

NRC STORY BOOK



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National Research Council for Economics,
Humanities and Social Sciences

The National Research Council for
Economics, Humanities,
and Social Sciences, a leading hub for
national policy research shaping Korea's future,
is committed to advancing
the country's policy research and
knowledge industry while
illuminating Korea's path forward.

National Policy Research Hub

Part **1**

The National Research Council for Economics, Humanities, and Social Sciences aims to serve as a center for research, exchange, and cooperation to devise long-term policies and pathways to sustainable development, thereby fulfilling its role as a leading hub for national policy research guiding the future of Korea



Turning crises into opportunities,

Leading a hopeful future.

National Research Council for Economics, Humanities and
Social Sciences has turned the country's past crises into
opportunities and provided a vision forward.
As the soft power engine of Korea, advancing global development.
We will share the innovative strategies and achievements of the NRC.

NRC Vision and Innovation Strategy

Mission

To support research projects and policies in economics, humanities, and social sciences, contributing to the development of the knowledge industry

(NRC Articles of Incorporation Article 2 :(Purpose))

Vision

To be the hub of national policy research leading Korea's future

Core Values

Trust

To support national policy research worthy of public trust

Creativity

To create a dynamic research environment that fosters innovation

Expertise

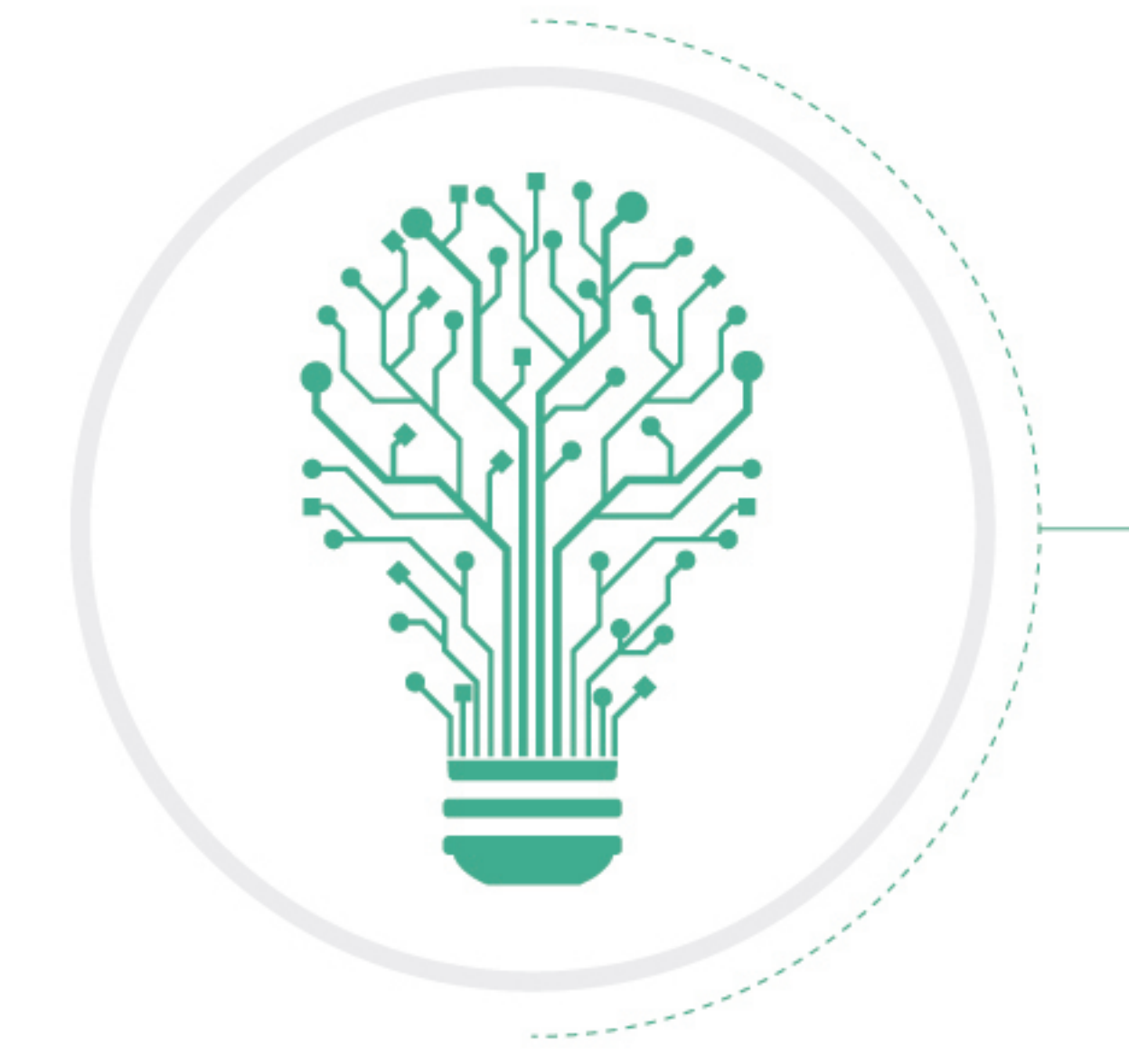
To enhance competitiveness and problem-solving abilities by strengthening expertise

Mid- to Long-term Goals and Strategies of the NRC



Building a trusted national policy research system

- Improving the status of research institute as a national think tank
 - Improve relevant laws and regulations to establish and systemize the national policy research system
 - Provide systemic support for greater creativity and better research
- Expanding social acceptance of policy research
 - Establish a performance evaluation system reflecting different characteristics of research institutes
 - Disseminate research outcome in a user-tailored way



Creating a research environment based on creativity and challenge

- Supporting research and administration for sustainable development of research institutes
 - Expanding Support for Education and Training to Enhance the Capabilities of Research Institute Members
 - Create a Research-Immersive Environment to Enhance Competitiveness
- Improving the research environment through digital transformation
 - Build and operate digital innovation platform based on AI and big data
 - Create a safe and efficient research environment based on digital technology



Strengthening the research support system to solve difficult national problems

- Supporting convergence research to respond to complex crisis
 - Build and operate open platform for policy research
 - Facilitate research support to address low birth rate and ageing society
- Supporting mid- to long-term and global issue responses and facilitating research
 - Improve the supporting system for mid- to long-term research
 - Build a basis for joint research to respond to global issues



Making organizational culture rational through innovation and communication

- Developing capabilities tailored to organizational identity
 - Defining desired qualities of employees who lead the innovation of the NRC
 - Establish a Career Development System to Enhance Expertise
- Creating a fair and happy workplace
 - Establish a job-based organization and performance management system
 - Spread an organizational culture of communication and cooperation

Introduction of National Research Council for Economics, Humanities and Social Sciences

Mission

National Research Council for Economics, Humanities and Social Sciences is a public institute established under the Prime Minister pursuant to the 「Act on the Establishment, Operation and Fostering of Government-Funded Research Institutes」, and aims to contribute to the knowledge industry and support research policies of the nation by supporting, fostering and systematically managing National Policy Research Institutes in the field of economics, humanities and social sciences research.

Key functions

National Research Council for Economics, Humanities and Social Sciences aims to construct a rational national research framework and achieve development and rationalization of management for National Policy Research Institutes, and is fostering and providing support so that National Policy Research Institutes can lead national policies in the field of economics, humanities and social sciences and secure the stature as the think tank of Korea that proactively shapes the future of the nation.

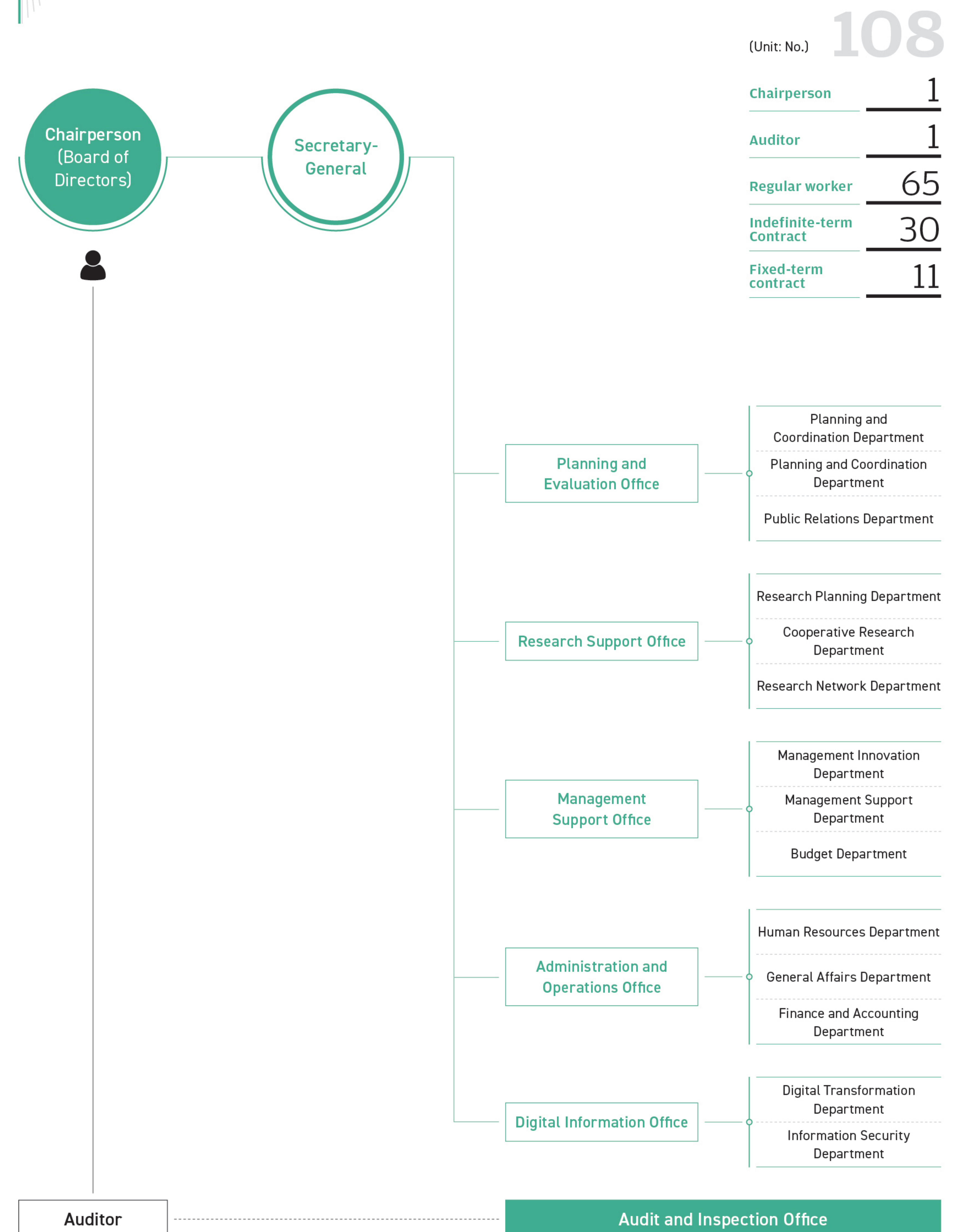
Governance

After the 1997 financial crisis, the government enacted the "Act on the Establishment, Operation, and Fostering of Government-Funded Research Institutes" in 1999 to promote public sector reform, introducing the research council system. This system aimed to enhance the autonomy and accountability of government-funded research institutes while ensuring their independence by placing them under the Prime Minister's office. The focus of this system was to promote innovation within the national research framework and to establish a competitive research environment by eliminating the subordinate relationship with government ministries.

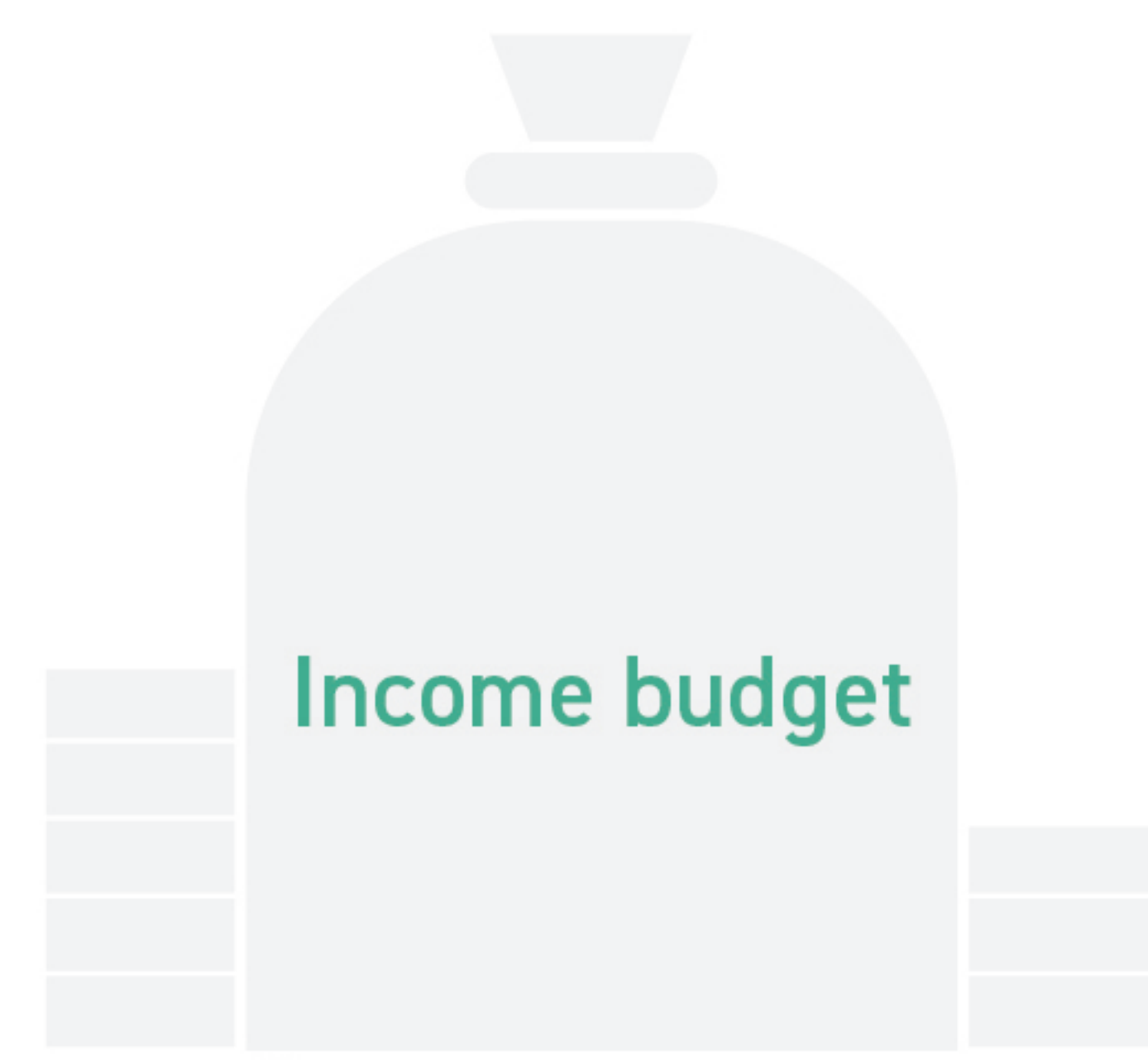
History

<p>1999. 1. 29. 「Act on the Establishment, Operation and Fostering of Government-Funded Research Institutes」, & proclamation of the enforcement of the same act</p>	<p>1999. 3. 15. Establishment of the Korea Council of Economics and Social Research Institutes and the Korea Research Council for Humanities and Social Sciences</p>
<p>2005. 6. 30. Proclamation of the 「Partial Amendment on the Act on the Establishment, Operation and Fostering of Government-Funded Research Institutes」</p>	<p>2005. 7. 1. Establishment of the National Research Council for Economics, Humanities and Social Sciences, and inauguration of Mr. Choi Song-hwa as the founding Chairperson</p>
<p>2014. 12. 26. Transfer to the Sejong National Research Complex</p>	<p>2024. 3. 4. Inauguration of Mr. Shin Dong-cheon as the 9th Chairperson</p>

Organizational Chart and Personnel

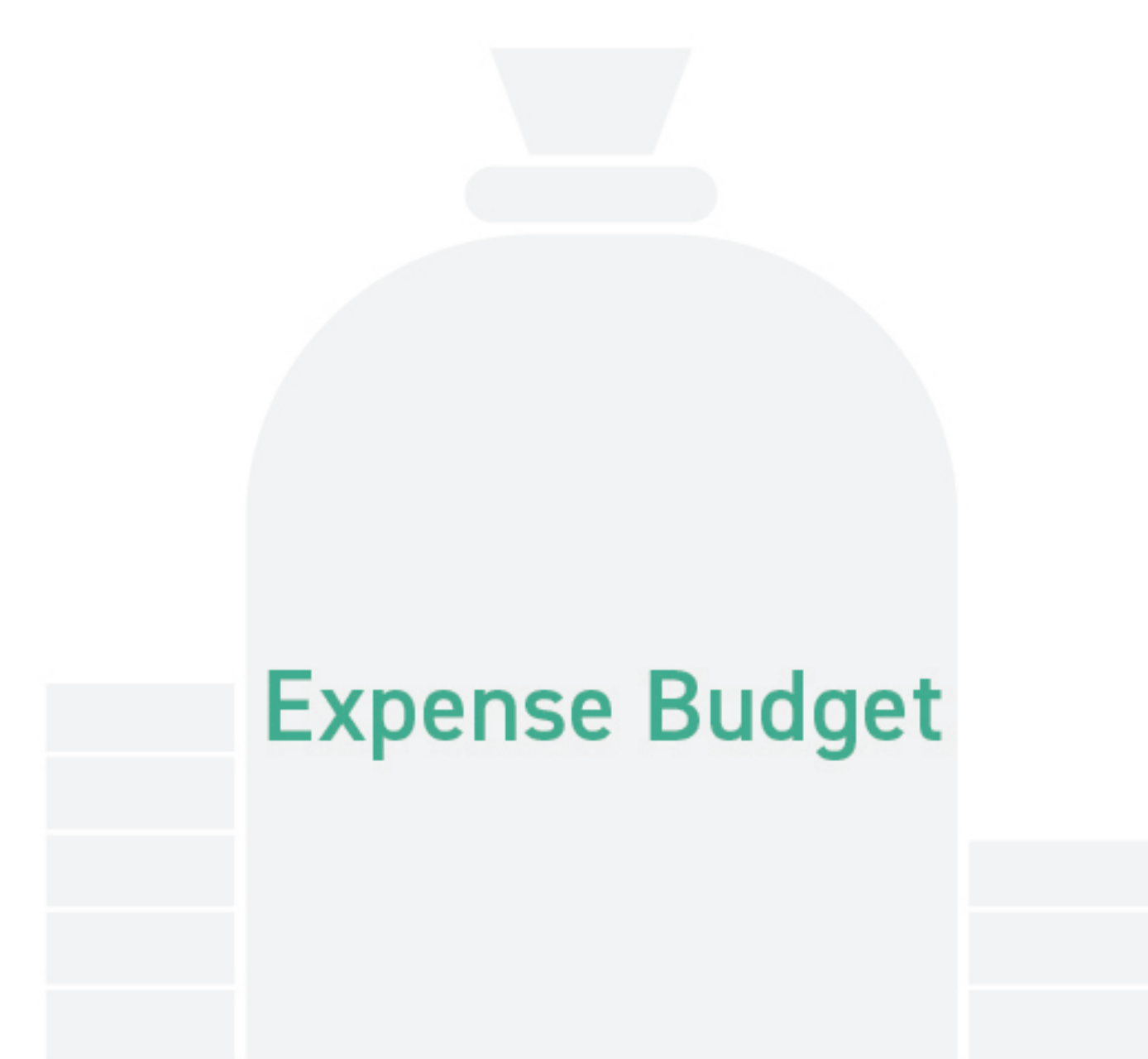


Budget



(Unit: KRW 1,000)

Category	2023 Budget (A)	2024 Budget (B)	Increase△Decrease	
			[B-A]	%
Total	39,497,000	19,099,000	△20,398,000	△51.6
I. Government Funding	39,291,000	18,777,000	△20,514,000	△52.2
II. Income	206,000	322,000	116,000	56.3



(Unit: KRW 1,000)

Category	2023 Budget (A)	2024 Budget (B)	Increase△Decrease	
			[B-A]	%
Total	39,497,000	19,099,000	△20,398,000	△51.6
1. Personnel Expense	7,503,000	7,613,000	110,000	1.5
2. R&D Expense	29,232,000	9,421,000	△19,811,000	67.8
3. Current Operating Expense	2,762,000	2,065,000	△697,000	△25.2

Key organizations

Board of Directors

As the highest decision-making organization of the NRC and National Policy Research Institutes, the Board of Directors deliberates and decides key matters, including approval and settlements for budget, and project plans and appointment and dismissal of Research Institute Presidents as well as auditors. The Board of Directors consists of 17 members, including the Chairperson. Ex officio members of the Board of Directors are vice minister-level figures of the government pursuant to the legislation, and Appointed Members of the Board of Directors are appointed by the Prime Minister following the recommendations from the industries, academia and research circles by the decision of the Board of Directors.

Board of Directors	Regular Sessions (3 times/year, Mar., May, and Dec.)	Ad hoc Sessions (As needed)
	<ul style="list-style-type: none"> Account Settlements from the previous year, and changes to the current year project plans and budgets Request for project plans and budgets of the following year Deliberation and decision-making for project plans and budget (plan) 	<ul style="list-style-type: none"> Recommending members of the Board of Directors and auditors for the NRC Appointment and dismissal of national policy research institutes' Presidents Approval of management goals of the Presidents for national policy research institutes Evaluation of national policy research institutes Deliberation and decision-making of the revision of the articles of Incorporation for the NRC and national policy research institutes

Planning and Evaluation Committee

As the review and advisory organization that evaluates national policy research institutes and long-term development direction in the field of economics, humanities and social sciences, the Planning and Evaluation Committee consists of 45 people or less, including the Committee Chair. The Chairperson of the NRC appoints Committee members among the people with rich knowledge and experience in the field of economics, humanities, and social sciences working in the industries, academia, and research fields by gaining the consensus of the Board of Directors.

Planning and Evaluation Committee	General Coordination Committee	Planning Subcommittee	Assessment Subcommittee
		<ul style="list-style-type: none"> Planning research in the field of economics, humanities and social sciences Long-term development direction in such fields Adjusting and improving functions among national policy research institutes (including revision of articles of incorporation) Cooperative research project planned by the NRC Planning international cooperation and setting long-term development direction for the NRC and national policy research institutes Promoting joint research with overseas organizations to solve national issues 	<ul style="list-style-type: none"> Evaluation of national policy research institutes Approval of management goals of the heads of institutes
	Project Planning and Budget Expert Committee	<ul style="list-style-type: none"> Economics, Science and Land, Environment Subcommittee Society, Human Resources Subcommittee Public Policy Subcommittee 	<ul style="list-style-type: none"> Project plans and budget for national policy research institutes Plans and budget for joint research projects of the NRC and national policy research institutes

Management Council

Management Council advises and supports major policy decisions of the NRC, major current issues of national policy research institutes, matters that should be consulted in common among national policy research institutes, and the matters referred to the Chairperson for advice and support. The Management Council consists of 41 members, including (1) chairperson, (16) directors, and (24) Presidents of national policy research institutes, and the NRC Chairperson presides the meeting as the chair of the council.

Management Council (Twice a year, once each in the 1 st half and the 2 nd half)
<ul style="list-style-type: none"> Advising key policy decisions of the NRC Major current issues of national policy research institutes and matters to be consulted in common among national policy research institutes Advising and supporting other matters referred to Chairperson requiring advice and support

Strategy

Part

2

National Research Council for Economics,
Humanities and Social Sciences will
prepare innovative strategies to
build a progressive research environment with expertise,
and lead the future of Korea as a hub for
national policy research trusted by
the public alongside national policy research institutes.



Planning development directions and adjusting and improving national policy research institutes

The National Research Council for Economics, Humanities and Social Sciences assessed national policy research system and created an innovation strategy to enable the NRC and national policy research institutes to advance to a "hub for national policy research to lead the future of Korea." To this end, the NRC supports the revision of laws and regulations, and is in the process of adjusting functions and amending its articles of incorporation to ensure that national policy research institutes can stably operate and fulfill their mission,

1. Improving relevant laws and regulations to establish and systemize national policy research system
2. Providing systematic support to increase research excellence and creativity



1 Improving relevant laws and regulations to establish and systemize national policy research system

Setting the development direction of the national policy research system

Recognizing that the meaning of "national research system" specified under the Act of the Act on the Establishment, Operation and Fostering of Government-funded Research Institutes needs to be concretized, the NRC assessed three national research systems and came up with National Research System Development Strategy (2023) to identify mid- to long-term strategy and tasks. The NRC and national policy research institutes re-established its identity as a public research system supporting national strategy based on publicness, accountability, autonomy, independence, strategicness, and timeliness. Also, the NRC created an Innovation Strategy for the next three years including the strategy and action plan to serve as a hub for national policy research to lead the future of Korea.

Improving laws and regulations of the NRC and national policy research institutes

The NRC will review all matters needed to enact "the Framework Act on National Policy Research (tentative name)" and consider enactment and revision of laws and regulations, including the Act on the Management of Public Institutions, Act on the Establishment, Operation and Fostering of Government-funded Research Institutes, etc to enact a common mission for national policy research institutes. At the same time, the NRC will make efforts to closely examine the current situation and strengthen its hub function of policy research by conducting a perception survey on the National Policy Research System.

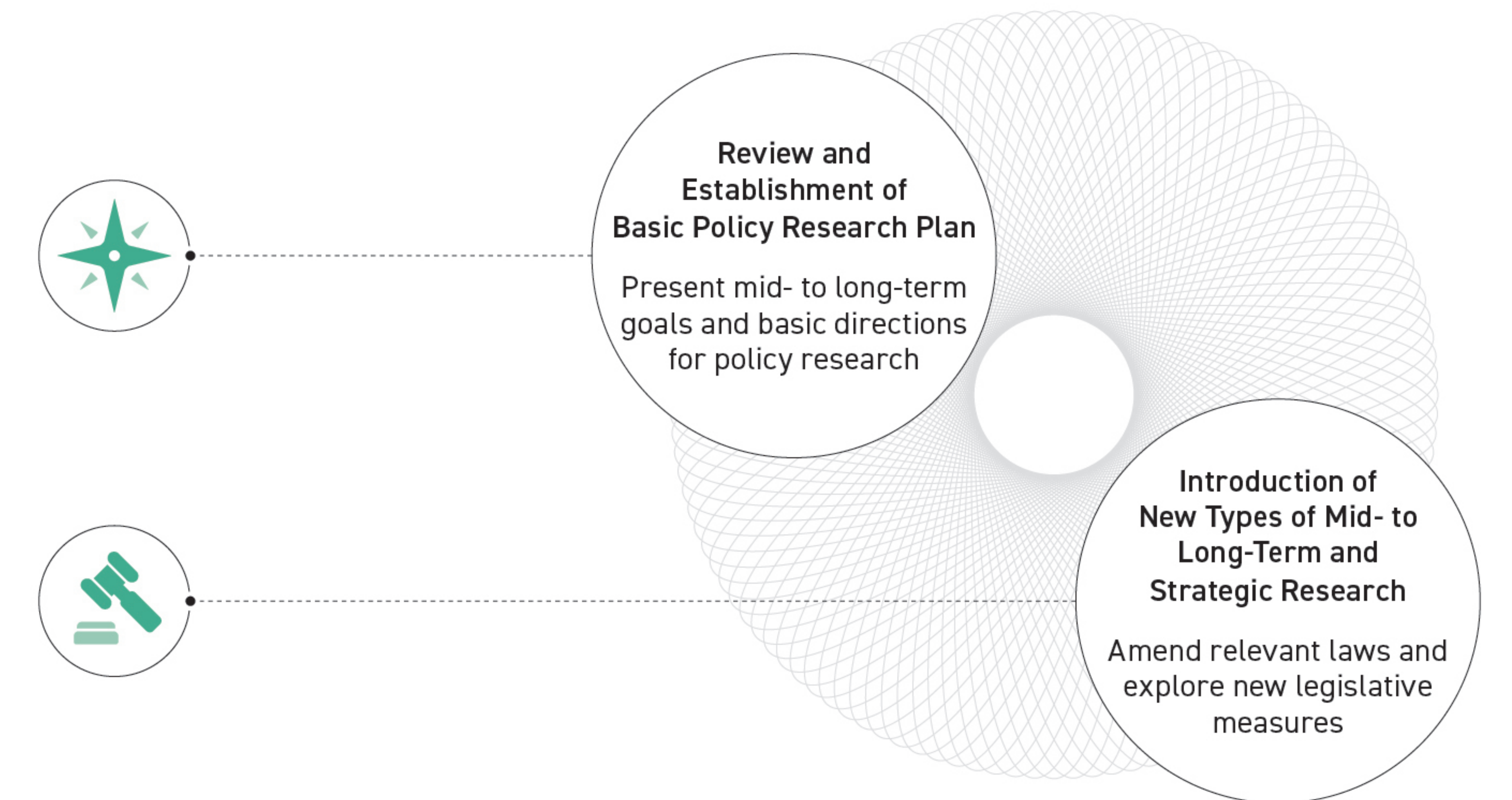
Adjusting functions and improving articles of incorporation of national policy research institutes

The NRC supports national policy research institutes to perform management activities smoothly and stably by revising their articles of incorporation, the highest internal regulations which define critical matters related to the management of national policy research institutes. Moreover, it conducts surveys entire national policy research institutes on the needs for revising articles of incorporation every half year to reflect rapidly changing internal and external environment and to enable them to fulfill their mission as national policy research institutes. Based on this survey outcome, it revises the articles of incorporation and adjusts functions through the review and coordination of the NRC secretariat.

2 Providing systematic support to increase research excellence and creativity

Setting mid- and long-term policy research strategy

The NRC continues the review for establishing the Framework Plan for Policy Research (tentative name) that presents the mid- to long-term goals and basic direction for policy research to conduct strategic and leading research. Also, it seeks out various ways, including enactment of new laws and amendment of relevant laws, such as adding Mid- to Long-term Strategic Research Type (tentative name).



Improving policy research system based on autonomy and creativity

The NRC establishes a management system considering the characteristics of national policy research institutes to allow progressive policy research based on autonomy and creativity. With the recent de-designation of government-funded science and technology research institutes from public institutions, we will comprehensively review the de-designation of the National Research Council for Economics, Humanities and Social Sciences and national policy research institutes from public institutions. Moreover, we will continue our efforts for systematic improvement to restructure the research system that can create autonomous financial resource system, such as designated trust system, to enable national policy research institutes to conduct research stably.



Evaluating management performance and research achievements of national policy research institutes

The National Research Council for Economics, Humanities and Social Sciences increased autonomy and responsibility of national policy research institutes by introducing "mission-oriented" performance evaluation, and supports national policy research institutes to conduct substantial policy research through strategic operation in accordance with management goals. Also, based on previous assessment outcome, the NRC induces national policy research institutes to come up with adventurous and progressive research plans and goals.

1. Establishing performance evaluation that reflects the characteristics of each national policy research institute



1 Establishing performance evaluation that reflects the characteristics of each national policy research institute

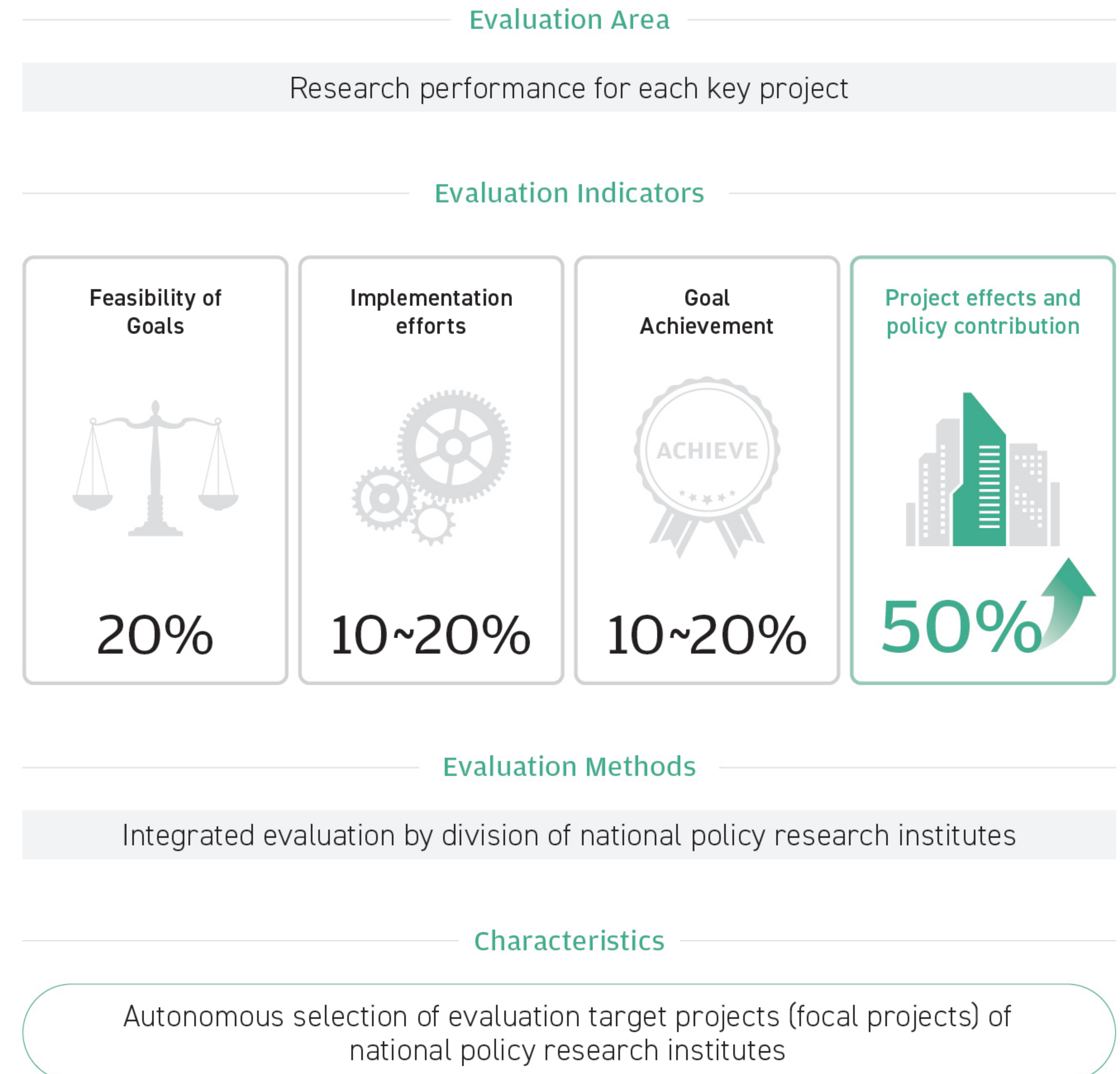
Transitioning to "mission-oriented" performance evaluation to improve autonomy and strategicness

The NRC has shifted its evaluation system for research area of national policy research institutes from the previous common standard evaluation to mission-oriented evaluation in 2023 in accordance with the government policy environmental changes, such as performance-centric administration of state affairs emphasis on performance-oriented evaluation in the public sector. In the previous evaluation system, it was difficult to evaluate key research performance suitable to the mission and characteristics of national research institutes in detail. That's why the NRC introduced an evaluation system focusing on the strategically and actively generated research outcome in line with government goals and current policy issues in the relevant fields.

With this

- 1 The NRC improved autonomy and responsibility by inducing research institutes to select evaluation target projects (focal projects) autonomously based on the management goals of the heads of institutes and strategically operate the research institutes based on the management goals.
- 2 The NRC puts emphasis on increasing timeliness and impact of policy research outcomes by conducting strategic research performance evaluation focusing on national agenda, as well as key national and social issues in the relevant fields by reflecting the nature of research institutes.
- 3 Additionally, the NRC identified practical evaluation opinion by thoroughly examining project-level research planning, execution, outcome, impact and contribution to policy making through evaluation by project, which practically generates impact and contribute to policy making.

Overview of Mission-oriented Evaluation



Drive challenging goal setting with expert review of management goal action plan

Based on the result of 2023 Evaluation on National Policy Research Institute, the NRC identified that it is required to change the tendency of setting ordinary and conservative goals in the Action Plans for Management Goals, which present evaluation target projects and goals in the beginning of a year before main evaluation. In this regard, the NRC would like to introduce a process where experts review the action plans for management goals of the heads of institutes to the 2024 evaluation. Also, it intends to encourage them to set challenging research plans and goals, preventing them from setting conservative and ordinary research goals through objective and professional review.

Providing support to enhance research performance and dissemination of national policy research institutes' research achievements

The National Research Council for Economics, Humanities and Social Sciences would like to become an "integrated performance dissemination platform" that disseminates the excellent policy research outcomes of the NRC and national policy research institutes. Moving away from one-way promotion, the NRC is employing a systematic and concrete strategy to expand performance by actively communicating with users and strengthening information access and usability through the creation of customized content.

1. User-tailored dissemination of research outcomes
2. Improving the status and disseminating outcome of national policy research institutes by expanding social value



1 User-tailored dissemination of research outcomes

Establishing a roadmap to disseminate outcomes

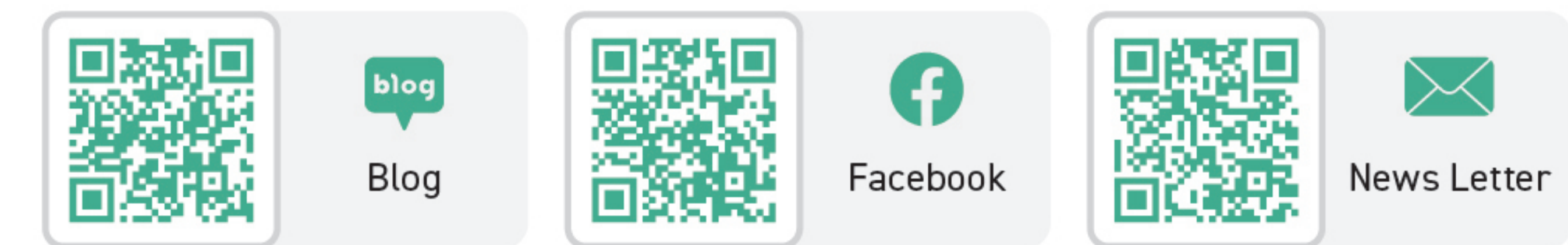
The NRC would like to serve as an integrated platform to disseminate performance in accordance with government policy tasks, such as "building a digital platform government," and "providing high-quality service by innovating public organizations." Moving away from conventional promotion, such as delivering one-way information on project performance or tasks, we would like to change ourselves by actively communicating with users, creating a common understanding, and adapting to rapidly-changing latest promotion trends in a timely manner. In line with this, we will come up with concrete and systemic strategy with a research outcome dissemination roadmap to provide high-quality service by improving information accessibility and communicating with citizens in real time through webpage and various other channels.

Building a management system to disseminate tailor-made outcomes

The NRC is trying to disseminate tailor-made outcomes optimized for each target and channel by integrating research outcomes of national policy research institutes, such as digital content, brief, etc., and NRC's publications, such as cooperative research reports, periodic publications, etc. With this, it would like to maximize the impact of research, helping various users easily accessing to research outcomes. Also, it makes the policy research outcomes available to the policy authorities, media, industry, academia, research institutes and general public. In addition, we are enhancing our function as a mechanism for disseminating policy agendas and increasing the impact of policy research.

We will encourage regular update of outcomes by releasing qualitative data, such as satisfaction survey and performance presentation session, as well as quantitative data, such as the number of periodic publications and the number of created content. As a supporter for the dissemination of research outcome of national policy research institutes, the NRC will measure and analyze its effectiveness. Also, we will monitor media coverage for effective dissemination of research outcome. Based on the monitoring result, we will strive to draw public attention to research outcomes and reflect them to policies by identifying insights of policy research.

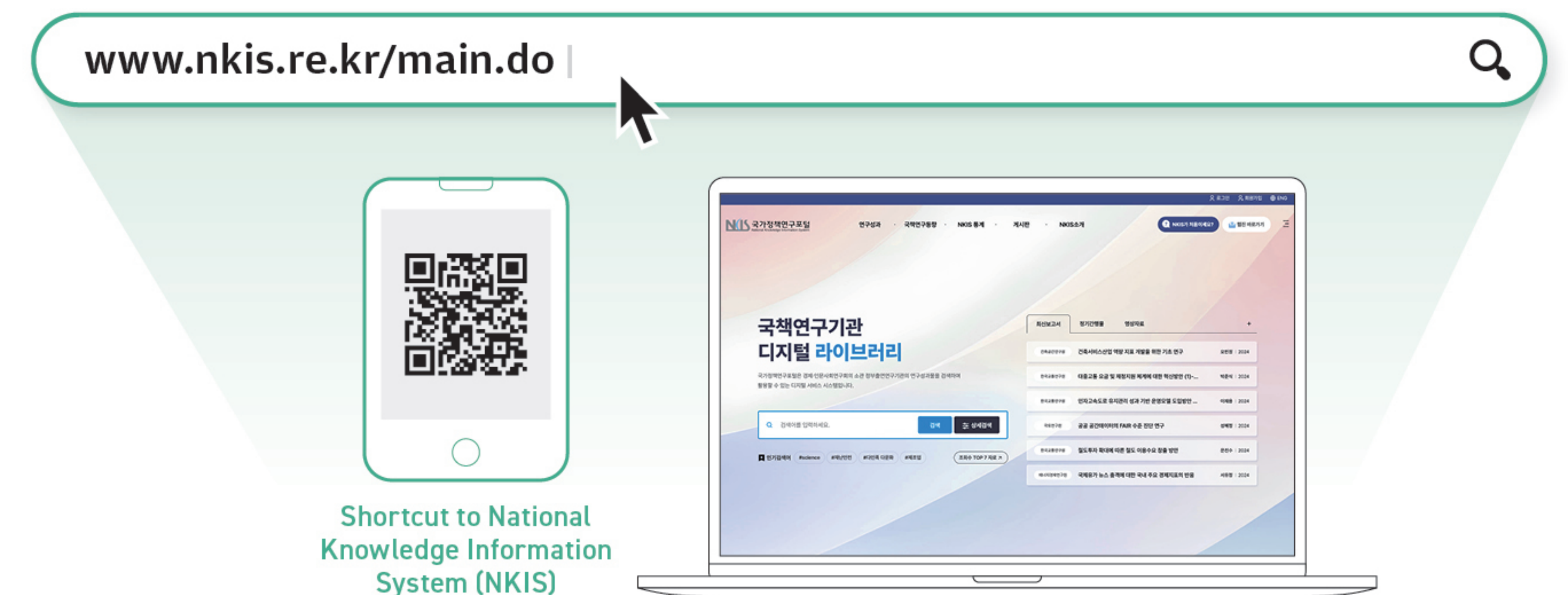
Custom Contents Creation

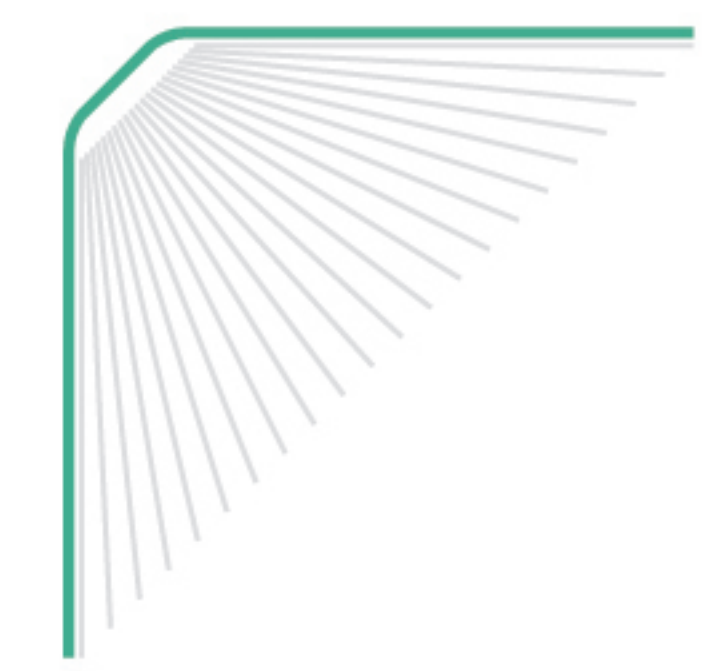


Providing a public service to disseminate policy research outcomes through National Knowledge Information System (NKIS)

The National Knowledge Information System (NKIS) of the NRC is a system that provides public service by uploading research reports, periodic publications, various policy data, etc. of the NRC and national policy research institutes. By developing user-tailored service, the NRC promotes policy research outcome in line with public's expectation.

National Knowledge Information System (NKIS)





2 Improving the status and disseminating outcome of national policy research institutes by expanding social value

Improving the status and disseminating outcome of national policy research institutes

As a hub for national policy research leading the future of Korea, the NRC raised the status of research institute by disseminating social value and research outcomes that meet the expectations of Korean citizens, while practicing social contribution for the local community. The NRC created career and job experience program for middle and high school students in Sejong City, improving the level of education at the local communities, contributing to future human resource development, and providing sustainable momentum for the local communities. We will continue to enhance public understanding of research achievements, maximize social value, and strengthen the public face of national policy research institutes.

Career and Job Experience Program at the Sejong National Research Complex

This program is designed to allow middle and high school students in Sejong City to visit and experience various research areas. Students will have an opportunity to understand the roles and responsibilities of researchers, increase their interest in research institutes, design career and find aptitudes.

Career and Job Special Lecture Delivery Program of National Policy Research Institutes

Researchers at national policy research institutes visited middle and high schools in Sejong City to explain the meaning and experience of being policy researchers. Researchers visit schools and students who cannot visit research institutes to increase interest in policy research and provide practical help in future career searching.

Supporting Convergence Policy Research to Respond to Complex Crises

The NRC is contemplating strategies for long-term national interests amid rapidly changing times. To address diverse and complex policy environments and national challenges such as aging and low birth rates, the NRC is establishing and operating an open and integrated policy research platform. This platform aims to support comprehensive and flexible research execution and to identify and propose mid- to long-term policy alternatives.

1. Establishing and operating an open policy research platform
2. Facilitating research support to address problems, such as low birth rates and ageing population



1 Establishing and operating an open policy research platform

Facilitating policy research ecosystem by building open innovation-based research network

To support national policies, the NRC has established an "Policy Research Platform" for collaborative research centering on national policy research institutes based on the demand for convergent cooperative research. Also, we provide flexible policy research support, such as identifying research agendas and planning mega-projects.

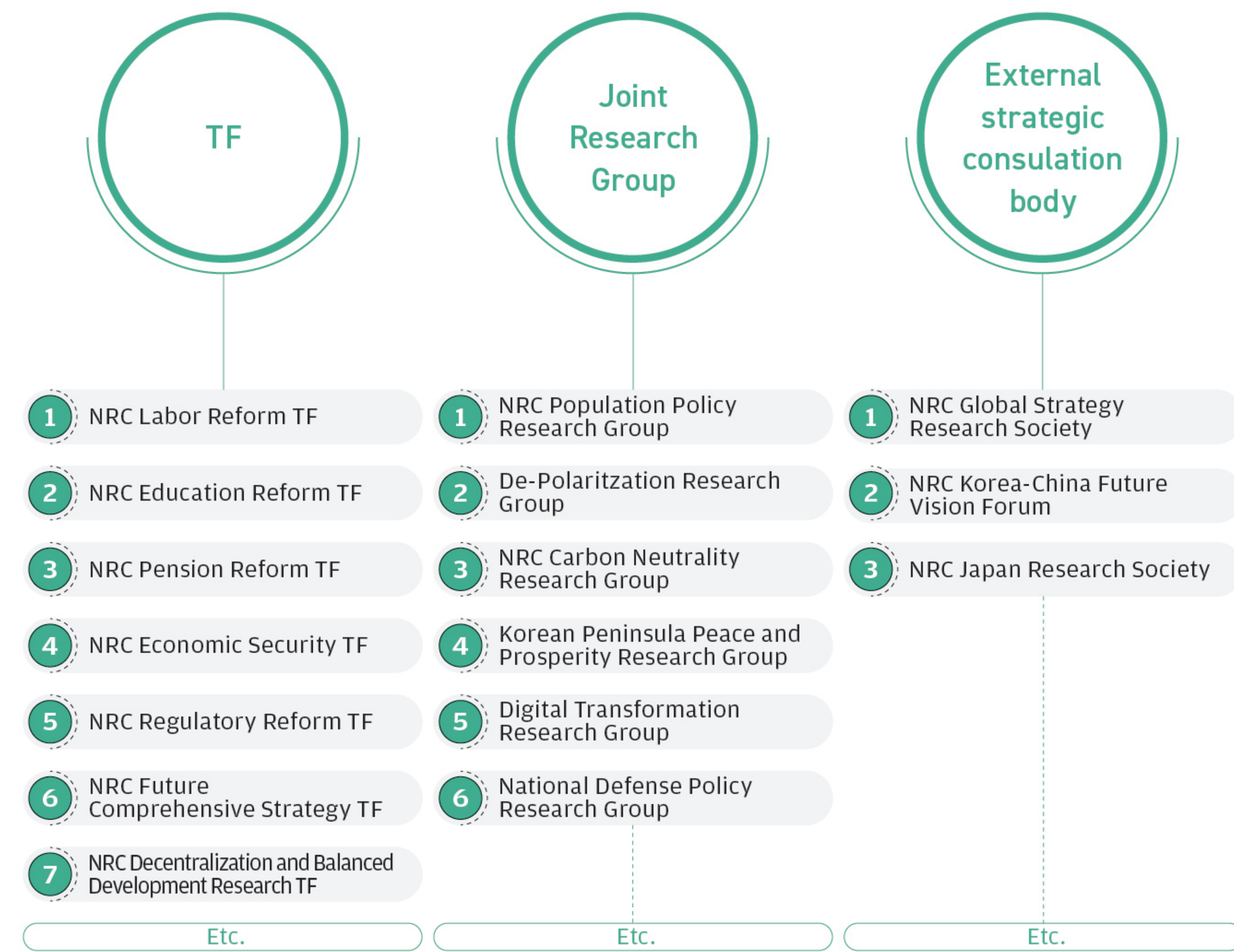
Building and operating flexible policy research platform that encompass private, public, industry, academia and research institutes

For objective and accurate diagnosis and response to policy environment and greater acceptance of policy alternative, the NRC established an "Open Policy Research Platform" that enables joint research and open research. Considering domestic and international key policy issues and customized timeline for research, we operate Task Forces, research groups and Foreign Policy Strategy Groups, separately.

Operation Process of the Open Policy Research Platform

STEP 1	STEP 2	STEP 3	STEP 4	
Policy Demand • Current policy issues (demand) • New topics • Future prediction, etc.	Operation of Open Policy Research Platform • TF • Research groups • Foreign Policy Strategy Groups	Research Plan • Seminars, for a, etc.	Research Execution • Executing joint research • Executing emergency research	Dissemination of Outcomes • Achievement Report to the Public • Promotion on social media • Issue brief • Contribution to media, etc.

Types of Open Policy Research Platform



Supporting policy research by utilizing Open Research Platform

The NRC is supporting policy research of government ministries, utilizing "Open Policy Research Platform". By publishing research (strategic) reports based on joint and emergent research as well as issue papers, and hosting seminars and forums, we are actively responding to rapidly changing domestic and international situations. Also, if needed, we are sharing achievements via online platform or by hosting the meetings to report the results of policy research platform.

Building a network and dynamic policy research ecosystem to support timely research

The "Open Policy Research Platform" contributes to proactive policy making by supporting mid- to long-term development strategy and policy issue research planning of the nation. Also, it supports timely and high-quality policy research based on internal and external communication and policy implementation situations, disseminates policy research outcomes, and facilitates and supports joint and convergent collaboration research among national policy research institutes.

2 Facilitating research support to address problems, such as low birth rates and ageing population

Need for comprehensive and integrated policy alternative in the era of uncertainty

The Republic of Korea emphasizes strengthening its national strategy and future strategy support system, including trend setting, pre-emptive responses and policy recalibration for national vision, goals and interest in the times of transition. As such, the NRC is striving to discover and propose policy alternatives for mid- and long-term national strategies and national issues by building and utilizing "collective intelligence" and knowledge ecosystem" that can respond to complex policy environments.

Developing comprehensive response measures for the demand requiring new nation-level vision

Korea is faced with a deepening crisis, such as sustainability of future economy, society and existence of the nation, due to a total fertility rate of less than 1 since 2018. The government has placed the issue of low birth rate at the top priority of the government agenda. The NRC recognizes the urgency and seriousness of this national challenge of our time, putting all efforts to solve low birth rate and demographic cliff issues. The NRC is supporting policy research to develop policy alternative based on its "research group-TF system."

Building policy research collaboration network as a reasonable national research system

In collaboration with the Presidential Committee on Aging Society and Population Policy, a pan-government level control tower, the NRC supports research expert pool and policy research. Internnally, the NRC created the NRC Population Policy Research Group to build a supporting system in which the heads of national policy research institutes takes center stage and the committee in charge of overall governance. We also have established and been operating a task force, a researcher-oriented supportive system, for the cooperation with the committee on tasks, such as policy research projects, policy evaluation and seminars.

Strengthening the capability of the nation and society to respond to demographic changes

These efforts of the NRC will greatly contribute to the development of alternatives to the shrinking of the society (due to low birth rates and an aging population), which is a top national priority requiring urgent solutions.

Invigorating Research to tackle Global Issues and Mid-Long Term Challenges

As an integrated hub of national policy research institutes, the NRC supports the pursuit of convergence comprehensive research that individual institutes find challenging to tackle. The NRC strengthens the conditions and management systems necessary for efficient and stable research execution to support mid- to long-term research. Additionally, in response to global issues, the NRC is promoting collaboration with international organizations and joint research initiatives.

1. Improving the support system for mid- to long-term research
2. Building the basis for joint research to respond to global issues



1 Improving the support system for mid- to long-term research

Improving the System for Stable Execution of Mid- to Long-Term Policy Research

The NRC is improving the structure of research projects to enable mid- to long-term integrated research. Within the legally allowed scope, the NRC serves as a hub for the entire policy research ecosystem and it is developing a stable implementation system for the mid- to long-term research by diversifying the types of policy research projects. Also, we are planning to conduct policy research on national issues by sector and research institute by securing certain ratio of mid- to long-term policy research projects in the entire policy research.

Solving vulnerabilities in research conditions to address national issues in the long-term perspective

The need for convergent and comprehensive research is growing to solve various problems in the economy and society that are difficult to handle at individual national policy research institute level. In order to respond to future social changes and find comprehensive solutions for the various economic and social problems, having a system to support mid- to long-term research is essential.

Securing policy research conditions focusing on solving national issues

To create policy research conditions to solve national issues, the NRC is expanding data sharing and strengthening data-based AI research. The NRC aims to enhance effectiveness and efficiency of research by building a cooperation system for economic and social (panel) survey, which is conducted individually by each national policy research institute and sector and implementing integrated and comprehensive survey. Also, the NRC will lay the foundation to conduct mid- to long-term policy research as it develops a mid- to long-term comprehensive research system to resolve national problems and set future strategies.

Strengthening the management system for mid- to long-term research

The NRC is developing a research management system to address policy demand and national problems in the mid- and long-term. Through the policy research platform, the NRC will better collect the feedback of policy users and experts and strengthen the communication system in the entire policy research process, encompassing research consultation and project implementation.

2 Building the basis for joint research to respond to global issues

Promoting Joint Research to Address Global Issues

The NRC is contributing to solving common global issues through active joint research with international organizations. Also, the NRC is contributing to the development of diplomatic strategy through international joint research and forums as well as enhancing domestic and international awareness. Key examples are research collaboration with the Global South, ASEAN, Pacific islands, Africa, Middle Asia and international organizations.

Develop a system to monitor and respond global issues

The NRC comprehensively manages global network of different national policy research institutes and monitors global agenda in an integrated and continued manner. Examples include the expansion of global issue brief publication (using AI), and dissemination of research outcomes to Korean diplomatic missions.

Taking leadership in global issue response

The efforts of the NRC to build a common basis for joint research to respond to global issues will boost global soft power of national policy research institutes and contribute to stronger global capacity of policy researchers and policy users.

Promoting global research and development cooperation



Providing research and administration support for sustainable development of national policy research institutes

The National Research Council for Economics, Humanities and Social Sciences is creating an efficient human resource development system through multi-level capacity building program and detailed education courses considering ranks and lifecycle of staffs at national policy research institutes. Also, the NRC is pursuing sustainable development of the NRC and national policy research institutes while creating an immersive research environment for researchers through the construction of the 2nd Research Building at the Sejong National Research Complex and implementation of project to improve efficiency in research and administration.

1. Expanding education and training to build capacity of staffs at national policy research institutes
2. Creating an immersive research environment to improve competitiveness



1 Expanding education and training to build capacity of staffs at national policy research institutes

Planning a capacity building program considering the lifecycle and ranks of members

The NRC is planning a multi-level capacity building program and detailed curriculum considering lifecycle and ranks of the staffs of national policy research institutes. Centering around the education that cannot be provided by individual institutions, the NRC prepared four curriculums, such as basic training, leadership training, vocational training, and special training. Also, to strengthen the capability to respond to social changes, it created a platform for discussion, so that researchers can expand their thought for convergent matters and become human resources required at the site.

Operating and managing curriculum

The NRC is making efforts to enhance educational effects by conducting satisfaction survey after operating each education session and reflecting the outcome of such survey actively to the following sessions. The Learning Management System (LMS) for national policy research institutes was introduced to manage course enrollment and satisfaction. Also, by issuing certificates of completion, we systematically manage completion records of the staffs of national policy research institutes, creating positive impact to their self development. Additionally, to revamp the future-responding capacity of national policy research institutes, the NRC is expanding digital capacity building training based on new technologies that reflects recent changes in research ecosystem, such as Course on Practical Use of Hyperscale AI Platform, Course for Practical Use of ChatGPT, Course on Report Writing with Generative AI, and Basic and Advanced Courses on Research Data Analysis.

Creating an effective educational environment and system

To enhance accessibility and convenience for education, the NRC switched to hybrid learning system, operating both offline and online courses. In the meantime, it continuously upgrades and maintains the NRC Media Center and Learning Management System (LMS) for National Policy Research Institutes to enable the staffs of national policy research institutes to film, edit and upload media content, such as video report. Through this, we are going to establish flexible education environment and system that can adapt to situations.

2 Creating an immersive research environment to improve competitiveness

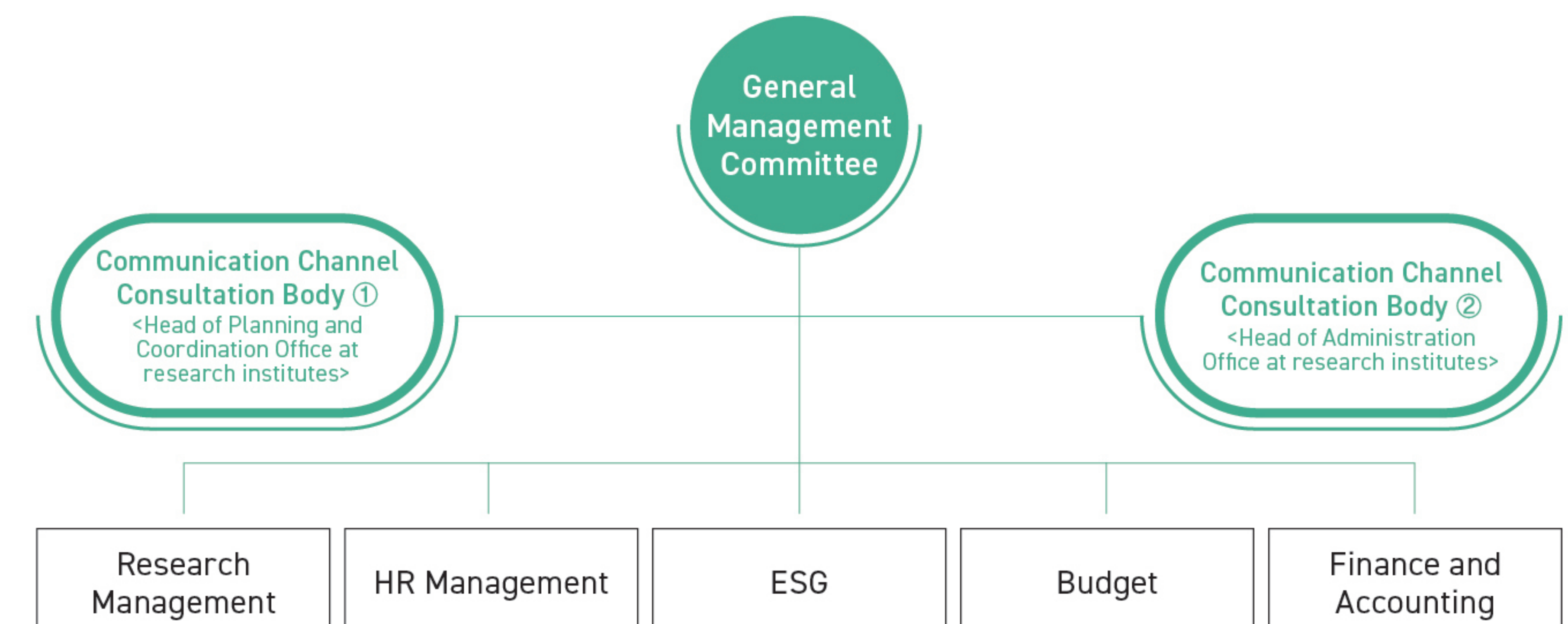
Planning the construction of the 2nd Research Building at the Sejong National Research Complex

The NRC plans the construction of its 2nd Research Building to address various problems caused by the increased researchers at the Sejong National Research Complex, such as shortage of research space, degraded research environment due to the leased private building. The building will be constructed by 2028 and three national policy research institutes (Science and Technology Policy Institute, National Youth Policy Institute, Architecture & Urban Research Institute) will move into the building. This will solve space shortage issue of the 1st Research Building and allow rapid and consistent policy development and execution process. Also, we can expect active knowledge and information exchange among various national policy research institutes and synergy effects of research outcomes. This will contribute to the qualitative improvement of future policy development and better public service provision.

Executing a project to improve efficiency in research and administration at national policy research institutes

The NRC conducted a project to improve efficiency in research and administration of national policy research institutes to ease administrative burden of individual researchers, create immersive research environment, and address inefficiency of redundant, excessive and distributed administrative processes of different organizations. Now, the 2nd Committee on Improving Efficiency of Research and Administration was formed and is in operation, identifying and selecting the project items that are practically needed at the research sites. In the 1st and 2nd year, the NRC operated the 1st Committee on Improving Efficiency of Research and Administration, which consists of 6 sub-committees. In the 3rd year, the NRC restructured the committee to the 2nd Committee on Improving Efficiency of Research and Administration of Government-funded Research Institutes, which consists of 5 sub-committees, ensuring continued momentum of the projects and providing systemic support to the project to create an immersive work environment.

2nd Committee on Improving Efficiency of Research and Administration (Feb. 2023- Dec.2024)



To draw attention and encourage cooperation of research institutes, the committee operates communication channels through the heads of Planning and Coordination Offices and Administrative Offices of different government-funded research institutes on an on-going basis. Moreover, by expanding the channels for collecting opinion, the NRC secures its execution capability for improving efficiency of research and administration. The NRC substantiates the currently ongoing projects through monitoring. Also, the NRC is building and operating a system in a cycle of pilot operation, intensive operation, and stable operation, taking into account the effectiveness in the field. Through this, the NRC is creating an environment for work efficiency and research immersion.

Progress of the Project for Improving Research Efficiency of National Policy Research Institutes

	1 st Year(2021)	2 nd Year(2022)	3 rd Year(2023)	4 th Year(2024)
Pilot	Joint recruitment Joint legal advice EAP (psychological counselling)	Media monitoring to measure performance Joint operation of legally mandatory education A system to consult limited competition Creating budgeting and closing manual	Practicing eco-friendly research challenge Publishing casebooks and manuals (personnel management, accounting, budget, etc.) Building and operating integrated portal for national policy research institutes	Ways to facilitate human exchange among research institutes Expanding labor cost autonomy of institutes Knowledge sharing program with local communities Multimedia banks Lifetime mail account for retirees
	Intensiveoperation	Joint recruitment Joint legal advice (adding contract work) EAP (psychological counselling)	Joint operation of legally mandatory education Media monitoring to measure performance A system to consult limited competition	Practicing eco-friendly research challenge Publishing personnel management casebooks Publishing tax, accounting, contract casebooks Building and operating integrated portal
		Stabilization	Joint recruitment Joint legal advice EAP (psychological counselling) Making manual on budgeting and closing	Joint recruitment Joint legal advice EAP (psychological counselling) Making manual on budgeting and closing Joint operation of legally mandatory education A system to consult limited competition
				Joint recruitment Joint legal advice

Improving research environment through digital transformation

The National Research Council for Economics, Humanities, and Social Sciences is proactively responding to the innovation and changes to be brought by digital technology, and executing digital transformation, which emerged as demand for the time, in a systemic manner. While preparing innovative research and administrative work environment with digital transformation, we are also enhancing security control and creating cloud native environment to form safe and efficient digital environment.

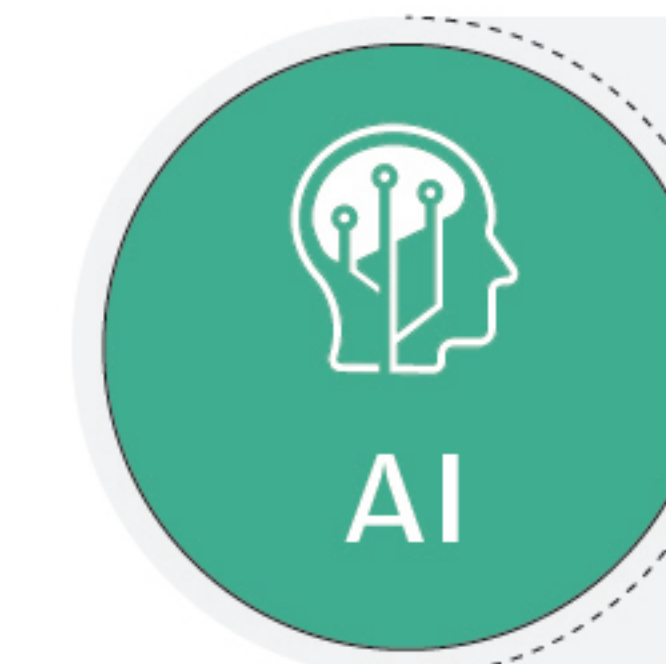
1. Building and operating a digital innovation platform based on AI and big data
2. Creating a safe and efficient digital-based research environment



1 Building and operating a digital innovation platform based on AI and big data

Laying the foundation for digital transformation

To lay the foundation for digital transformation, the NRC strives to create the ground for the use of AI and smooth digital transformation in the laws, including Act on the Establishment, Operation and Fostering of Government-Funded Research Institutes, etc., standard operation procedure of the NRC, and internal rules of each institute.



Policy Research AI Development

Through the project "Support for Developing Ultra-Large AI-Based Services" (National Information Society Agency, Ministry of Science and ICT), the "Policy Research AI platform" is currently being established and promoted. To further develop it into a public general-purpose service, the "National Policy Research Institutes AI Committee" was formed in August 2024 to discuss various matters related to AI development, such as developing specialized services for National Policy Research Institutes and setting the scope of foundational data.

Building and operating a digital platform

To improve efficiency of research and administrative work of the NRC and government-funded research institutes, the NRC builds and operates ① data management program for government-funded research institutes (National Assembly Matters, Budget Deliberation and Settlement Tasks) and ② various platform certified for CSAP, such as electronic contract (signature) platform for government-funded research institutes.

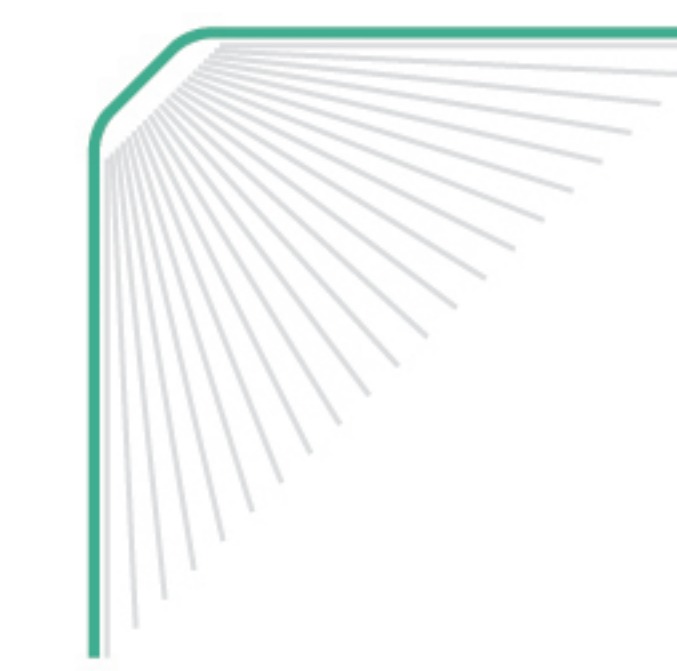
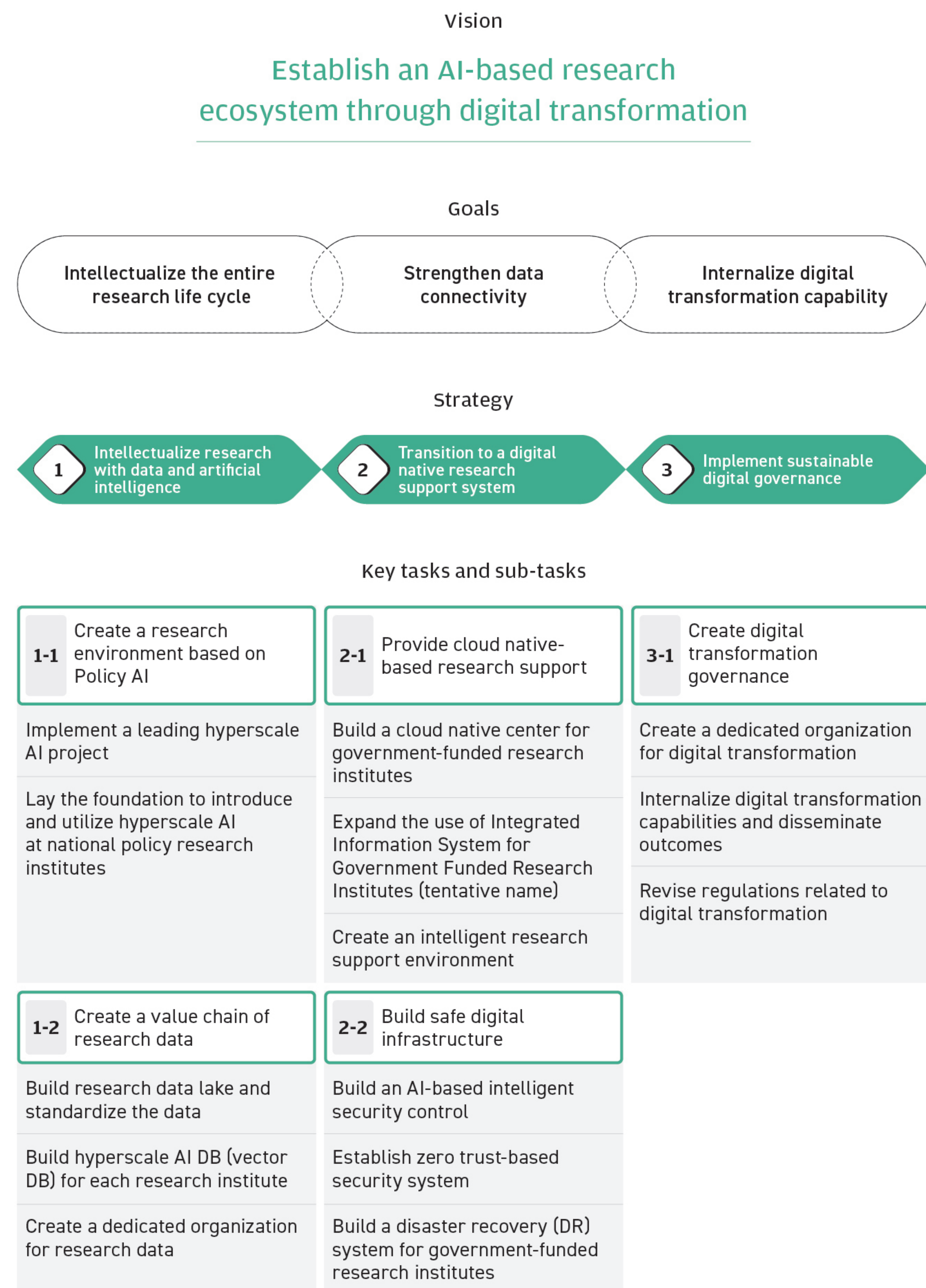
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CSAP(Cloud Security Assurance Program) : Cloud service security certification system of the Korea Internet & Security Agency

NFIS An integrated information system commonly used by the NRC and (8) government-funded research institutes (functions: budgeting, accounting, HR, payroll, attendance, etc.)	It is being efficiently operated and managed through NFIS Subcommittees (9 subcommittees), ITS (issue tracker system) and system helpdesk (call center).
NKIS National Knowledge Information System	We are planning to develop a user-tailored service by building vector DB for policy research AI based on the NKIS data (such as research report) and converging the search results included in the DB and policy research AI.
NCIS A platform for collaboration work (such as joint (collaborative) research) of the NRC and government-funded research institutes	It is being operated as a platform to improve research and administrative work efficiency by providing work environment that is not restricted to time and space, preventing leakage and exposure of critical work data, and providing collaborative features, such as data sharing and transfer.

Responding to digital transformation

As digital technology emerges at the center of change of disruptive innovation in our society, and the Korean government is building digital platform government, a new state operation model, as a key national goal in the era of AI and data, the NRC is also trying to respond to digital transformation, a need of our time. With digital transformation of research and administrative work of the NRC and government-funded research institutes, we expect to create an efficient research and administrative work environment, while improving research outcome.

Framework
Plan for Digital
Transformation
of Government-
funded Research
Institute: Focal
Projects for Each
Strategy



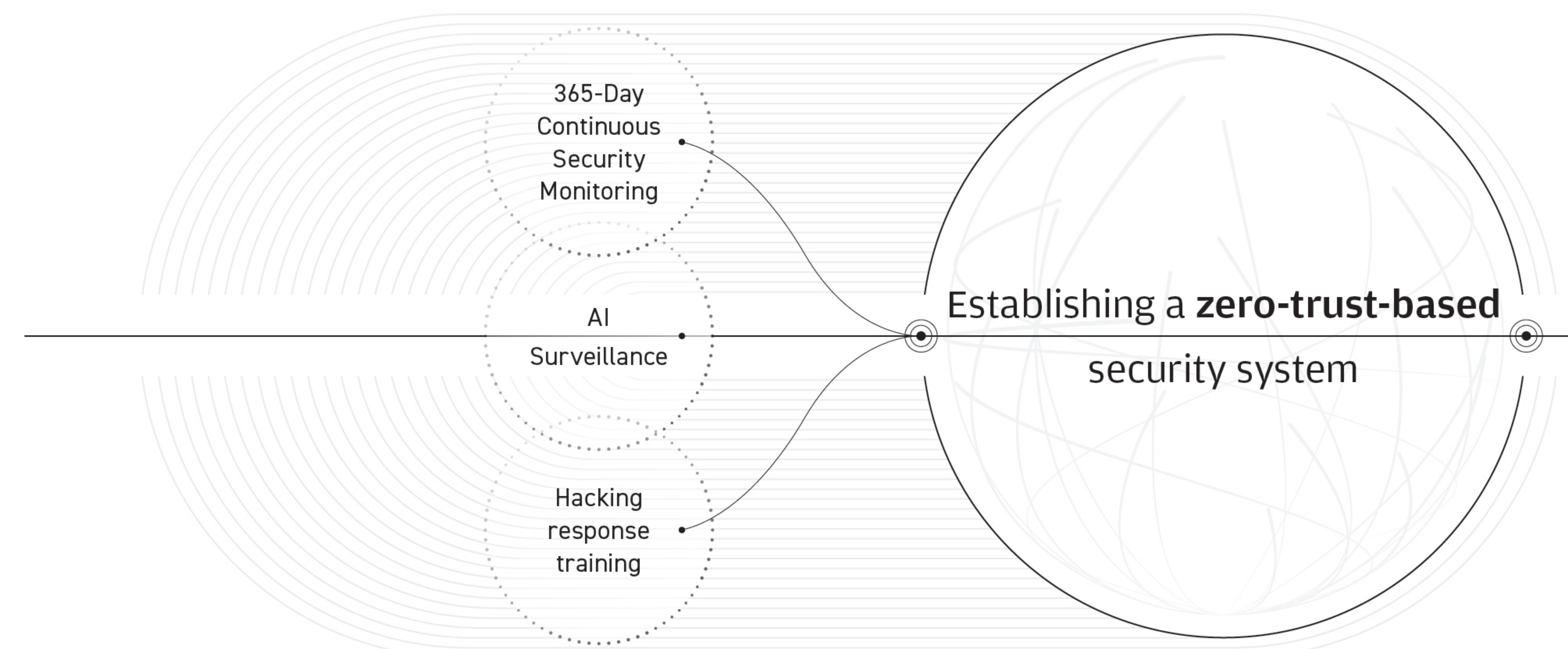
2 Creating a safe and efficient digital-based research environment

Upgrading digital security control

The NRC is upgrading security control to come up with efficient countermeasure against cyber threats which is becoming intelligent and sophisticated and to respond to changes in IT in the era of rapidly changing digital transformation.



To protect information assets of the government-funded research institutes, the NRC provides 24/7 uninterrupted security control service, stably operates cyber security control center, and conducts exercises to prevent security incidents. In addition, we plan to provide uninterrupted security control service 24/7, and to prepare a zero-trust-based security system, such as AI control and hacking response training to prevent various infringement attempts that arise as technology advances.



Creating a cloud native environment of government-funded research institutes

In line with the government’s policy direction and stance, the NRC has switched to a SaaS-based native environment to stably and efficiently operate the information systems of the NRC and government-funded research institutes.

* ~~~~~
16 research institutes, including STEPI, KIEP, KEEI, KINU, KEDI, KLI, KLRI, KWDI, KIPF, KRIVET, NYPI, KIPA, KICJ, AURI, KDIS, and KICCE.

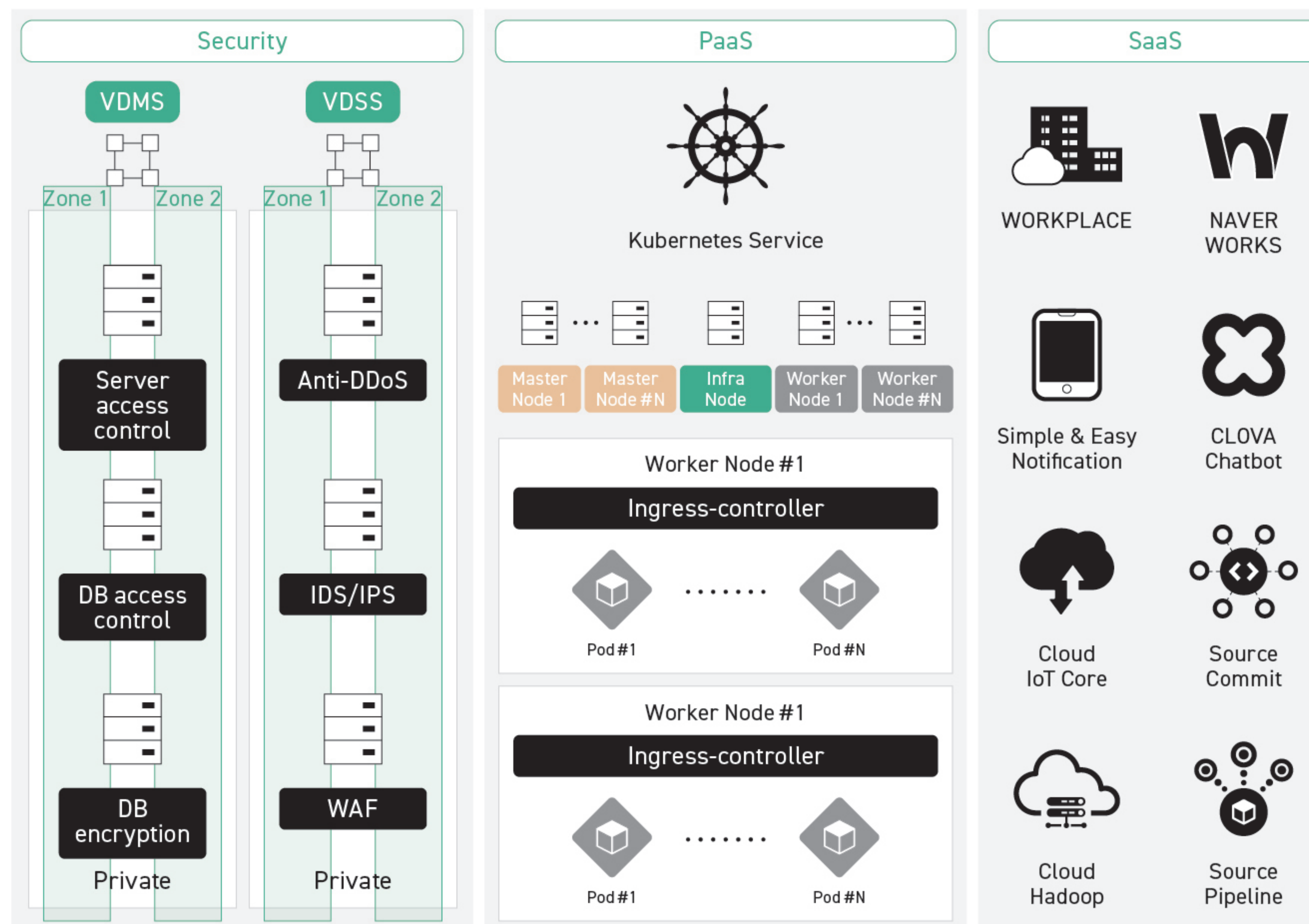
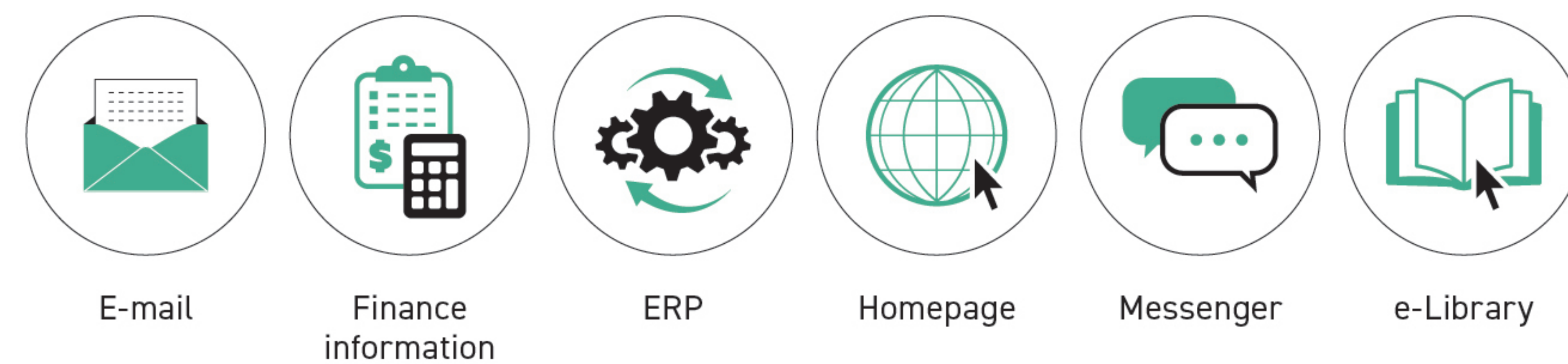
The NRC has completed cloud migration (of 67 information systems) for the NRC and research institutes (as of June 2024), and plan to construct a cloud native center for government-funded research institutes to operate such information systems in an efficient manner. By creating a cloud innovation-based environment in line with government policy directions, the NRC will be able to improve the efficiency when establishing and operating information resources, while facilitating shifting digitization projects into intelligence projects.

What is cloud-native environment?

Cloud-native environment is to create an operating environment in the cloud, which is a virtual space, for computer operating systems of "the NCR and national policy research institutes" scattered in physical space, and to create an environment where all activities, such as development, build, deployment, and maintenance of information systems are possible within the virtual space, thereby operating applications optimized for the cloud environment and creating an environment favorable for integrated management and security.

Architecture of Cloud Native Center for the NRC and Government-funded Research Institute (Plan)

(-2030) Expanding to cloud-native integrated center for the NRC and (26) affiliated research institutes



Creating a fair and happy workplace that aligns with organizational identity

National Research Council for Economics, Humanities and Social Science tries to define the desired qualities of employees in connection with its mission and vision for the sustainable growth of the NRC. We will create a fair and innovative organizational culture with human resources suitable with organizational identity and the job-based organizational and performance management system.

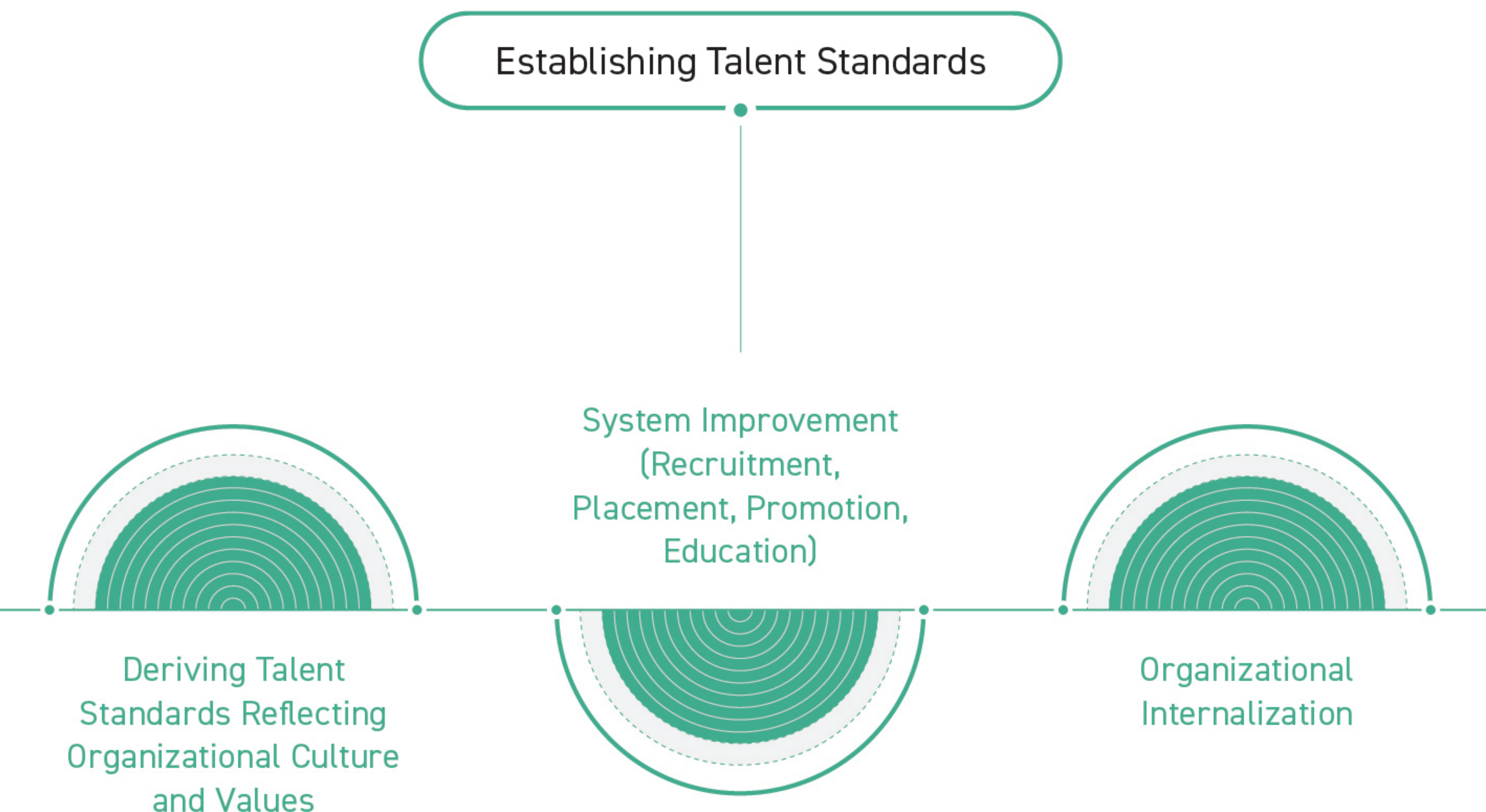
1. Building tailored capacity in line with organizational identity
2. Create a fair and happy workplace

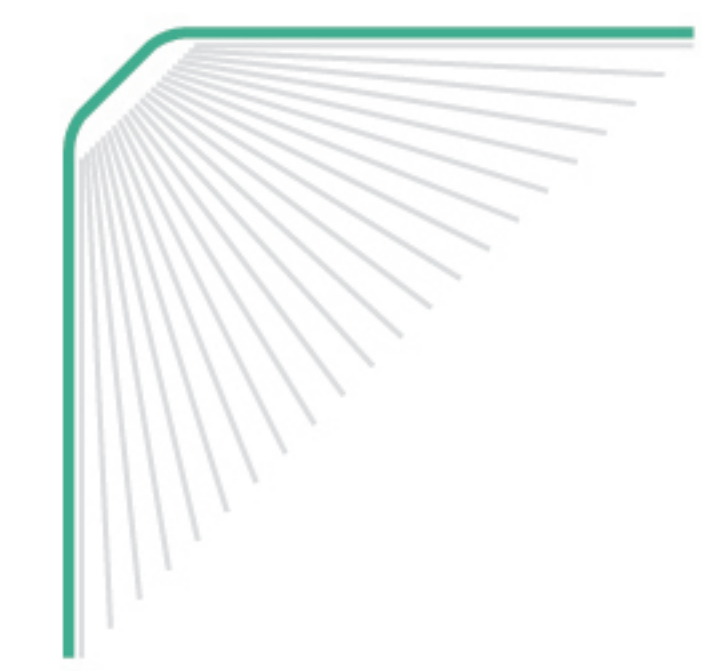


1 Building tailored capacity in line with organizational identity

Defining desired qualities leading the innovation at the NRC

The NRC clarifies the goals and values of the organization and is defining desired qualities in line with the mission and vision of the NRC for the sustainable growth of the organization. To this end, we will lay the foundation for innovative organizational culture by strengthening the fundamental of organization. For instance, the NRC will identify the desirable qualities of employees that can reflect organizational culture and value of the NRC by forming and operating taskforce to share and discuss vision and value of the NRC. Based on this, the NRC will also improve various systems for recruitment, assignment, promotion, training, etc.





2 Create a fair and happy workplace

Establishing a job-based organization and performance management system

The NRC commissioned a project (which will be completed in September 2024) to diagnose the organization and build a management system to operate a task-based HR system in line with the government's initiative to restructure compensation system based on jobs. Such project is the first step to improve the NRC's HR system in a more rational manner and build an organizational system suitable for the purpose of the NRC. Based on the project outcome, the NRC will upgrade HR operation, and organization and personnel management system by ensuring the entire HR system, such as recruitment, assignment, and compensation, to be relevant to jobs.

Dissemination of organizational culture of communication and cooperation

The NRC operates various HR system based on communication and cooperation, such as collecting internal opinion and task forces. In particular, this year, we will establish a process-based performance management system that enables a capability-centric, vibrant and dynamic work by improving systems related to job and performance, such as compensation, promotion, evaluation and rewards system. The NRC will also build a collaborative and performance-driven organizational culture through fair compensation for individual and organizational efforts and achievements, and create a happy workplace based on fairness and empathy within the organization.



Fair Compensation for Individual and Organizational Efforts and Achievements

Improvement of systems related to job performance, such as compensation and promotion systems, work evaluations, and rewards

Building a Cooperation and Performance-Oriented Organizational Culture

Establishing a Fair-Based Performance Management System

Strengthening the preventive auditing function

In order to enhance accountability and transparency of national policy research institutes, the National Research Council for Economics, Humanities and Social Sciences has been coming up with ways to improve the efficiency of audit activities by strengthening its own audit function and improving audit-related systems through the establishment of standard guidelines for audit work. The NRC will respond to the changing research and management environment and actively promote proactive audit activities to prevent recurrence of audit findings and improve efficiency.



1. Improving audit systems and conducting active audit to improve efficiency of audit activities



1 Improving audit systems and conducting active audit to improve efficiency of audit activities

Strengthening internal audit function of government-funded research institutes

As the budgets and projects of the NCR and national policy research institutes continue to grow, the NRC has been strengthening internal auditing function to enhance the accountability and transparency of national policy research institutes. In the early years of the NRC's establishment, it performed only minimal audit services, such as auditing the NRC's business and accounting in accordance with Article 22 (Executive Officers and Their Duties) of the Act on the Establishment, Operation and Fostering of Government-funded Research Institutes. However, as the importance of transparency and credibility of government-funded research institutes has gradually increased, the NRC planned and improved auditing system, analyzed audit and investigation of national policy research institutes, and strengthened follow-up work in 2011. In addition, the NRC established the enforcement regulation for routine audits to secure efficient budget execution and transparency in accounting.

Activating non-executive auditors

The NRC developed a plan to facilitate non-executive auditor as part of its efforts to strengthen internal audit capabilities. It increased the frequency of the review of routine audit outcome by non-executive auditor from every half year to every quarter and revised relevant regulation to require consultation with non-executive auditors when appointing and evaluating the staffs of Audit and Inspection Office. By adjusting the compensation of non-executive auditors to the reasonable level, we promoted their active participation. Also, to find ways for exchange, cooperation and business development among national policy research institutes, we expanded meetings of auditors and heads of auditing units. In particular, these meetings of auditors and heads of auditing units have greatly contributed to higher efficiency of auditing activities by discussing ways to strengthen internal control of national policy research institutes, ways to build ESG management system at national policy research institutes, etc.

Creating standard guidelines for audit work

To advance its audit function, the NRC created standard guidelines for audit work applicable to the NRC and national policy research institutes in 2021. With these guidelines, we were able to actively improve audit-related systems by enhancing independence and expertise of auditing body and auditors, requiring two times of visit of auditors to institutes per month guaranteeing more than three years of auditor's term, adding a new provision to prevent disadvantage in evaluation and transfer, facilitating joint-audit programs, and introducing indemnity program for active administration.

Publishing audit casebooks for national policy research institutes

To eliminate repeatedly identified findings from internal and external audits every year, the NRC published three audit casebooks for national policy research institutes in 2015, 2018 and 2023. These books include similar or repeated findings in audits in the categories of HR, organization, budget, asset, contract, research projects, etc. After publishing theme, these casebooks have served as guidelines for the staffs of the NRC and national policy research institutes to conduct their work in compliance with laws and regulations. In particular, the latest audit casebook encourages changes and innovation in the national policy research institutes by introducing best practices, too.

Promoting preventive audit activities

The NRC is promoting an audit system focusing on prevention and management, instead of conducting conventional audits centering around findings and punishments, to respond to the recently changing research and management environment of government-funded research institutes, and to reflect their characteristics. As it is difficult to prevent fundamentally the recurrence of findings through ex-post audit and punishment alone, we internally carried out regular meetings by department to share internal and external audit findings. Externally, we regularly hold a meeting of audit department heads among national policy research institutes to share recent audit trends, internal and external audit cases and issues by institute, and to revitalize the audit collaboration system. With this, the NRC expects to contribute to an active cooperation system among departments of the NRC and national policy research institutes, as well as enhancement of transparency and efficiency in the operation of institutes.

NRC STORYBOOK

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