

e-Labor News No. 79
Issue paper

* This paper was originally released in Korean in the 41th issue of the Monthly Labor Review published by the Korea Labor Institute in May 2008

Private Employment Services (Search Firms, Free Job Placement Agencies, Overseas Job Placement Agencies) in Korea

Sung-teak Kim
Senior Research Fellow
stkim@kli.re.kr

I. Introduction

As a result of the rapid changes taking place in the world economy, such as globalization, the dramatic growth of the information technology (IT) industry, post-industrialization, and the 1997 Asian financial crisis, Korea's labor market has undergone a fundamental transformation from a structure of low unemployment, full employment and excess demand to one of structural unemployment, underemployment and excess supply. These recent circumstances have raised the problems of structural unemployment and unbalance in the supply & demand of human resources, consequently enhancing the importance of a job stabilizing function that minimizes the job searching or recruiting period, connects the disadvantaged or the long-term unemployed people with job positions, and discovers and provides the necessary vocational training. Additionally, since private employment agencies are able to offer differentiated and diverse job placement services suitable to the rapidly changing labor market environment, the development of these private employment services is emerging as a vital factor in striking an efficient balance in labor supply & demand and maximizing the effect of the job stabilizing function.

In order to promote private-sector employment services, the Korean government has drawn up measures to advance employment services and has been actively implementing them since 2006. In the process, policies were formulated on fee-charging job placement agencies, vocational information agencies and temporary work agencies after conducting analyses on basic research data. On the other hand, however, very little exists in the form of basic analysis for indicating problems in or finding ways to promote free job placement agencies, search firms (headhunting agencies), or overseas job placement agencies. This study aims to identify the current situations and problems of overseas fee-charging or non-charging job placement agencies, domestic free job placement agencies, and search firms, sectors on which hardly any research has been carried out so far. The study also explores the means to promote the functions performed by these businesses.¹⁾

1) While overseas job placement agencies are mostly similar to general fee-charging employment agencies whose main function is to mediate between the supply and demand of labor, search firms tend to be executive search firms with payments being made according to the results of the services. Free job placement agencies are non-profit organizations providing employment services to the vulnerable, relying on public assistance or other funds for operating expenses. Therefore, it is

This study researches the status quo of each type of employment service agencies through fact-finding surveys, identifies their characteristics, diagnoses the problems in each sector, and seeks the means to resolve these challenges.

II. Search Firm (Headhunting) Agencies

Although the search firms in Korea are registered as fee-charging job placement agencies, no further distinction is made within the category, meaning that the number of agencies currently listed as search firms only acts as statistics for administrative purposes. Additionally, medium or larger-sized job information providers have begun to take on the role of search firms, providing an integrated combination of many employment services, so that it is difficult to correctly analyze the different formats through fact-finding surveys. In the surveys, it was necessary to single out all the agencies that could potentially be search firms from the list of businesses registered as fee-charging job placement agencies. By calling all of the listed agencies over the telephone, it was found that 175 agencies were in business as search firms, among which 101 participated in the survey (response rate approximately 58%).

Domestic search firm agencies were concentrated in Seoul (87.1%), with only 12.9% spread out across other regions (mainly cities and towns). Most of them operated as corporations (77.2%) and the remainder (22.8%) were private businesses. About 5% of the search firms in Korea were currently foreign-owned and in terms of size, a dominant portion of agencies were small-scale with 1-4 employees (43.6%), with 26.7% employing 5-9 people, and 29.7% employing 10 or more. There were no large agencies with 100 or more employees. Most search firms operated on small-sized manpower since big agencies also tended to carry out other job placement activities at the same time.²⁾

42.6% of surveyed businesses had been in operation as search firms for 5 years

inevitable to analyze each employment service type separately rather than to combine the three categories into one.

2) However, as many search firms hire a large number of freelancers, the number of full-time employees is relatively small compared to the actual number of people employed in the business activities.

or more, with 24.8% reporting 3-4 years, and 32.7% responding less than 3 years. The agency with the longest history had been established in 1984, with most of the others starting their businesses since 2000 onwards. 11.9% recorded yearly revenues of 1 billion Korean Won or higher, and 24.8% recorded revenues of less than 100 million Korean Won, but it is not easy to clearly identify the revenues resulting from purely search firm-related activities for the agencies recording large revenue figures, since they mostly carry out other employment services as well. 20.8% of the agencies responded that they did not make any net profits, meaning that about 1/5 of the businesses were not achieving business returns.

66.3% of the search firms did not conduct other job placement activities at the same time, and in the cases of those that did, the highest portion (24.8%) operated domestic fee-charging job placement services, followed by dispatching temporary agency workers at 18.8%.

Search firm representatives had been working in the job placement field for an average of 7.3 years, and their careers were longer for the businesses that were larger in size, that had been in activity for longer, and that recorded higher revenue figures. Although longer experience in the field enhances the professional capacities of the agencies, few agencies had been in operation for a long period of time.

<Table 1> Status Quo of Search Firms

(Unit : Number, %)

		Frequency	Percentage
TOTAL		101	100.0
Location	Seoul	88	87.1
	Other Cities	13	12.9
Business Type 1	Private Business	23	22.8
	Corporation	78	77.2
Business Type 2	Local Business	96	95.0
	Foreign-owned Business	5	5.0
Number of Employees	1-4	44	43.6
	5-9	27	26.7
	10 or more	30	29.7
Search Firm Operation Period	1-2 years	33	32.7
	3-4 years	25	24.8
	5 years or longer	43	42.6
2006 Revenues	Less than 100 million KRW	25	24.8
	Less than 1 billion KRW	50	49.5
	1 billion KRW or more	12	11.9
	Unsure	14	13.9
2006 Net Profits	No profit	21	20.8
	Profit surplus	55	54.5
	Unsure	25	24.8

Search firms generally employ two types of contracts, the Contingency Search Contract (CSC) and the Retained Search Contract (RSC). In the CSC type, a company looking to recruit personnel signs contracts with several search firms, and makes a payment when successful hiring occurs. In the RSC type, a company seeking to hire signs a contract with a specific search firm, first pays a initial fee regardless of the results, and pays the remainder upon successful hiring. The RSC is tantamount to a statement to the high standards of a search firm as more professional agencies utilize this contract type to build relationships of trust with hiring companies. But the vast majority of search firms in Korea (91%) used CSCs, implying that they have yet to reach the higher levels of professional expertise. Only 5.9% of search firms were using RSCs and these firms were all corporations based in Seoul, with positive figures in terms of number of employees, period of operation, revenues and net profits.

While the average number of people seeking jobs through search firms in a year recorded 1,831, only 54, or 2.9%, succeeded in finding jobs. This shows that business operation depends more on the successful arrangement of jobs of a certain level of status or above, rather than simply a large volume of job matches. The rate of successful employment varies little among different regions, but foreign-owned agencies recorded far higher success rates (30.3%) than those of domestic-based agencies, proving their competitive edge. These surveys may have included in the search firm category the domestic agencies which engaged more in job placement services as opposed to the tasks of search firms per se. Also, the fact that successful employment rates are lower as the numbers of search firm employees are bigger, the operation periods are longer, and the revenues & net profits are larger, points to the possibility that major businesses which undertake other forms of job placement are simply carrying out similar tasks rather than professional search firm activities.

In a survey question comparing the numbers of job-seekers using the search firms' employment services from 2005 to 2006, 38.6% of respondents reported an increase in figures and 9.9% reported a decrease, showing an overall trend of growth in the related market. The number of staff, operation period, revenues, etc. showed a positive correlation with the increase of job-seekers, and search firm personnel tended to believe the related employment service market would expand (74.2%) rather than decline (7.9%) in the future.

On the topic of related legal regulations, about 60% of the respondents stated that discrepancies existed in the standards classifying search firms together with other fee-charging job placement agencies. They pointed out that the function of headhunting mainly carried out by search firms was (or should be) different in nature from those of general job placement agencies, and that therefore separate classification and government regulations should apply. In addition, about 50% of the responding agencies expressed discontent with the regulations enforcing a maximum of 20% limit on fees that were currently applied to all employment agencies. The issues raised that were especially worth taking notice of are the opinions that a maximum fee limit system is unnecessary in cases of hiring companies settling the payments and providing services for employees with high-level experience, and that hiring companies showed the tendency to offer low fees. All the agencies carrying out advanced search firm activities on the basis of RSC raised problems with the fee system.

About 54% of agencies were dissatisfied with the governmental administration, management and supervision, mostly pointing out problems such as complex or inefficient administrative procedures, and being subject to the same kind of management or supervision with job placement agencies despite the difference in the nature of the types of work.

III. Free Job Placement Agencies

Out of the 368 free job placement agencies listed as of August 2007, 9 have closed down or will be closing down, 16 have transferred to other types of business, and 4 have been registered in repetition, so that the survey was conducted on a total number of 349, out of which 131 agencies responded. Although a high percentage of government-related agencies responded to the survey, the total response rate was lower than expected at 37.5%.

36.6% of free job placement agencies were located in Seoul and other metropolitan cities, with 63.3% situated in other regions, mostly cities and towns. A dominant percentage of free job placement agencies were corporations (48.1%), with 32.1% being private institutions receiving government subsidies, 16% NGOs, 2.3% private businesses, and 1.5% classified as other. Most agencies were small in size, with the majority (57.3%) employing a staff of 1 or 2 people, 32.1% employing 3-4 people, and only 9.9% employing 5 or more. The oldest agency had been established in 1983, and the period of operation as free job placement agencies was 5 years or more for 45%, 3-4 years for 22.9%, and less than 3 years for 32.1%. The total expenses for 2006 recorded 50 million Korean Won or more for 22.1% of the free job placement agencies, 10 million-50 million Korean Won for 48.9%, and less than 10 million Korean Won for 18.3% of the respondents, confirming once again that most agencies tended to be small-scale.

The average size of staff for free job placement agencies was 3 people, with the largest being a business of 30 employees. The average period of working in employment business for the representatives of the free job placement agencies was a relatively short term of 4.4 years, with 6 years for NGO representatives,

4.5 years for those of corporations, 3.8 years for private institutions being assisted by government subsidies, and 2.3 years for privately run agencies.

Out of the total expenses of 39.5 million Korean Won spent in 2006 for free job placement business, their own budget stood at 13.9 million Korean Won, government subsidies accounted for 25.1 million Korean Won, and other subsidies was 500 thousand Korean Won, showing the largest source of income to be subsidies from the government. Private agencies operating on governmental assistance received subsidies of 60.3 million Korean Won and spent a total of 70.1 million Korean Won in expenses, the highest figure, followed by private agencies receiving 22 million Korean Won in governmental subsidies and spending a total of 34.3 million Korean Won, confirming that the total amount of expenditure was influenced by the subsidies provided by the government.

<Table 2> Status Quo of Free Job Placement Agencies

(Unit : Number, %)

		Frequency	Percentage
TOTAL		131	100.0
Status	Representative	17	13.0
	Other than Representative	114	87.0
Sex	Male	58	44.3
	Female	73	55.7
Location	Seoul & Metropolitan Cities	48	36.6
	Other Cities	83	63.4
Type of Business	Private Business	3	2.3
	Corporation	63	48.1
	NGO	21	16.0
	Government-backed Private Institution	42	32.1
	Other	2	1.5
Number of Employees	1-2 people	75	57.3
	3-4 people	42	32.1
	5 people or more	13	9.9
	Unsure	1	0.8
Free Job Placement Agency Operation Period	1-2 years	42	32.1
	3-4 years	30	22.9
	5 years or longer	59	45.0
2006 Total Expenses	Less than 10 million KRW	24	18.3
	10 million-50 million KRW	64	48.9
	50 million KRW or more	29	22.1
	Unsure	14	10.7

The average number of people seeking jobs at free job placement agencies in a year was 1,085, out of which 462 successfully found jobs, putting the successful employment rate at 42.6%. 176 people out of the 525 using the agency services in Seoul and metropolitan cities found employment, as opposed to 625 out of 1,406 in other regions. The successful employment rate was higher in regions outside of Seoul, the reasons for which fact may be the lack of the other types of employment services in the provinces. Once again, the free job placement agencies with larger staff sizes, longer operation periods and larger total costs had larger numbers of job-seekers utilizing their services.

When asked to compare the number of job-seekers that used employment

services offered by the free job placement agencies in 2005 and 2006, 26.7% of respondents replied an increasing trend while 12.2% reported a decrease in numbers, thus suggesting that the related market is expanding. The number of staff, years in operation, total cost figures among other conditions naturally showed a positive correlation with the growing number of job-seekers registering at the concerned agency. Also, it was discovered through the surveys that more free job placement agencies believed the related employment service market would expand (50.4%) in the future than decline (19.9%).

The rate of providing employment and recruitment information through websites was relatively lower for free job placement agencies compared to other types of employment agencies, as only 34.4% ran websites providing such information, 38.9% had websites but did not provide this kind of information online, and 26.7% did not operate their own websites at all.

About 53.4% of the agencies raised concerns about the fund support system for free job placement agencies, the principal problem being a lack of budget and personnel. Particularly noteworthy were the demands for differentiating the amount of support according to performance or employment results. About 30% of the agencies expressed discontent with governmental administration, management or supervision, mostly in terms of the complexity or inefficiency of administrative procedures, or insufficient support.

IV. Overseas Job Placement Agencies

Out of the 84 overseas job placement agencies registered as of August 2007, 4 have closed down, 11 have transferred to other types of business, and 1 has been double-listed, so that the survey was conducted on 68 agencies, out of which 30 responded. This recorded the lowest response rate among the different types of employment services, and the agencies concerned appeared anxious about being surveyed on issues related to the government.

Most overseas job placement agencies were situated in Seoul (66.7%), with only 33.3% in other regions, mostly cities and towns. 73.3% of the agencies, by far the highest percentage, were corporations, 23.3% were private-owned, and 3.3%

were classified as other types of business. An overwhelming majority (90%) of them were fee-charging agencies, with only 6.7% being pro bono-based, and 3.3% offering free as well as fee-charging services. There appeared to be no large-scale overseas job placement agencies, a dominant 76.7% of them having a staff size of 1-4 people and 23.3% operating with five or more employees. For the period of operation in the overseas job placement sector, 86.7% had been in operation for 1-2 years and 13.3% replied 3 years or longer, meaning that the majority had set up their businesses in the mid-2000s. The annual revenues for overseas job placement agencies tended to be rather low, with 23.3% earning 100 million Korean Won or more, 40% earning less than 100 million Korean Won, and 33.3% answering they did not record any revenues. Only 36.7% of the agencies made a net profit as opposed to the 46.7% who responded they did not make any, revealing that nearly half of the overseas job placement agencies were unable to generate proper net profits.

Among the overseas job placement agencies, 73.3% did not carry out other types of employment services, and out of those that did, the highest percentage (10%) engaged in domestic fee-charging job placement services. It was also found that 74.1% of fee-charging overseas job placement agencies and 50% of free overseas job placement agencies did not provide any other types of employment services.

<Table 3> Status Quo of Overseas Job Placement Agencies

(Unit : Number, %)

		Frequency	Percentage
TOTAL		30	100.0
Status	Representative	15	50.0
	Other than Representative	15	50.0
Sex	Male	17	56.7
	Female	13	43.3
Location	Seoul	20	66.7
	Other Cities	10	33.3
Business Type 1	Private Business	7	23.3
	Corporation	22	73.3
	Other	1	3.3
Business Type 2	Fee-charging	27	90.0
	Free	2	6.7
	Fee-charging / Free	1	3.3
Number of Employees	1-4 people	23	76.7
	5 people or more	7	23.3
Overseas Job Placement Agency Operation Period	1-2 years	26	86.7
	3 years or longer	4	13.3
2006 Revenues	No revenues	10	33.3
	Less than 100 million KRW	12	40.0
	100 million KRW or more	7	23.3
	Unsure	1	3.3
2006 Net Profits	No profits	14	46.7
	Profit surplus	11	36.7
	Unsure	5	16.7

Most of the overseas job placement agencies were relatively new, having been in operation for 1-2 years (86.7%), with only 13.3% having existed for 3 years or longer. The representatives of overseas job placement agencies had on average 2.5 years of experience in the employment sector, with the period being longer for agencies that were bigger, with longer periods of operation, and with larger revenue figures. Although professional expertise is enhanced as the amount of field experience grows, most related agencies or their representatives only had short histories of experience in the sector.

While annual revenues for 2006 recorded an average of 64.5 million Korean

Won, net profits only accounted for 12.7%, or 8.4 million Korean Won. This figure is dramatically lower than the normal net profit ratios for service businesses in general, although allowances must be made for the general tendency of under-reporting in cases of revenues and net profits. Nevertheless, the fact that nearly half (48%) of the agencies responded that they were operating at a loss rather than turning profits speaks for the financial troubles in the sector. Revenues and net profits recorded higher figures for agencies with larger numbers of staff and longer periods of operation, once again confirming a positive correlation with the level of professional expertise.

According to the surveys, overseas job placement agencies scored a successful employment rate of 56.6%, with an average of 72 job-seekers per year, out of which 41 succeeded. The U.S. at 43.5% was the top destination for overseas employment through the services offered by these agencies, followed by Canada (26.1%), Australia (17.4%), and Japan/China (4.3%). For private business-type agencies, 100% of the job-seekers found jobs in the U.S., while those registering at corporation-type agencies found employment at a wide range of countries, including both the U.S. and Canada at 31.6%, and Australia at 21.1%.

A comparison between the number of job-seekers making use of overseas job placement agencies in 2005 and 2006 showed a trend in growth, as 16.7% of the agencies responded that the figures had increased, as opposed to only 6.7% reporting a decrease in numbers. Related personnel in the overseas job placement field mostly believed the market would expand (60%) in the future rather than decline (16.6%).

About 30% of the overseas job placement agencies expressed dissatisfaction with the 20% maximum limit on fees currently being imposed on all employment agencies. While most of these are complaints about low fees, no clear suggestion is made regarding the cause of the problem. The principal criticisms were that enforcing an upper limit on fees is not necessary when hiring companies settle the payments and employment services are provided for high-level expert positions, and that the legal fee levels were too low.

About 33% of the agencies also raised concerns about governmental administration, management or supervision, mainly on the complexity or inefficiency of administrative procedures, and the lack of training information or

other forms of support in relation to the excessive regulations on the part of the government.

V. Status Quo Diagnosis & Policy Challenges

1. Search Firms

The exact scale of listed search firms is difficult to identify, since domestic search firms are registered within the category of fee-charging job placement agencies and no division is made between the two kinds. Therefore, there exists the need to classify search firms separately from general fee-charging job placement agencies, and to change the current system of enforcing the same set of laws and regulations on these different types of employment service agencies.

In Korea, there do not exist many highly professional search firms that focus on headhunting services for executives with five years or more in experience. Instead, most search firms in Korea tend to be small in scale, like other types of fee-charging job placement agencies. Most of the agencies currently classified as search firms in Korea engaged in recruiting firm functions for general employees instead of headhunting for executive positions. In particular, in the case of the businesses which carried out search firm activities as well as other fee-charging job placement or recruitment information provision, the role of job placement agencies charging fees when a client succeeded in finding a job is becoming more prominent than that of original search firms. These circumstances, combined with the fact that most of the agencies are not equipped with distinct levels of professional expertise, mean that they tend to sign CSC-type contracts rather than RSC-type in order to make profits. This in turn leads to price dumping and excessive competitions, making it even more difficult for related agencies to expand into bigger scale. Another factor hindering the development of search firms in Korea is the customary practice of looking for the executive candidate within the company, someone groomed within the organization and recognized as the next in line for the job, rather than conducting an open search for the most talented person. This is a result of an owner-oriented business management culture as opposed to one run by professional CEOs.

Although most companies using the services of search firms used to be foreign-owned businesses, the demand has recently been increasing among domestic companies, and there has been a growth in search requests for mid-level executives as well. Therefore, despite the difficult circumstances, the market for search firms is in fact showing a growth trend.

At present, there exists the need to divide search firms according to criteria such as professionalism, RSC-type contracts, and the target of headhunting, and to decide whether to apply the current fee-charging job placement agency regulations or to classify them separately into business consulting agencies, as is the case of strategic consulting companies. Moreover, although fees and other contract details follow international standards when international companies use the services offered by search firms, the current regulations in Korea are hindering the development of search firm agencies equipped with this kind of professional expertise. At the same time, search firms themselves must also make efforts to prove their reputation and professionalism, such as by complying with internal ethics regulations in order to win deregulation concessions from the government.

2. Free Job Placement Agencies

Mostly in the form of corporations, free job placement agencies carry out employment referencing services in certain regions for certain disadvantaged groups (women, the handicapped, the elderly, etc.). They are evaluated to be giving higher performance compared to general public employment services for the disadvantaged, because of their ability to provide more focused employment services catering to specific groups of underprivileged people in specific regions. These agencies also act to complement the blind spots in the service range of employment support centers that mainly serve employment insurance policy-holders and in the process may overlook the underprivileged. Free job placement agencies also possess a comparative advantage in terms of developing new potential hirers by narrowing the target list to accommodate certain vulnerable groups, in contrast with employment support centers for whom lack of personnel makes it difficult to actively explore potential job openings.

The greatest challenge in operating free job placement agencies is the lack of

budget and expert personnel. Despite the fact that most of these agencies need to improve their professional expertise in job placement, it is common for staff to change their jobs in pursuit of better wages and working conditions. Places such as welfare centers also experience limits in available time as they provide employment services while performing other types of work at the same time. There are occasionally cases when local autonomous governments or employment support centers dispatch employment counselors along with the labor costs for public services, but in general there is a lack of professional employment counselors, in particular in provincial areas. Therefore, it is necessary to define the institutional principles after ascertaining the extent of supply and demand of an employment counselor certification system.

Although most free job placement agencies rely on subsidies from the central or provincial governments for their main operating expenses, they tend to suffer from lack of funds unless these funds are supplemented by operating their own businesses. Even when receiving payments from the government for public business operation, labor costs for hiring new personnel is not included in the budget, so that the agencies must carry out the work with existing staff. This leads to overburdening the employees and a successive decline in work performance.

Many free job placement agencies are carrying out business for central governmental organizations, including Ministry of Labor and Ministry of Gender Equality & Family (now absorbed into Ministry of Health, Welfare & Family Affairs), or operating on budget support from local governmental bodies, such as municipal or provincial governments, and provide either one or more functions in recruiting information, job placement and vocational training services. Although it is true that many of the successful employment cases entail irregular jobs or poor working conditions, free job placement agencies are beneficial to the disadvantaged groups as employment is more helpful than other forms of welfare programs.

Free job placement agencies need governmental support for training programs and development of guidelines or manuals for related tasks, since it is difficult for them to produce job information guidelines or training material, unlike the case of fee-charging job placement businesses.

Also, as most of free job placement agencies do not have the means to effectively operate their own websites, it is necessary to provide system support so that a comprehensive website for free job placement agencies can operate for each region, classifying the agencies into special characteristics, target groups, and types of services offered. Although some regions are already equipped with these websites, the contents are not given in enough detail to find out the different functions for each agency, which requires a simpler but effective website design. A possibility would be to carry out a joint project in connection with the regional employment human resource development initiative.

3. Overseas Job Placement Agencies

It is normally expected that overseas job placement agencies carry out ideal job placement activities: searching for suitable personnel desired by overseas companies, confirming and ensuring that these people possess the linguistic or job skills required for working abroad, then providing that they work under stable labor conditions while complying with related laws and regulations (work visa regulations, in particular) of both countries. In reality, however, many situations occur that do not keep in line with the above expectations. Firstly, overseas job placement agencies do not differentiate between internships or overseas study programs with job placement as they rightly should. Moreover, in quite a number of cases, the concerned personnel leave for the new country without sufficient information on the working conditions, an employment contract, or proper procedures on acquiring a work visa, and end up working under unreasonable labor conditions.

Although there is a clear growing trend of Korean youth wanting to find jobs overseas as a result of the current employment hardships within the country, many only harbor vague expectations without making detailed preparations, so that it is not easy to locate the appropriate personnel wanted by overseas companies. In addition, fact-finding surveys show that there is not enough overseas job placement agencies that can nurture talented personnel since long-standing agencies themselves are few and far between.

A current partnership program entails Human Resources Development Service of Korea's "World Job", an overseas employment center, receiving applications from people seeking jobs abroad, and overseas employment agencies providing these

applicants with training, then introducing them to overseas companies looking to hire. In this project, budgetary support is only provided to the training part, and the fees for job placement is only received from the hiring companies. In some cases, the potential for overseas job placement is not fulfilled despite existing demand from hiring companies abroad due to either a lack of funds for training or a difference between the period of employment desired by the company and one wanted by the applicant.

While job-seekers must pay for related expenses and training fees in many fee-charging overseas job placement cases, both sides suffer losses if the hiring does not work out. The idea that short-term study periods or training will ready applicants for professional job positions abroad is a faulty premise, and problems remain also in the fee system, for example the question of whether job applicants should bear the costs that might arise from preparing English versions of documents required in employment or other such arrangements.

The government must establish a team that plans, reviews, and supports overseas employment, and should improve the network dealing with overseas employment information. In particular, it is necessary to support agencies giving high performances at the same time as disqualifying delinquent ones.

The most important issues in terms of infrastructure are the lack of professional experts and the matter of what constitutes necessary training. It is also vital to ensure that university students seeking overseas employment undertake sufficient preparations to ready themselves for professional job opportunities. **KLI**

<References>

Sung-teak Kim, Sang-heon Roh, Hyeon-gu Shin (2006), 『Study on Revitalization of Private Employment Services』, Korea Labor Institute.

Sung-teak Kim, Hyeon-gu Shin (2004), 『Public-Private Job Stability Institutions: Current Operations & Tasks for Improvement』, Korea Labor Institute.

_____ (2003), 『Status Quo of Private Employment Service Industry & Policy Challenges』, Korea Labor Institute.

Employment Service Innovation Team, Ministry of Labor (2005), 『Customized Services Utilizing Private Sector Efficiency』.

Byeong-un Lee (2005), 「Change in Labor Market Environment & Challenges in Employment Policy Legislation」, 『Labor Laws』 20.