位，這就是兩者的差別。再來，還有內部任命，70%是在部會內部自行任用，開放的佔30%。這邊可以看到高階文官的評鑑工作，如何評量高階文官是否具有應有的職能還有高階主管的訓練計畫。理論上，高階文官候選人應該要有特殊的領導技巧才能夠升任高階文官，所以我們這個高階文官候選人培訓計畫，就是專門加強他們的領導統御能力。這邊他們所需要加強的職能都是專業職能，對於他們未來擔任公職是否成功有關鍵性的影響。那他們的核心職能是什麼呢？我們分為六大核心職能，包含：（一）認識問題的能力。資深文官應該要能認清問題、分析問題，找出問題的根源。（二）策略性思考的能力。（三）重視績效，有限的資源應該集中放在達成目標方面。（四）要能夠做到變革管理，要能夠與時俱進，要能夠適應外部環境的改變。（五）顧客至上，應該要瞭解內、外部顧客的需求，並且滿足顧客的需求。（六）正向的談判能力，必須要瞭解不同的意見，能夠解決衝突，以正面的方式解決爭議。這個就是我們為高階文官所訂定的六大核心職能，所以我們有不同的訓練計畫讓這些高階文官候選人學會這些職能，目前為止已經有2500位文官候選人完成了這些職能發展計畫。

這是我剛剛一直介紹的高階文官候選人培訓計畫，實際上課程的內容如下：首先是在網路上的學習課程，這有兩週的時間可以讓他們在家裡或是辦公室先完成。這是必需的課程，他們要在線上進行測試，通過線上的測驗後，才可以到我們的中央公務人員培訓院上課。課程的設計主要都是根據他們個人的能力設計，會有一些個案研究跟團體討論，還有一些個人的發展規劃。另外也會談到公務人員倫理的課程，上完這些訓練課程之後，他們還要進行一個職能評估，這個職能評估要考量的就是這些高階文官候選人是否具備相應的職能，這是透過觀察行為來考量。譬如說我們會給他們一個特定的問題跟情境，有一個評估的委員會來衡量他們是否已經發展出需要的職能。我們會給這些候選人有限的時間，他們要在有限的時間內針對問題提出解決方案，這些測驗並不是每個人都會通過，不通過的比例大概是20%。評估的方式有不同的方法，有一對一的角色扮演，例如一個是候選人，另一個人就是考官可能會扮演記者的角色，他們就像是記者一樣問候選人非常困難的問題。另外，也有一對二的角色扮演，一對二的角色扮演就是要看候選人是否知道怎麼樣處理不同的利益團體之間出現利益衝突的情況。在這種的情況下，主要是要測試高階文官候選人解決利益衝突的能力。我們會給他們一些參考資料，譬如說簡報、政府報告等等，他們必須要在有限的時間內找出問題是什麼、解決方案又是什麼。我們的高階文官候選人對我們的評估計畫有很高的滿意度，截至目前為止，韓國的三星、LG等企業都對我們訓練的結果有相當高的評價，在2011年的時候OECD在評估34個會員國中，韓國排名第6。再來，介紹到更高一層的是高階主管訓練計畫，就是這些人已經是高階文官團的一部分了，只是再給他們進一步的訓練，這是從1993年就開始實施的計畫，這個部分就先跳過。我們的高階主管訓練計畫SEP，從1993年開始實施，現在已經沒有講課的形式了。我們談的是訓練領導統御能力還有實地訓練、創意訓練，剛剛說到的高階文官候選人培訓計畫都是非常專精的計畫，韓國政府在這方面投入了大量的資源來培訓高階文官，包括中、高階文官，以上就是我的簡報，謝謝各位！

Leading Change & Quality Training The Case of Civil Service Training in Korea

Keun Namkoong



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**Leading Change & Quality Training
The Case of Civil Service Training in Korea**

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SEOUL NATIONAL UNIVERSITY OF SCIENCE & TECHNOLOGY

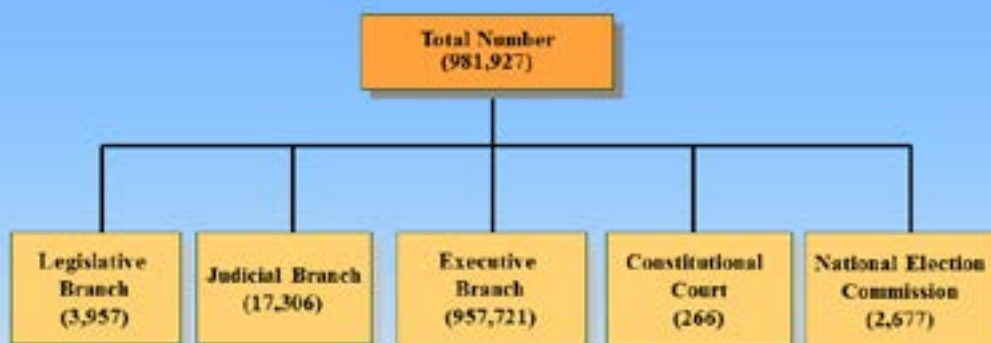


I. Overview of Korea's Civil Service System
II. Civil Service Training in General
III. Features of Senior Civil Service
VI. Senior Civil Service Assessment



I. Overview of Korea's Civil Service System

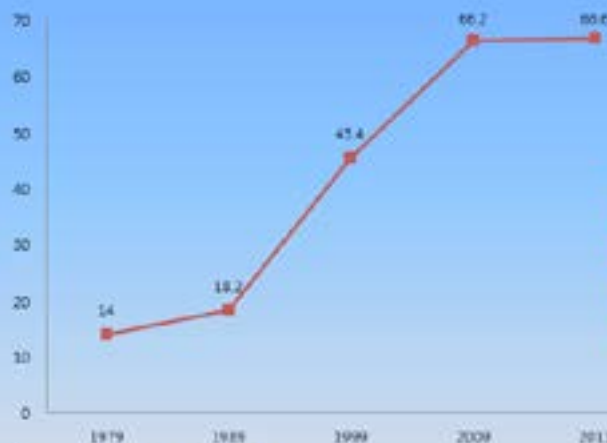
1. General Status of the Civil Service



Number of Public Officials in the Executive Branch



Academic Background of the Central Government Employees



The percentage of
public servants
holding a B.A. or
higher degree

- Academic Background
 - Two-year college or above: 80.6%
 - Ph.D. holders: 2.1%

2. Features of Korea's Civil Service System



2.1 Civil Service System



2. Features of Korea's Civil Service System



2.2 Environmental Challenges

- The 1997 Asian financial crisis affected changes in the Korean civil service system. The higher civil service positions of grade 4 and above was characterized as a closed system; noncompetitive, closed recruitment and seniority-centered promotion.
- The *open position system*(1999), a policy of opening higher posts to attract more talented people from inside and outside of the government, introduced after the 1997 Financial Crisis.
- OPS is based on the "competition" mode of bureaucratic control, for "lateral entry" into higher level positions can increase competition.
- The Senior Civil Service(2006) was institutionalized by combining the open competition system, the government-wide job posting system, and agency flexible management.
Former grades for the SCS positions (grades 1-3) were abolished.



3. Recent Personnel Policy Changes: Strengthening Openness and Competition in the Civil Service



- 1** Increased Employment of Outstanding Talent and Experts from both the private and public sectors through the Open Position System and the Job Posting System: 30% (2011)

2 Promoting Diversity

- Quota for Gender Equality
- G5 Recruitment Exam for Private Sector Experts
- 3% of positions in the public service to be held by disabled persons
- Career Intern Program for Regional Talents

3

Senior Civil Service System

- Covers all Director-General or above positions
- Abolishment of Grade-based system (1-3) for Senior Public Officials
- Appointment based on openness and competition
- Performance Agreement, Performance-related Pay



II. Civil Service Training in General

1. Government Reform of Park Geun-hye Admin

2. Civil Service Education & Training





2. Civil Service Education & Training



1. Major Objectives

- To instill public service ethics into the minds of all public officials so that they can better serve the people
- To improve public officials' skills and capabilities to allow them to perform their jobs well

2. Administering Agency

- The Ministry of Security and Public Administration (MOSPA) exercises overall planning and coordination of education and training for public officials by obtaining cooperation from each agency.



2. Civil Service Education & Training



3. Training Principles

- All career service employees must undertake grade-level basic (foundation) training programs before promotion or appointment
- All public officials are encouraged to take specialized training programs to increase their knowledge and skills, in order to carry out their functions effectively in their respective fields.
- Training is the joint responsibility of the officer and his or her supervisor (Individual Development Plan/Performance Agreement)
- Training should meet the needs of individuals and be aligned with the relevant organization's goals and objectives





2. Civil Service Education & Training



4. Development Structure of Government Workforce

Foster public service ethics and enhance the essential knowledge and competency relevant to grade and responsibilities

Grade-based
Development Structure



2. Civil Service Education & Training



5. Key Training Policy (A)

- **Senior Executive Program**
 - Senior Civil Service
(Bureau Directors in the Central Government)
- **SCS Candidate Development Program**
 - Division Directors (G3 - 4)
- **Division Director Candidate Development Program**
 - G4 Deputy (Assistant) Directors
- **Initial Entry Officials Course (G5),
Newly Promoted Managers Course (G5)**
 - Prospective G5 Officers
- **Newly Recruited Staff Program**
 - New Grade 7 Personnel



2. Civil Service Education & Training



6. Key Training Policy (B)

- **Individual Learning (Training) Hours: 80hrs or More**
 - Eligibility: G4-9 Officers
- **Work-related**
 - 40% or more of learning (training) hours
 - directly related to job functions and responsibilities
 - at institutions (Public / Private HRD Centers, Govt. Agency, Internet) designated by his or her Ministry or Agency
- **Self-Development**
 - 60% of learning (training) hours
 - Support Job Performance
 - May not be related to job functions



2. Civil Service Education & Training



7. Types of Training Programs Classified by Contents

Training Programs	Providers
○ Basic (General, Foundation, Grade-based) Courses	○ Public Service HRD Centers
○ Specialized Courses	<ul style="list-style-type: none"> ○ Internal Training (Courses) organized by his or her agency ○ Public Service HRD Centers ○ Domestic or overseas institutions commissioned by government agencies
<ul style="list-style-type: none"> ○ Other Courses <ul style="list-style-type: none"> - Civil Service Ethics Training - Training on Government Policy (National Agenda) - OJT / Orientation - Individual Learning / Research Activities 	<ul style="list-style-type: none"> ○ Internal Training ○ Public Service HRD Centers ○ Private Sector HRD Centers ○ Individual Learning



2. Civil Service Education & Training



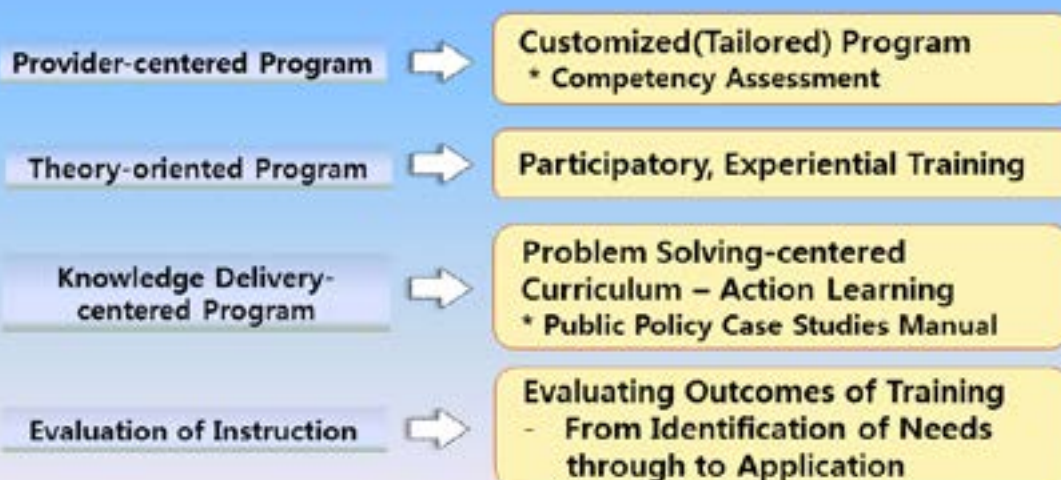
8. Civil Service Training Institutions



2. Civil Service Education & Training



9. COTI's Recent Approaches to Training



2. Civil Service Education & Training



COTI 2013 Training Objectives & Strategies

Training Objectives

Training that changes the way of thinking
Think Big, Think Fast, Think Fair

Major Training Strategies

- 1) Expanding training programs aimed at helping share and disseminate the direction of the new government's state affairs management
- 2) Fostering the competency of government officials by strengthening public service life cycle-based training
- 3) Providing full-fledged Smart Learning (SL) using new learning models
- 4) Enhancing training programs aimed at strengthening cooperation with foreign countries and the private sector



2. Civil Service Education & Training



COTI 2012 Training Programs

101 Programs, 10,962 Participants

General Training Programs	13 Programs, 3,167 participants
Specialized Training Programs	20 Programs, 1,824 Participants
20 Programs, 1,824 Participants	5 Programs, 232 Participants
InteGovernments rnational Programs for Foreign Officials	14 Programs, 299 Participants
Special Programs	2 Programs, 1,200 Participants
• National Strategy Seminar	
• Customer Service Workshop for Field Service Officers	
Informatization Programs	46 Programs, 4,240 Participants

※ On-line Programs

- General, Specialized, Global Competency : 92 Programs, 95,000 Participants
- **Informatization** : 45 Programs, 9,800 Participants



2. Civil Service Education & Training



Welcome to COTI

Key Training Program

Initial Entry Officials Program (G5)

Objective

- To nurture the core leaders of the next generation who are responsible for Korea's future

Eligibility

- New G5 civil servants who have passed the Higher Civil Service Exam

Length

- 27 weeks

Features

- To develop essential global leadership skills and policy making abilities
- To instill patriotism, a customer oriented attitude, and appropriate civil service ethics
- Internship at central / local government
- Study visits

2. Civil Service Education & Training



Welcome to COTI

Key Training Program

Senior Executive Program

Objective

- To enhance the competency of senior officials to a world-class level

Eligibility

- Bureau Directors in the Central Government (Senior Civil Service)
- Senior Managers of Public Corporation

Length

- 43 weeks

Features

- To deepen their insights into society, economy
- To improve their abilities to cope with globalization
- To develop their leadership and management skills
- To establish wisdom and integrity

2. Civil Service Education & Training



Welcome to COTI

Global Competency Development Program

To empower Korean officials with global competency to lead Korea as a global actor

Objective

- To help civil service officers to become globally competent

Programs

- Advanced Integration Program for Overseas Study (In three foreign languages: English, Chinese, and Japanese)
- International Negotiation Program
- Advanced Presentation Skills Program



2. Civil Service Education & Training



Welcome to COTI

National Agenda Forum / National Strategy Seminar

To serve as a forum for Korean officials in their pursuit of change and creativity as Korea moves towards advanced-country status

Features

- To share and spread the nation's vision, the philosophy and goals of the administration
- To provide a forum for high-ranking officials such as ministers, vice ministers, bureau and division directors to share ideas in public policy management
- To create strategies responding to critical issues facing the nation





2. Civil Service Education & Training



Welcome to COTI

Networking with the World

International Programs for Foreign Government Officials

COTI International Program Leads to Global Cooperation

Customized Program for Single Countries	→	<ul style="list-style-type: none">• Executive Development Program for Japanese Government Officials• Executive Development Program for Malaysian Government Officials• Executive Development Program for Russian Federal Senior Officials
Official Development Assistance (ODA) Program	→	<ul style="list-style-type: none">• National Development Strategy Planning Program for Ecuadorian Government Officials• International Public Sector Management Program• International Public Sector Training Development Program• Public Sector Management Program for Myanmar Government Officials• Public Sector Management Program for Haiti Government Officials• Public Sector Management Program for Paraguayan Government Officials• HRD Strategies for Capacity Building for South African Government Officials
Program in Collaboration with International Organization	→	<ul style="list-style-type: none">• HRDP for Officials of ASEAN Countries• Study Visits

III. Features of Senior Civil Service

1. Scope
2. Characteristics of Korean Senior Civil Service
3. Objectives of the SCS System
4. Size of the SCS
5. Senior Civil Service Compared
6. Key Elements of the SCS System
7. Promotion of Openness and Competition
8. Operation of the SCS
9. Road Map to the SCS

III . Features of Senior Civil Service



1. Scope

- Senior public officials such as deputy ministers and bureau directors in the central government



III . Features of Senior Civil Service



2. Features of the SCS

- Openness and Competition
- Personnel management based on job performance and strengthened accountability for senior officials
- Selection and retention of competent and qualified SCS executives through improved evaluation systems
- Development of Competencies and Comprehensive Vision





III. Features of Senior Civil Service



3. Objectives of the SCS System

Increased Government Productivity &
Improved Delivery Service to the Public



Enhanced Job Performance & Competency of Senior Officials

Distinctions

Before 2006	Areas	After 2006
• Job Security guaranteed • Seniority-oriented	Personnel Management	• Job-centered • Performance-based
Closed	Appointment	Open
Rank and Seniority-based	Compensation & Benefits	Task & Performance-related Compensation



III. Features of Senior Civil Service



4. Size of the SCS

<as of Dec. 2010>

◆ Number of SCS Officials: 1,473

SCS Positions (1,234)	Dispatched (161)	Others (78)
• General Service (809) • Extraordinary Service (153) • Contractual Service (74) • Special Service (198)	• Overseas & Special Assignments (77) • Training Courses (79)	• On leave, etc.



III . Features of Senior Civil Service



5. Senior Civil Service Compared

Category	USA	UK	Canada	Netherlands	Australia
Title	SES (Senior Executive Service)	SCS (Senior Civil Service)	Ex Group (The Executive Group)	SP5 (Senior Public Service)	SES (Senior Executive Service)
Established	1978	1996	1992	1995	1984
Size	7,800	3,800	4,300	850	1,450
Coverage	Director General & Above	Director & Above	Director & Above	Director & Above	Director & Above



III . Features of Senior Civil Service



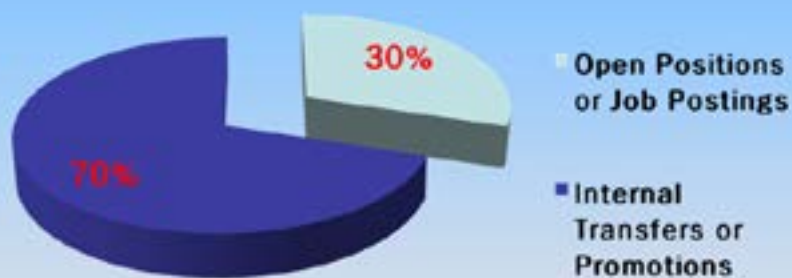
6. Key Elements of the SCS System



III . Features of Senior Civil Service

SEOULTECH
INNOVATION

7. Promotion of Openness & Competition



III . Features of Senior Civil Service

SEOULTECH
INNOVATION

8. Operation of the SCS

<as of Dec. 2010>



III . Features of Senior Civil Service



9. Road Map to the SCS



IV. Senior Civil Service Assessment

1. SCS Competencies Defined
2. SCS Competencies Development Program
3. Competency Assessment
4. Senior Executive Program

IV. Senior Civil Service Assessment



1-1. SCS Competencies Defined

SCS (and Director) candidates need special leadership skills required for successful performance in the SCS.

Competencies are the professional attributes that are crucial to successful public service. SCS competencies and Director competencies are distinctively defined in consideration of their different roles and responsibilities



IV. Senior Civil Service Assessment



1-2. Six Core Competencies

Thinking	<ul style="list-style-type: none"> - Problem Awareness - Strategic Thinking
Working	<ul style="list-style-type: none"> - Focus on Results - Change Management
Building Relationships	<ul style="list-style-type: none"> - Customer Satisfaction - Coordination / Integration



IV. Senior Civil Service Assessment



Competencies	Definitions
Problem Recognition	Defines and analyzes problems; evaluates information and identifies the causes
Strategic Thinking	Clarifies objectives and priorities; weighs opportunities and risks; adopts policy methods that best achieve the goals
Performance Focused	Concentrates limited resources on achieving desired results; uses cost-benefit thinking to set priorities
Change Management	Keeps up-to-date on the trends of the external environment; Make decisions relevant to changing conditions
Customer Satisfaction	Perceives and satisfies the needs of both internal and external customers
Constructive Negotiation	Understands differences of opinion; Resolve conflicts and disputes in a constructive manner



IV. Senior Civil Service Assessment



2-1. Competency Development Programs

The SCS offers various learning programs for candidates to master key competencies and problem-solving techniques. These programs include Competency Diagnosis, Online Learning, and Advanced Course for Competency Development.

- To date, over 2,500 candidates have finished Competencies Development programs in good standing.





IV. Senior Civil Service Assessment



2-2. SCS Candidate Development Program (SCS-CD)

❖ Aim

- To build core competencies and leadership capacities critical for success in the SCS

❖ Eligibility

- Grade 3-4 division directors in the central government who have a high potential of being admitted into the SCS



IV. Senior Civil Service Assessment



2-3. SCS Candidate Development Program (SCS-CD)

❖ SCS-CD Program Outline



❖ Curriculum based on Personalized Appraisal

- 2 Competency Development Courses
- Case Studies related to the respective core competencies
- Assignments
- Group Discussions
- Individual Development Plan
- Executive Hours (Civil Service Ethics)



IV. Senior Civil Service Assessment



3-1. Competency Assessment

Competency Assessment measures whether Senior Civil Service(SCS) (or Director) candidates possess essential leadership qualifications through observation of behaviors.

Within this Competency Assessment framework, the candidates are asked to address given problem situations, and the Assessment Board members evaluate their competencies, based on their behaviors revealed in the simulations.



IV. Senior Civil Service Assessment



3-2. Competency Assessment

Prior to initial appointments to SCS posts, SCS candidates must pass Competency Assessment to show possession of fundamental competencies.

Competency Assessment employs simulation methods where the candidates are given virtual problems to solve in limited time.

- The rejection rate, which indicates the percentage of candidates who failed Competency Assessment, amounts to about 20%.





IV. Senior Civil Service Assessment



3-3. Competency Assessment Methods

Method	Description
1:1 Role Play	<ul style="list-style-type: none">- Press Interview on current issues- How to coach subordinates- How to handle current issues, etc.
1:2 Role Play	<ul style="list-style-type: none">- How to resolve conflicts between units or stakeholders
In Basket	<ul style="list-style-type: none">- How to handle multi-tasks simultaneously within a given time
Group Discussion	<ul style="list-style-type: none">- How to coordinate issues involving several units or stakeholders



IV. Senior Civil Service Assessment



3-4. Applicants' Feedback on Competency Assessment

- Very Fair: 86.3%
- Very Reasonable: 88.4%
- Very Objective: 78.4%
- * Percentage Who Fail to Pass: 16%



IV. Senior Civil Service Assessment



3-5. Competency Assessment Achievements

- Competency Assessment efforts and achievements received highly from inside and outside the country.
- Korea's leading companies such as Samsung, LG, SK, and public corporations benchmarked the SCS against their own executive HR management strategies.
- A number of foreign governments have consulted MOSPA to share its know-how on executive management.
- In 2011, OECD estimates that among its 34 member countries Korea is ranked sixth for its well-established HR institutions for senior executives.



IV. Senior Civil Service Assessment



4-1. Senior Executive Program : SCS Member Training

The Senior Executive Program (SEP) is a long-term program((43 weeks) that has been conducted for bureau director-level officials since 1993.

This program aims to instill senior officials with both a broad range of perspectives on state policies and strategic thinking for state affairs management. It also seeks to enhance participants' abilities to resolve pending issues.

The program's training sessions are conducted in a participatory way using a combination of lectures, sub-group discussions, individual presentations, and research activities covering policy cases and key issues.





IV. Senior Civil Service Assessment



4-2. Senior Executive Program : Trends by Administration

Year	1993-1997 (Kim Young-sam Administration)	1997-2002 (Kim Dae-jung Administration)	2003-2007 (Roh Moo-hyun Administration)	2008-2012 (Lee Myung-bak Administration)
Primary Training Methods	<ul style="list-style-type: none">• Lectures• Participatory Training• Research Activities; Discussions; Presentations on Pending Issues and Policy Cases	<ul style="list-style-type: none">• Lectures• Participatory Training• Case Studies; Presentations; Field Study	<ul style="list-style-type: none">• Lectures• Participatory Training• Foreign Languages; IT-based Training	<ul style="list-style-type: none">• Leadership Building• Field-oriented Training• Creative, Practical Training



IV. Senior Civil Service Assessment



4-3. Contents of Senior Executive Program

The SEP is COTI's the most representative program along with the New Leader Development Program.

The primary objective of the SEP is to foster key policy leaders who will stand at the forefront of realizing the national vision.

This is done by helping participants understand major state policy tasks, gain state affairs management skills and work competency, and strengthen their global competency.

Participants also engage in extra-curricular activities, such as playing music instruments, writing calligraphy, and playing sports, to gain skills in new areas and enjoy themselves during the program.





