

Appendix

Danish Presidency of the European Public Administration Network

July 1 – December 31 2025



**Danish
Presidency**
Council of the
European Union

Table of content

Country profiles.....	4
Albania.....	4
Austria	6
Belgium.....	8
Bulgaria.....	10
Croatia	12
Cyprus.....	13
Czech Republic	15
Denmark.....	17
Estonia	19
European Commission	20
Finland	22
France.....	24
Germany.....	26
Greece	28
Iceland	31
Latvia	33
Luxembourg	35
Netherlands.....	36
Norway	38
Poland.....	40
Portugal	42
Romania	44
Slovakia	46
Slovenia	48
Spain.....	50
Sweden.....	52
Switzerland.....	54
Ukraine	56



Appendix 1:

Country Profiles

Country profiles

Albania

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level / Yes, we have several sets of values defined at the local level.
<i>If yes or under development, what are the key values?</i>	Integrity, Accountability, Transparency, Public service orientation, Ethical and professional leadership, Rule of law, Equity and inclusiveness, Innovation and continuous improvement, Inter-institutional cooperation
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	-
<i>How was or are the leadership values developed?</i>	<ul style="list-style-type: none"> • The Department of Public Administration has played a central coordinating role in setting standards and frameworks for civil service development. • The Albanian School of Public Administration has been instrumental in integrating leadership values into training programs. • Line ministries have contributed to the development and contextualization of leadership principles. • International organizations and donors have supported the process with technical assistance and best practices. • Civil society organizations and academic institutions have also participated through consultations, studies, etc.
<i>How is the set of values</i>	<p>The implementation of leadership values is carried out through the following means:</p> <ul style="list-style-type: none"> • Training Programs: ASPA plays a key role in embedding leadership values through structured training programs

<i>implemented in practice?</i>	<ul style="list-style-type: none"> • Institutions follow ethical codes and internal regulations that reflect the core values defined by law. • There are performance evaluation criteria in place for evaluating civil servants' and managers' adherence to values. • Merit-based recruitment and promotion systems prioritize ethical standards, leadership competencies, and professional integrity. • Monitoring and oversight, ensuring that the implementation of values is not only formal but also functional. • Ongoing reform efforts and public discourse on good governance have contributed to gradually embedding these values into the everyday culture of public administration.
<i>Has there been any evaluation of the values?</i>	Yes, evaluations have been conducted primarily through periodic performance reviews, feedback from civil servants, and reports by the Department of Public Administration.
<i>Has your country faced any challenges in implementing the set of values?</i>	<p>Several challenges have emerged, including:</p> <ul style="list-style-type: none"> • Variations in local capacity, leading to uneven application of values across regions. • Limited financial and human resources to support continuous training and monitoring.
<i>Link to values</i>	https://www.dap.gov.al/images/Legjislacionishc/Ligji%20152%20perditesuar.pdf

Austria

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The values, or key competencies, are enshrined in law, and cover Federal public employees in charge of managerial tasks:</p> <ul style="list-style-type: none"> • Design, management and quality development of the organizational unit • Context-appropriate, socially communicative and role-flexible behavior with the aim of promoting teamwork and the potential of employees and achieving organizational goals • Ability to analyze the organizational framework of the organization and its further development • Knowledge of budgetary regulations and the ability to apply and implement them • Development and use of networking and cooperation opportunities and support for the associated processes • Knowledge of compliance and corresponding personal conduct and actions • Knowledge and practical skills relating to diversity management, HR management and HR development • Recognition of digital requirements and further developments for the relevant work processes, implementation capabilities, and impact assessment. <p>Please note that some Federal Ministries have additional leadership values.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<ul style="list-style-type: none"> • Large turnover of managers • The need for new workforce because of demographic change • Recruitment challenges because of the war for talents • A highly complex environment and the need for digitalization of the public administration

<i>How was or are the leadership values developed?</i>	The amendment of Art 32 BDG was adopted according to the defined legislative process.
<i>How is the set of values implemented in practice?</i>	<p>The relevant article foresees a mandatory training for all relevant managers. Relevant trainings are for instance, offered by the Austrian Federal Academy of Administration (VAB).</p> <p>In addition, many ministries also offer in-house training.</p> <p>A specific program for executive management training (EMP) provided by the Austrian School of Government is reserved for top managers with adequate leadership and practical experience.</p>
<i>Has there been any evaluation of the values?</i>	Since the relevant amendment only came into force on 1 January 2025 it has not been evaluated yet. The programs of the different academies are continuously evaluated and, if necessary, modified.
<i>Has your country faced any challenges in implementing the set of values?</i>	Yes, there have been and still are several challenges, especially due to the tense budget situation. It is also challenging to implement the specifications retroactively, particularly because there is no general implementation guideline.
<i>Link to values</i>	<u>RIS - Beamten-Dienstrechtsgesetz 1979 § 32 - Bundesrecht konsolidiert</u>

Belgium

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>This response focuses on the Belgian federal public service. Leadership in the federal administration revolves around eight complementary themes, providing a flexible common basis for each organization to implement according to its context.</p> <p>Leadership depends on the working environment, organizational challenges, and specific situations. It does not define an ideal profile but outlines characteristics that individuals or teams can adapt to achieve desired outcomes. Leadership is not limited to managers; non-managerial staff also play a role.</p> <p>The vision is closely linked to federal values, with one theme emphasizing awareness and embodiment of personal and collective values, which guide daily actions and decisions.</p> <p>There is therefore a direct link between this vision of leadership and the five federal values:</p> <ul style="list-style-type: none"> • The public interest • Social responsibility • Respect • Trust • Professionalism
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	Performance: Quality leadership directly contributes to the recognition of the administration as a “dynamic federal public service”, where employees and teams are both fulfilled and efficient.
<i>How was or are the leadership values developed?</i>	<p>It was developed by a working group with representatives from the different ministries. Many partners were consulted: federal civil servants, experts, top managers, entrepreneurs, trade union representatives, etc. Central methods included:</p> <ul style="list-style-type: none"> • Interviews on leadership across sectors

	<ul style="list-style-type: none"> • Sharing visions or models of leadership by other organizations, ranging from more autonomous themes to the vision of leadership in the army and police • Co-creation day with 150 stakeholders on how leadership of the future in the public service will be • A study of scientific literature
<i>How is the set of values implemented in practice?</i>	<p>The leadership vision is integrated into several HR processes, notably through behavioral competency profiles, which influence key areas such as recruitment, evaluation, and training.</p> <p>There is a clear intention to share and integrate this vision across all federal organizations</p>
<i>Has there been any evaluation of the values?</i>	<p>As the Vision on Leadership is a framework that guides the ministries, it is difficult to evaluate the vision. We can say from experience that it is used by the organizations and in trainings.</p>
<i>Has your country faced any challenges in implementing the set of values?</i>	<p>In general, no. However, with regard to implementation, we see that bigger organizations have more resources than smaller ones to implement the framework.</p>
<i>Link to values</i>	<p>Une vision du leadership en 8 thèmes BOSA</p>

Bulgaria

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The main behavioral indicators contained in the competencies that are assessed for managers in the administration are:</p> <ul style="list-style-type: none"> • Approaches others with goodwill and respect • Explains goals and necessary changes, mobilizing and encouraging employees to achieve them • Demonstrates trust in subordinates by delegating important tasks and authority to them • Stands by their position and takes responsibility for the results • Creates and uses various opportunities to motivate and develop employees • Encourages employees for their efforts by regularly providing feedback on their achievements • Manages performance and evaluates employees' work based on the results achieved and in accordance with regulatory requirements • Systematically monitors and controls the execution of tasks • Uses effective methods to resolve conflicts and problems • Clearly defines responsibilities and sets realistic deadlines • Organizes work according to deadlines, resources, and quality requirements.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The values are expected to identify, attract, and retain the necessary talents; to motivate and engage employees; to encourage the free exchange of ideas and information; to build effective teams; to achieve synergy through the joint work of people with complementary knowledge and skills; to ensure stability and continuity in the performance of the functions of the administrations; and to develop the necessary competencies to address current and future challenges.
<i>How was or are the leadership values developed?</i>	The Regulation on the Conditions and Procedure for the Appraisal of Civil Servants in the State Administration was adopted as a secondary legislative act to the Civil Servant Act.
<i>How is the set of values implemented in practice?</i>	The competencies required for the effective performance of the position, in accordance with the legally defined frameworks, are included in the relevant job description.

	<p>The competencies from the job description are taken into account in all three stages of the appraisal process. When preparing and agreeing on the individual work plan, the competencies specified in the job description are considered. At the interim meeting, the evaluating manager and the evaluated employee review the competencies demonstrated by the employee. At the final meeting, the extent to which the evaluated employee has demonstrated the competencies necessary for the effective performance of the position is discussed. It is the duty of the evaluating manager to carry out the performance appraisal impartially and competently, based on objectively established facts and circumstances, and to provide written justification for their evaluation.</p>
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	No.
<i>Link to values</i>	https://lex.bg/laws/ldoc/2135799917

Croatia

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<ol style="list-style-type: none"> 1. Protection of personal reputation and the reputation of the civil service 2. Protection of public interest 3. Preserving citizens' trust 4. Collegiality 5. Impartiality
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<ol style="list-style-type: none"> 1. Communication 2. Conduct in public appearances 3. Avoiding conflicts of interest 4. Receiving gifts 5. Conduct towards citizens 6. Mutual relations – conduct towards subordinates
<i>How was or are the leadership values developed?</i>	Code of Ethics for Civil Servants and Employees was developed in cooperation with all state administration bodies and went through the process of public consultation.
<i>How is the set of values implemented in practice?</i>	Code of Ethics for Civil Servants and Employees was adopted by the Croatian Government and its application is mandatory.
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	No.
<i>Link to values</i>	https://narodne-novine.nn.hr/clanci/sluzbeni/2025_01_8_63.html

Cyprus

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Leadership values by law, for example:</p> <ul style="list-style-type: none"> • Legality • Impartiality • Objectivity • Political neutrality <p>In the performance evaluation system of civil servants, based on criteria and a detailed framework of competencies/ skills depending on their hierarchical level.</p> <p>Also, the Code of Conduct describes the responsibilities/ obligations of civil servants included in relevant laws, e.g.</p> <ul style="list-style-type: none"> • Discretion • Confidentiality • Effectiveness • Avoidance of conflict of interest • Combatting corruption
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The aim is to create better and more effective service to citizens and to reinforce the rule of law and the principles of accountability, transparency, meritocracy, and consequently the public interest. These are not limited, however, to the leadership values.
<i>How was or are the leadership values developed?</i>	The values, enshrined in the Civil Service Law and the Code of Conduct, were prepared by the Public Administration and Personnel Department in collaboration with the Ombudsman's office due to its role in the protection of citizens' rights and the proper function of civil service; and the Law Commissioner's office based on its experience in relevant policies/legislation.
<i>How is the set of values implemented in practice?</i>	The set of values are implemented by internal guidance and performance appraisal, as well as training programs for all civil servants organized by the Cyprus Academy for Public Administration.

<i>Has there been any evaluation of the values?</i>	No evaluation of the values has been conducted.
<i>Has your country faced any challenges in implementing the set of values?</i>	Other priorities of the Ministry of Finance may delay the systematic promotion of these values.
<i>Link to values</i>	-

Czech Republic

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	<p>Yes, we have a defined set of values at the central level.</p> <p>A pilot project within the analytical and national recovery plan unit is testing new approaches to recruitment and human resource development at several government agencies.</p> <p>In the initial phase, a competency framework was created containing desirable cross-cutting competencies common to all government agency employees, which are defined by specific behavioral manifestations. The competency framework is being pilot-tested in targeted employee development, which is based on competency assessment.</p> <p>At the same time, the competency framework is being piloted in the recruitment of new employees, along with other changes that were defined based on an analysis of the recruitment process and its comparison with best practices in the private sector.</p> <p>The conclusions of the pilot activities will be used as one of the bases for creating an Action Plan for Human Resources Development in the Civil Service.</p>
<i>If yes or under development, what are the key values?</i>	<p>In general, based on the Code of Conduct</p> <ul style="list-style-type: none"> • Desirable conduct • Public interest • Impartiality • Expertise • Proportionality • Helpfulness • Economy
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>The results of the survey 'The Civil Servant's Perspective' (2024) and the assessment of competencies in the pilot project point to insufficient managerial competencies and a lack of systematic development of managers and their low mobility. Targeted development programs are being designed and tested in the pilot project.</p>
<i>How was or are the leadership values developed?</i>	<p>The Code of Conduct was drafted by an informal working group under the Civil Service Section of the Ministry of the Interior. Experts from ministries and academia contributed. Based on comparative ethics studies and Czech administrative traditions.</p>

	The pilot project used an extensive questionnaire survey entitled ‘The Civil Servant's Perspective’ (approximately 21,000 respondents, representing 30% of the total number of employees in civil service authorities) semi-structured interviews on various topics, consultations with representatives of the personnel departments of government agencies, consultations with foreign partners (within the EUPAN network) and workshops. Employees of civil service authorities, analysts from the Office of the Government and external experts (from both the academic and private sectors) were involved in data collection and hypothesis testing.
<i>How is the set of values implemented in practice?</i>	Through training, performance appraisals, ethical leadership practices, managerial role modelling, and internal guidelines. An implementation campaign and methodological guidance accompany the regulation.
<i>Has there been any evaluation of the values?</i>	The implementation of the Code of Conduct has not yet been formally evaluated, given that implementation is recent (effective from January 2024).
<i>Has your country faced any challenges in implementing the set of values?</i>	Yes – inconsistent uptake across ministries, limited capacity for training, and need for culture shift from formal compliance to aspirational ethical leadership.
<i>Link to values</i>	https://mv.gov.cz/sluzba/soubor/metodicky-pokyn-pro-rizeni-kvality-ve-sluzebnich-uradech-cerven-2023-pdf.aspx

Denmark

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>There are seven key <i>duties</i> which set the frame for public servants, both for leaders and employees. The duties are</p> <ul style="list-style-type: none"> • <i>Legality</i>: Civil servants must always act within the boundaries defined by existing laws. They must not act contrary to the Constitution or other legislation, including existing EU law. • <i>Truthfulness</i>: Civil servants must not contribute to the minister's disclosing incorrect or misleading information to the Folketing or withholding essential information from the Folketing. They must not themselves disclose — or otherwise contribute to the minister's disclosing — information that is incorrect or misleading in the context. • <i>Professionalism</i>: Civil servants must act within the framework of generally accepted professional standards. They must particularly do so when performing tasks such as the drafting of bases for decisions, statements to and written material for the Folketing, the press and the general public where this work appears to reflect professional assessments. • <i>Development and cooperation</i>: Civil servants must at all times strive to improve their advice and assistance to the minister. In their effort to achieve the best results, they must keep up with developments in their field, focus on possible improvements to quality and efficiency in their remit, be open and responsive to the outside world, and cooperate with others. • <i>Responsibility and management</i>: Civil servants must actively contribute to carrying out the tasks, strategies and goals established by the minister and the administrative management. Within the legislative framework, they must comply with the directions they receive from their superiors in accordance with the distribution of responsibility in their organization. • <i>Openness about errors</i>: Senior management must ensure a culture where errors are handled as soon as possible and where lessons are learned from past errors.

	<ul style="list-style-type: none"> • <i>Party-political neutrality:</i> Senior management must perform their work in a party-politically neutral manner so as to ensure that they can function as credible civil servants for successive governments. Civil servants must not provide advice and assistance for purely party-political purposes.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>Some years have passed since the responsibilities and duties of civil servants in Denmark were first described systematically. Several reports since 1993 have pointed out professional ethical principles and certain issues in connection with civil servants' advice and assistance to the government and its ministers.</p> <p>Code VII was published in 2015 to clarify the basic standards for good civil service conduct. The aim of the code is therefore to help employees and managers in central government be aware of their key duties as civil servants. As such, they are general guidelines for the correct fulfilment of their tasks in central government.</p>
<i>How was or are the leadership values developed?</i>	Code VII was created in collaboration between the Ministry of Justice, the Ministry of Finance and the Danish Employee and Competence Agency and was published in 2015. The publication was based on a desire to compile and clarify applicable standards for civil servants.
<i>How is the set of values implemented in practice?</i>	The code is openly available online. A dedicated e-learning course on Code VII was launched in 2017 to raise awareness among civil servants and managers about their roles and responsibilities, and often employees are required to take the online course on the code. In the e-learning course, several cases are presented to help employees reflect on their duties and to practice the correct behavior. In addition, the Danish Employee and Competence Agency gives presentations on Code VII upon request.
<i>Has there been any evaluation of the values?</i>	There has been no individual evaluation of Code VII, but it was published on the basis of previous publications, statements, and reports, as it was deemed necessary to have comprehensive, systematic guidelines to clarify good civil servant conduct and a common set of values.
<i>Has your country faced any challenges in implementing the set of values?</i>	Code VII has been very well received, and the e-learning course continues the work of making all employees in the central administration aware of their roles and responsibilities.
<i>Link to values</i>	kodex_vii_english_version.pdf

Estonia

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	No.
<i>If yes or under development, what are the key values?</i>	Although the answer to the specific questions about leadership values is “no”, we have defined expectations for leaders behavior, i.e. good leadership, in competence models. There are two central models – for senior and mid-level leaders – accompanied by the local models at the ministries and larger municipalities.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	Currently the key challenges are: the harmonization of leadership skills and boosting innovation leadership.
<i>How was or are the leadership values developed?</i>	When creating models, it is customary to involve various parties, from managers themselves and HR managers to academics.
<i>How is the set of values implemented in practice?</i>	Competence models are the basis for various, if not all, HR Practices starting from recruitment and ending with alumni supporting the newcomers through mentoring at the most senior leadership levels.
<i>Has there been any evaluation of the values?</i>	Leadership quality and employee engagement surveys that are based on the competence models provide an indication.
<i>Has your country faced any challenges in implementing the set of values?</i>	There have been no major challenges in competence model implementation.
<i>Link to values</i>	https://tippjuhid.riigikantselei.ee/kompetentsimudel

European Commission

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The key values are outlined in the competency frameworks for leaders:</p> <ul style="list-style-type: none"> • General management skills, e.g. the ability to set and revise objectives, monitor and evaluate progress, organize and manage the team's work, and the ability to motivate • Communication skills, e.g. clear communication and soliciting inputs from staff, partners, stakeholders etc. • Interpersonal skills • The ability to steer discussions and generate the best possible results without compromising productive working relationships with the other parties involved • Proven ability to carry out the functions in different environments and/or overall knowledge of the Institution, gained notably through inter-DG mobility
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The competency frameworks are aimed at using a standardized set of values in assessing, recruiting, and developing leaders.
<i>How was or are the leadership values developed?</i>	Internal consultation, benchmarking, link to academic research and specialized bodies, incorporation of political priorities, and validation by the political level of the institution.
<i>How is the set of values implemented in practice?</i>	The competency frameworks are used in the assessment centers for the selection of leaders and in their yearly appraisal. They are the underlying values used in designing all leadership development activities.
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	The internal HR model of the Commission has changed several times in the past from partially decentralized HR services to a more centralized approach. Therefore, over the years, the implementation has not always been carried out in a coherent and consistent way throughout all different Directorates-

	General and services. The centralization of HR services should solve this issue in the future.
<i>Link to values</i>	https://commission.europa.eu/document/download/1b540549-d648-44db-b6f8-c057dbba68b0_en?filename=annex-european-commission-decision-on-middle-management-staff_3288_c_2016_en.pdf

Finland

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The Public Service Leadership Group has defined a set of shared values for public service leadership that different organizations can use to determine the values that support their own activities. These key values are:</p> <ul style="list-style-type: none"> • Democracy • Public interest • Rule of law • Justice • Equality • Transparency • Trust • Human-centeredness • Independence • Impartiality <p>The group also proposes the following leadership principles for public administration:</p> <ul style="list-style-type: none"> • Steadily, proactively and in a way that provides value to all of society (effective) • Sustainably and in accordance with good governance (sustainable) • In cooperation and interaction with members of the public, partners, personnel, and stakeholders, including on the international level (collaborative) • Boldly and through solution-oriented reforms (solution-oriented) • With skill and expertise, making use of information (competent) • Ethically and based on shared values (ethical)
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The goal is to reach a broad consensus on the foundation and development of leadership and to strengthen the common identity of the public sector as a whole.

<i>How was or are the leadership values developed?</i>	<p>Members of senior management in institutions across the public sector were invited to join The Public Service Leadership Group.</p> <p>The group has engaged in dialogue in pairs, small groups, joint meetings, and a workshop. These numerous discussions clarified the view of the mission of public service leadership, of what good leadership is in an evolving operating environment, and of the foundation that good leadership should be built on in public administration</p>
<i>How is the set of values implemented in practice?</i>	<p>The group and the Ministry of Finance continue to implement the principles. They invite a wide range of societal actors – from decision-makers to managers – to take part in this work across public administration. The group also intends to offer political decision-makers the opportunity to participate in discussions on the principles for public service leadership.</p>
<i>Has there been any evaluation of the values?</i>	<p>Yes, in general, but not considering the specific set of values and principles defined by the Public Service Leadership Group.</p>
<i>Has your country faced any challenges in implementing the set of values?</i>	<p>Yes, in general, but not considering the specific set of values and principles defined by the Public Service Leadership Group.</p>
<i>Link to values</i>	<p>https://vm.fi/en/shared-values-and-principles-for-public-service-leadership</p>

France

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The key values set out in the interdepartmental management guidelines for senior executives are as follows:</p> <ul style="list-style-type: none"> • A sense of public interest and public service • Neutrality • Loyalty • Dignity • Impartiality • Equal treatment • Integrity • Probity • Secularism
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	These values are linked to the French conception of public service. They are based on the French constitutional principles of equality of citizens before the law, hierarchy of norms, equal access to public office, and secularism. They are not intended to respond to specific challenges, but rather to embody fundamental principles derived from the 1789 Declaration of the Rights of Man and of the Citizen.
<i>How was or are the leadership values developed?</i>	These values are the result of consultation between the inter-ministerial delegation for senior government officials, attached to the Prime Minister, all ministries, and trade unions. These values were developed in part as a result of reports on the reform of senior civil service management:
<i>How is the set of values implemented in practice?</i>	These values are defined in internal guidelines. They have been incorporated into a set of managerial competency standards. During annual appraisals, senior managers are assessed on their performance in relation to these values. Any breach of these values may result in disciplinary action.
<i>Has there been any evaluation of the values?</i>	They are subject to individual assessments but not collective assessments, due to their connection to constitutional principles that are deeply rooted in French law. Nevertheless, the inter-ministerial management guidelines for senior executives that list them have been drawn up for a period of five years and are subject to an annual review. The values they contain may evolve in 2027, after their first five years of application. In addition, these

	values may be studied through the perception that citizens have of senior civil servants.
<i>Has your country faced any challenges in implementing the set of values?</i>	No, these values are traditional values for senior management in the French civil service. They are the result of decades of reflection on the civil service and are the subject of a consensus.
<i>Link to values</i>	https://www.legifrance.gouv.fr/download/pdf/circ?id=45325

Germany

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have several sets of values defined at the local levels.
<i>If yes or under development, what are the key values?</i>	<p>Effective leadership is characterized by goal orientation, cooperation, employee focus, and situational appropriateness.</p> <p>The efficient execution of tasks, as well as a cooperation based on mutual respect between managers and staff, requires a shared understanding regarding both the approach to and the content of task fulfillment. In this context, mutual respect, reciprocal trust, and a spirit of partnership are indispensable.</p> <p>This also entails the inclusion of employees in decision-making and opinion-forming processes, the delegation of responsibilities, and the establishment of a culture of regular, reciprocal feedback. Constructive feedback serves not only to acknowledge and value individual performance, but also to express appreciation for the person behind the work and to identify potential for improvement on both sides.</p> <p>Leadership and collaboration are dependent on intensive communication. The resolution of conflicts presupposes that both managers and staff actively seek solutions and, where necessary, are willing to request and accept external support.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>Given the complexity of tasks, the multitude of interdepartmental interfaces, and the high expectations with regard to quality, transparency, and efficiency, the principles of goal orientation, cooperation, employee focus, and situational leadership serve as a robust foundation for effective managerial conduct.</p> <p>By emphasizing participatory decision-making, the delegation of responsibility, and the cultivation of a consistent feedback culture, the framework promotes the necessary adaptability and responsiveness required to manage complex administrative matters. Furthermore, the understanding of leadership as a partnership-based process contributes significantly to the sustained motivation and performance of staff, even under demanding conditions.</p>

<i>How was or are the leadership values developed?</i>	The personnel development concept is aligned in close coordination with the competent human resources departments.
<i>How is the set of values implemented in practice?</i>	<p>It is implemented through:</p> <ul style="list-style-type: none"> • “Leadership Forum” Program • “Leadership for Junior Managers” Program • “Leadership Compact” Program • Reflection meeting after permanent assignment of a leadership position • Individual coaching <p>The Federal Ministry of the Interior offers individual courses from external training providers to its leadership</p>
<i>Has there been any evaluation of the values?</i>	<p>Yes, it is done by</p> <ul style="list-style-type: none"> • Supervisor feedback before permanent assignment of division head position • 270° comprehensive electronic leadership feedback.
<i>Has your country faced any challenges in implementing the set of values?</i>	There were no such issues.
<i>Link to values</i>	-

Greece

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Managers, regardless of the level of management, must respect, support, and motivate the people they manage, so that all together contribute to the achievement of the entity's objectives. The example of leadership and proper guidance can ensure the effectiveness of this Code. In particular, in the exercise of their duties, managers are, among others, expected to:</p> <ul style="list-style-type: none"> • Ensure strict observance of the principle of equal treatment of employees and that the principle of legality is observed. • Exercise their responsibilities and duties, respecting the officials over whom they are responsible. • Maintain open channels of communication with employees. • Inspire, activate and motivate the employees and, in case of exceptional performance, reward them morally. • Lead by example and promote diversity and pluralism. • Support employees with information and advice on how to deal with conflicts of interest or possible ethical dilemmas. • Recognize the training and know-how needs of employees and encourage their participation in educational activities. • Be interested in the professional competence of the employees and support the continuous development of skills. • Resolve conflict situations, quarrels, and complaints that may arise from the transactions with citizens and representatives of organizations and businesses. • Handle conflict situations among the employees they manage. • Ensure feedback and exchange of views • Ensure a fair and merit-based assessment of employees with a view to improving their individual performance. • Promote digital culture by adopting and exploiting new technology and e-government systems. • Provide protection, support and information to employees working remotely due to teleworking and special conditions. • Ensure that compliance with the health and safety rules is checked by informing the competent service when necessary

	<ul style="list-style-type: none"> Contribute to the “building” of a working environment, which is free from intimidation and harassment, and in which everyone will feel valuable and respected for their contribution. <p>Also, central skills for employees and managers include:</p> <ul style="list-style-type: none"> Citizen orientation Teamwork Adaptability Result orientation Organisation and planning Problem solving and creativity Professionalism and integrity Knowledge management Leadership
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<ul style="list-style-type: none"> Motivation Diversity Inclusion Corruption Digital skills
<i>How was or are the leadership values developed?</i>	Best practices at a European and international level, experience on the field, digital development, and social challenges.
<i>How is the set of values implemented in practice?</i>	<p>Training programs, guidelines, performance assessments.</p> <p>There are various training programs for cultivating leadership in Greek public administration, run by the Training Institute of the National Centre for Public Administration and Local Government. At the same time, there are two targeted programs:</p> <ul style="list-style-type: none"> Level 1 for ordinary civil servants Level 2 for supervisors <p>The Leadership competency is designed to help supervisors as well as employees foster trust, motivation, and collaboration, clearly delegate tasks, and coordinate teams toward shared goals—even under pressure or change. It addresses critical shortcomings in the central administration, such as siloed teams, hierarchical delays, weak horizontal coordination, and low staff engagement, by promoting adaptive, inclusive, and results-oriented leadership.</p>

<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	No.
<i>Link to values</i>	<u>Code-final.cdr</u>

Iceland

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes - The central leadership values are defined in the Iceland State Policy for Public Service Leadership.
<i>If yes or under development, what are the key values?</i>	<p>The core value is integrity - always having the best interests of society as a guiding principle. Integrity is supported by three main pillars:</p> <ul style="list-style-type: none"> • Leadership Competencies • Performance Management • Communication Skills.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>Yes. The Iceland State Policy for Public Service Leadership and its set of values are explicitly designed to address several key challenges within the Icelandic public sector, including</p> <ul style="list-style-type: none"> • Connecting Funding to Results • Responding to a Complex Environment • Creating a Desirable Work Environment
<i>How was or are the leadership values developed?</i>	<p>The Iceland State Policy for Public Service Leadership and its set of values were developed by the Ministry of Finance in close cooperation with all ministries and the Association of Directors of Government Institutions. The development was based on:</p> <ul style="list-style-type: none"> • Findings of a 2012 task force that analyzed the work environment of heads of government agencies. • The methodology is based on frameworks from the OECD. • Political and Legal Mandate: The policy was developed in accordance with the State Employees Act • The initiative is part of a broader effort to reform and strengthen the professionalism of the civil service following the 2008 financial crisis.

<i>How is the set of values implemented in practice?</i>	<p>The primary implementation vehicle is The Icelandic Centre for Public Service Leaders. Implementation methods include:</p> <ul style="list-style-type: none"> • Formal Accountability Instruments: each agency head receives a formal mandate from their minister, which outlines their specific responsibilities. This is further reinforced by directors' direct accountability for their institution's operations. • Workshops, a dedicated "Public Service Leaders' Day," and onboarding for new managers. • Executive counselling and a peer mentoring program. • A "Leaders' Toolbox" with practical resources. • Performance Management through a "Dialogue on Results" process and the use of Key Performance Indicators (KPIs) • HR Processes: The Core Leadership Competency Framework is intended for use in recruitment and performance appraisals.
<i>Has there been any evaluation of the values?</i>	<p>Yes, there is an ongoing, data-driven evaluation of the initiative's impact through KPI tracking and internal analysis</p>
<i>Has your country faced any challenges in implementing the set of values?</i>	<ul style="list-style-type: none"> • The public sector's complex structure makes standardized implementation difficult. There is a risk of insufficient trickle-down effect from top-level managers. • Data indicates that Government Ministries with fewer Agencies can focus even better on Connecting Funding to Results in a Dialogue with their respective Agencies. • Process and follow-up challenges regarding "Dialogue on Results" and guaranteeing accountability when performance targets are not met. • As with any major reform, there can be resistance to change within the established institutional culture.
<i>Link to values</i>	<p>https://www.stjornarradid.is/library/02-Rit--skyrslur-og-skrar/Stj%c3%b3rnendastefna%20loka%c3%batg%c3%a1fa%20062019%20(002).pdf</p>

Latvia

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level
<i>If yes or under development, what are the key values?</i>	<p>Cabinet of Ministers Recommendation "Values of State Administration and Fundamental Principles of Ethics" (hereinafter – Recommendation) prescribes the values of State administration and the fundamental principles of ethics. This recommendation is applicable to all state administration officials and employees, including leaders. There are seven values of state administration</p> <ul style="list-style-type: none"> • Professionalism and effectiveness • Integrity • Accountability • Acting in the public interest • Sustainability of the State and welfare of the society • Open State administration that is accessible to the society • Co-operation in State administration <p>The seven values are further elaborated into more detailed ethical guidelines for leadership behavior. Please see link in bottom of country profile for further information.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	No, the values are general in their nature.
<i>How was or are the leadership values developed?</i>	When the work for developing the Recommendation started, it was not intended to include a specific section for managers. During the development process, it was found that managers play a crucial role in the implementation of the values, and thus a specific section was added for managers. The development of the Recommendation was based on employee survey results, a review of existing documents regarding ethics in Latvia, and examples of good practice in other countries. Ministries and NGOs took part in the development of the Recommendation.

<i>How is the set of values implemented in practice?</i>	For Senior Managers, these values are implemented through the Senior Management Leadership Program. The Program covers different topics, including values and ethics. Ethics is a competency that must be evaluated during performance appraisals for employees at all levels in the central administration.
<i>Has there been any evaluation of the values?</i>	Yes, in 2025 an evaluation (study) of the Recommendation was carried out by an NGO. The evaluation found that the Recommendation has only partially reached the goal of its adoption. Although this Recommendation exists there is still variation in the level of implementation of these values across ministries and their subordinate institutions.
<i>Has your country faced any challenges in implementing the set of values?</i>	Yes, because the topic of values in the broader sense is not viewed as a priority and requires a change of mindset.
<i>Link to values</i>	https://likumi.lv/ta/en/en/id/303328-values-of-state-administration-and-fundamental-principles-of-ethics

Luxembourg

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Good leadership values are laid down in Article 14 of the Status of Civil Servants:</p> <ul style="list-style-type: none"> • Independence • Neutrality • Availability
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	No.
<i>How was or are the leadership values developed?</i>	The values are laid down in the Status of Civil Servants. The values have been developed by the Ministry of the Civil Servants in consultation with the trade union and approved by the Government.
<i>How is the set of values implemented in practice?</i>	The Status of Civil Servants, which includes these values, is part of the training curriculum for trainees during their probationary period.
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	No.
<i>Link to values</i>	Code de la fonction publique - Legilux

Netherlands

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Three core values underlie our government-wide vision of public leadership:</p> <ol style="list-style-type: none"> 1. Shared leadership: Leadership always takes place in a context. One task of public leaders is to empower those around them to also show leadership, regardless of whether they have a formal leadership position. Leadership, in that sense, is a shared process and behavior. 2. Responsiveness: You are attuned to what happens in society. You treat citizens and parties with respect and empathy. As a leader, you are a steering factor in social change. 3. Moral motivation: You realize that leadership in government always involves tension between divergent values. In that field of tension, you make decisions based on careful consideration.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>Yes. The core values of our public leadership vision address several pressing challenges in our central administration.</p> <p>First, they respond to the growing complexity of public issues, which require cross-sectoral collaboration and leadership beyond hierarchical structures.</p> <p>Second, responsiveness addresses the need for a stronger connection between government and society.</p> <p>Third, moral motivation supports leaders in navigating the value tensions inherent in public service.</p> <p>Together, these values also strengthen the profile of public leadership in recruitment and development by appealing to professionals who are intrinsically motivated to contribute to the public good.</p>
<i>How was or are the leadership values developed?</i>	The leadership values were developed through a multi-year, evidence-informed process that combined academic research, practical experience, and broad stakeholder engagement. The Dutch Directorate-General for the Senior Civil Service (DGABD), part of the Ministry of the Interior and Kingdom Relations, partnered with the Leiden Leadership Centre (LLC) at Leiden

	<p>University as its scientific advisor. Together, they conducted a comprehensive process that included:</p> <ul style="list-style-type: none"> • A literature review of over 150 academic studies • Empirical research, including a national personnel survey among 2,000 public sector managers and employees and a series of focus groups with a diverse range of civil servants. • Practice-based inquiry, in which an independent advisor interviewed over 200 people across the public sector and civil society to gather lived experiences and real-world perspectives on public leadership. • An interdisciplinary advisory group, composed of national and international scholars, provided feedback throughout the process <p>In addition, the vision was discussed and refined through various inter-ministerial bodies, including preparatory consultations in sub-councils.</p>
<i>How is the set of values implemented in practice?</i>	<ul style="list-style-type: none"> • Recruitment and selection: The Directorate-General for the Senior Civil Service (DGABD) has integrated the leadership values into recruitment and selection processes for senior public leaders. • Learning and development: The vision also underpins the learning and development offerings, including an e-learning module dedicated to the vision. • Knowledge agenda: The vision will serve as a foundation for a multi-year knowledge agenda currently being developed, which aims to further strengthen leadership in government through research and learning.
<i>Has there been any evaluation of the values?</i>	Not yet. We plan to evaluate the implementation and impact of the leadership values in the coming year. However, we are still exploring how to best approach this – in terms of both methodology and scope.
<i>Has your country faced any challenges in implementing the set of values?</i>	Yes. One of the main challenges is how to translate the values into day-to-day practice. How can we steer on these values in real contexts? What instruments or feedback mechanisms are effective? How do we balance the abstract nature of the values with concrete expectations?
<i>Link to values</i>	Ministerie van Binnenlandse Zaken en Koninkrijksre - Video

Norway

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>A dedicated framework titled "Foundations for Good Leadership in the Civil Service" has been developed, outlining five overarching expectations for good leadership within the state sector:</p> <ol style="list-style-type: none"> 1. Understand and know the framework 2. Empower employees 3. Take a holistic view 4. Be innovative 5. Develop yourself as a leader <p>Each of these expectations has been further operationalized into three to four sub-points to clarify the content and direction of good leadership in the civil service.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>An ageing population is leading to an increasing scarcity of resources and expertise. New technologies—particularly artificial intelligence—may help solve many of these challenges, but also introduce entirely new issues that are not yet fully understood.</p> <p>Societal challenges such as climate change, environmental concerns, and the green transition require holistic solutions and coordination across sectors and agencies.</p> <p>Particular emphasis is placed on the importance of exercising leadership within the framework of the Norwegian/Nordic model, where social dialogue, co-determination, and involvement contribute to better decision-making.</p>
<i>How was or are the leadership values developed?</i>	To develop the five expectations for good leadership in the civil service, we have gathered insights and experiences from a wide range of stakeholders, including state sector leaders, HR professionals, employee representatives/the main trade union confederations, researchers, and consultants working in the fields of leadership.
<i>How is the set of values implemented in practice?</i>	The Foundations for Good Leadership in the Civil Service have been communicated and implemented through several initiatives:

	<ol style="list-style-type: none"> 1. Publication on the Government's official website and the State Employer Portal. 2. Presentations and discussions of the Foundations for Good Leadership have been held across various government agencies. 3. A dedicated implementation and reflection guide has been developed to support agencies in adopting the Foundations for Good Leadership within their own organizations. 4. Seminars have been conducted where the Foundations for Good Leadership and leadership in the civil service have been central themes. 5. A pilot leadership development program is currently being designed and implemented for leaders in the civil service, with the Foundations for Good Leadership serving as a key starting point. 6. A mentorship program has been established for leaders in the ministries.
<i>Has there been any evaluation of the values?</i>	In autumn 2024, HR leaders in the civil service were surveyed through the State Employer Barometer. They were asked whether they had integrated, or planned to integrate, the framework into their organization's leadership practices, and how they had done so or intended to do so. The majority responded that the framework had been addressed in leadership gatherings (84%) and that it was planned to be incorporated into leadership development programs (53%).
<i>Has your country faced any challenges in implementing the set of values?</i>	No, not really. But there is always a risk with overarching and central strategies that they are either not sufficiently known or not actively applied - or both.
<i>Link to values</i>	https://www.regjeringen.no/no/tema/arbeidsliv/Statlig-arbeidsgiverpolitikk/arbeidsgiverstrategi-og-grunnlag-for-god-ledelse/id3033097/

Poland

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<ul style="list-style-type: none"> • Professionalism • Impartiality • Political neutrality • Reliability <p>More are specified in the so-called ethical code of conduct for civil service, namely civil service rules (e.g., rule of law and legality, selflessness, transparency and openness, protection of human and civil rights, responsibility for actions or omissions, efficient use of public resources, openness and competitiveness in recruitment) and ethical principles (e.g. dignified conduct, public service orientation, loyalty, political neutrality).</p> <p>Values set in both the Constitution and the Ordinance apply universally to all members of the civil service, including those in leadership positions.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	From a leadership perspective, the set of values aims to address challenges such as task complexity and compliance risks by promoting ethical leadership based on, for example, impartiality, political neutrality and professional conduct. Leaders are encouraged to set an example of integrity and responsibility, which is intended to build credibility, support transparency, and strengthen citizen confidence in a professional, trustworthy civil service.
<i>How was or are the leadership values developed?</i>	<p>The leadership values in the Polish civil service, were developed through a centralized, government-led process. The draft was developed by a 10-member team of experts, including Directors General (the highest-ranking civil servants), representatives of academia, and trade unions.</p> <p>It was based on the Polish Constitution, the Civil Service Act, and international guidelines such as those from the OECD and GRECO. The process was influenced by academic knowledge in the fields of ethics, the rule of law and good governance, although it was mainly based on legal and administrative work.</p> <p>The team of experts took into account the practical experience of the Polish administration and examples from other EU countries, as well as the challenges of the time.</p>

<i>How is the set of values implemented in practice?</i>	<ol style="list-style-type: none"> 1. Training and education in promoting values through e.g. full-time education, lifelong learning, seminars, and strategic workshops for current and future civil servants 2. Internal guidelines and legal framework 3. Performance monitoring and reporting to the Head of the Civil Service 4. Ethical oversight and support by the Head of the Civil Service 5. International cooperation and benchmarking.
<i>Has there been any evaluation of the values?</i>	Yes, the values guiding the Polish civil service have been the subject to several forms of evaluation and monitoring. The main results indicated a high level of declared commitment to values such as impartiality and professionalism, but also highlighted areas for improvement. It confirmed the need for ongoing education, engagement of leaders and systemic support for ethical behavior.
<i>Has your country faced any challenges in implementing the set of values?</i>	The civil service in Poland faces certain challenges in applying its core values, which stem primarily from legal changes that contribute to undermining the stability of the civil service. The other challenge relates to the inconsistent implementation resulting from insufficient knowledge and sometimes different understandings of values.
<i>Link to values</i>	https://www.gov.pl/web/civilservice/legal-framework

Portugal

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>The key values outlined in the legal framework for good leadership include</p> <ul style="list-style-type: none"> • Pursuing public interest and good administration • Respecting legality • Impartiality • Transparency • Good faith • Proportionality and justice, to ensure the respect and trust of workers in public functions and society
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<ul style="list-style-type: none"> • Guarantee legality and compliance • Avoiding arbitrariness and promoting the rule of law • Prioritize the satisfaction of public needs and thus increase trust in public services • Promote professionalism and political neutrality through merit-based recruitment • Improve performance in the face of complex tasks and modernization needs • Strengthen autonomy and accountability
<i>How was or are the leadership values developed?</i>	<p>These values were developed over time, including through specific training for managers. The managers' Statute had the participation of the trade unions and the Parliament's approval. The values were developed according to the national ethics framework, which is aligned with European best practice, like the Code of Good Administrative Behavior adopted by the Commission, the European Union Charter of Fundamental Rights, the TEU, OECD recommendations etc.</p>
<i>How is the set of values implemented in practice?</i>	<p>Leadership values are implemented via</p> <ul style="list-style-type: none"> • Internal codes of ethics and conduct. • Initial mandatory and continuous training, which includes ethics and integrity in public service • Performance appraisal focused on behavioral skills

	<ul style="list-style-type: none"> Reinforcing transparency and values compliance through internal and external control and auditing mechanisms.
<i>Has there been any evaluation of the values?</i>	<p>Recently, a competency framework for the PA was adopted, which provided the opportunity to assess existing values and establish core behavioral competences for workers and managers aligned with the values and culture of the civil service.</p> <p>The core competences describe the expected capabilities related to integrity and ethics, such as 'public service orientation', which requires acting according to ethical values, demonstrating commitment to public service mission, and contributing through personal conduct to trust and a positive image of PA in civil society.</p>
<i>Has your country faced any challenges in implementing the set of values?</i>	<p>The main challenge faced in implementing the set of values is not linked to the ethical infrastructure, which has been improved in recent years, but to the lack of sufficient resources, especially staff, to meet the needs of monitoring and controlling integrity in public administration.</p>
<i>Link to values</i>	-

Romania

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have several sets of values defined at the local levels.
<i>If yes or under development, what are the key values?</i>	<p>In Romanian legislation, the concept of leadership is not explicitly defined as a set of "values" contained within a legal article. However, values associated with leadership appear indirectly in several normative acts in the field of civil service, as well as in the general competency indicators and behavioral descriptors. Core values endorsed in the civil service include:</p> <ul style="list-style-type: none"> • Integrity • Transparency • Accountability • Citizen orientation • Impartiality • Responsibility • Competence • Performance • Efficiency • Legal compliance • Respect of human rights.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The general competency framework includes the values endorsed in the civil service and includes leadership requirements, for managerial positions. This competency framework is implemented in recruitment, in the national competition for civil service positions.
<i>How was or are the leadership values developed?</i>	The civil service values in the Administrative Code were defined in consultation with the public sector, academia and trade unions. They were developed based on analyses of international experience and the types of competencies required in Romanian public administration.
<i>How is the set of values implemented in practice?</i>	The values are included in the definition of general competencies, and are therefore integrated into job descriptions, recruitment procedures, performance appraisals, and training programs – developed by the National Agency of Civil Servants.
<i>Has there been any evaluation of the values?</i>	No.

<i>Has your country faced any challenges in implementing the set of values?</i>	Limited funding available for training programs.
<i>Link to values</i>	https://legislatie.just.ro/Public/DetaliiDocumentAfis/215925

Slovakia

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Yes, we have a set of defined values at the central level, specifically:</p> <ul style="list-style-type: none"> • Act No. 55/2017 Coll. on the Civil Service regulates the principles of the civil service, such as impartiality, legality, professionalism, stability, equal treatment, and transparent, equal remuneration. • The Code of Ethics includes several values, such as integrity, transparency and professionalism
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	The civil service is based on principles that guide civil servants in performing their duties and government agencies in making decisions relating to the civil service. These principles provide a framework of values and form the basis for the specific provisions of the Civil Service Act, which are reflected in its institutions and provisions. These principles define the recruitment of civil servants, the stability of their employment relationship, career progression, performance evaluation and remuneration.
<i>How was or are the leadership values developed?</i>	<p>The leadership values specified in the Civil Service Act are the 'principles of the civil service'. The draft law was discussed during an interdepartmental consultation process. In accordance with legislative rules, the draft law's submitter was required to publish it on the Legal Regulations Portal.</p> <p>A notice of the draft law's publication was also sent to designated state authorities, as well as to other selected authorities and institutions. These entities were then able to submit their comments on the draft law within a specified period. The consultation process also involved the public, who could submit comments on the draft law.</p> <p>The Slovak Republic takes into account the recommendations of international organizations such as the OECD and GRECO.</p>
<i>How is the set of values implemented in practice?</i>	In practice, this set of values is applied or implemented in areas such as legislation, internal regulations, education and training.
<i>Has there been any evaluation of the values?</i>	No.

<i>Has your country faced any challenges in implementing the set of values?</i>	No.
<i>Link to values</i>	https://www.epi.sk/zz/2019-400

Slovenia

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>There is no specific set of leadership values. However, there is a set of values included in various codes of ethics that apply to all civil servants, including leaders. There are common values and principles of the public employee system, applying to all civil servants, also reflected in the Public Employees Act. These include:</p> <ul style="list-style-type: none"> • Equal Access Principle • Principle of Legality • Principle of Professionalism • Principle of Ethical, Honorable, and Publicly Transparent conduct • Principle of Confidentiality • Principle of Responsibility for Results • Principle of good governance • Prohibition of Harassment
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	Since there is no specific set of leadership values and they can only be inferred from various other acts (codes and laws), they exist only at a general level, applicable to all public employees.
<i>How was or are the leadership values developed?</i>	In cooperation with representative trade unions and professional associations of public employees in state authorities and local community administrations, the Officials' Council adopted a code of ethics for public employees in state authorities and local community administrations.
<i>How is the set of values implemented in practice?</i>	It is partially covered in mandatory training for top managerial positions.
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	No.

<i>Link to values</i>	https://www.kpk-rs.si/storage/uploads/5b08f1c3-dc76-494f-a5ad-dbcbe18a9ab2/Code of ethics.pdf
-----------------------	---

Spain

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Obligations of public employees (Code of Conduct) includes:</p> <ul style="list-style-type: none"> • Objectivity • Integrity • Neutrality • Responsibility • Impartiality • Confidentiality • Dedication to public service • Transparency • Setting an example • Austerity • Accessibility • Efficacy • Honesty • Promotion of the cultural environment and the environment • Respect for equality between men and women <p>The Spanish Central Administration Integrity System also incorporates a Code of Good Administrative Behavior, aimed at all personnel working for the public sector, alongside a Code of Good Governance, aimed at senior and top-ranking officials. Both constitute essential guidelines for the prevention and control of conflicts of interests, which may arise while performing their duties.</p> <p>The document contains several references to adequate leadership, namely to the role of leadership in promoting cultural changes fostering integrity in the organization, as well as to the convenience of providing adequate integrity and conflicts of interest contents in training programs aimed at leadership positions.</p> <p>With regards to transformational leadership, five elements are prevalent:</p> <ol style="list-style-type: none"> 1. Leading to the consecution of organizational objectives with the participation of team members. 2. Motivating, effectively communicating and adequately managing teams.

	<ul style="list-style-type: none"> 3. Incorporating innovative processes in public management. 4. Effectively collaborating with other stakeholders. 5. Displaying emotional balance when faced with external pressures or difficulties.
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	As already indicated, the values and principles request that civil servants shall exercise their powers according to the principle of dedication to public service, abstaining not only from conduct contrary to the same, but also from any other conduct which may compromise neutrality in exercising public services.
<i>How was or are the leadership values developed?</i>	<p>Values of leadership in civil service are based on respecting the Spanish legal system.</p> <p>The development of the competency framework for senior officials included an internal guided participative process amongst civil servants from different departments and responsibilities.</p> <p>A self-assessment questionnaire of competencies for carrying out managerial functions in the General Administration of the State has been published, prepared by INAP and the Complutense University of Madrid.</p>
<i>How is the set of values implemented in practice?</i>	The Spanish Institute for Public Administration (INAP) is in charge of the training programs on leadership, with a program specially designed for those civil servants in leadership positions
<i>Has there been any evaluation of the values?</i>	Not on “values”, but on performance.
<i>Has your country faced any challenges in implementing the set of values?</i>	-
<i>Link to values</i>	-

Sweden

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level.
<i>If yes or under development, what are the key values?</i>	<ul style="list-style-type: none"> • Democracy • Rule of law • Objectivity • Free formation of opinion • Respect for equality and human dignity • Efficiency and service orientation <p>These values derive from the Swedish Constitution and guide all state sector employees, including leaders, in their daily conduct. Each agency is responsible for translating these into leadership expectations and values suited to their own operations. The Swedish Agency for Government Employers offers agencies various initiatives, forums, and activities that enable collaboration to strengthen leadership within the central government sector.</p> <p>In addition, the Government Offices have a leadership policy for Directors-General, emphasizing ethical leadership, accountability, and communication, aligned with these constitutional values.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	<p>While the values are rooted in constitutional principles, they are also practically oriented to support public administration. Below are some of the key challenges these values aim to address:</p> <ul style="list-style-type: none"> • Maintaining legitimacy and public trust • Preventing corruption and misuse of authority • Ensuring legal and ethical compliance • Managing complexity and cross-cutting policy issues • Maintaining a cohesive culture in a decentralized system • Attracting and retaining skilled personnel
<i>How was or are the leadership values developed?</i>	The values are based on Sweden's Constitution. In 2008, the Government appointed a delegation to promote a shared foundation for civil service ethics. The work was later continued by the Swedish Agency for Public Management, which supports agencies in

	interpreting and applying the values. Leadership values are also supported by the Swedish Agency for Government Employers.
<i>How is the set of values implemented in practice?</i>	<p>Implementation is supported through training, onboarding, internal codes of conduct, and workplace dialogue.</p> <p>The Swedish Agency for Public Management promotes dilemma-based tools to link values to real situations and offers workshops with management teams to support internal discussions on values and culture. Agencies integrate values into internal governance and leadership efforts.</p> <p>The Swedish Agency for Government Employers offers training and guidance for leaders through several programs.</p>
<i>Has there been any evaluation of the values?</i>	Yes, the implementation and impact of the fundamental values in the Swedish central administration have been evaluated, particularly by the Swedish Agency for Public Management. A 2021 study by the Swedish Agency for Public Management evaluated how agencies apply the common core values. The study showed that most agencies work actively with values in onboarding, but less so in ongoing development. Agencies that integrate values into daily practice through leadership, governance, and dialogue are more successful. The report identifies leadership engagement as crucial.
<i>Has your country faced any challenges in implementing the set of values?</i>	Yes. Challenges include uneven implementation, lack of follow-up, and low prioritization. The Swedish Agency for Public Management has responded by offering tools, workshops, and training to strengthen leadership, culture, and ethical practices. Their recent work emphasizes the importance of informal norms, active leadership, and continuous dialogue to build a robust public service culture.
<i>Link to values</i>	https://www.regeringen.se/contentassets/807ba9af9c794ee99b992cc25826ed21/regeringens-chefspolicy-for-myndighetschefer/ https://www.statskontoret.se/en/good-administrative-culture/

Switzerland

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	Yes, we have a defined set of values at the central level / Yes, we have several sets of values defined at the local level.
<i>If yes or under development, what are the key values?</i>	<p>Trust promotes personal responsibility and esteem – the focus is on reliability and trusting someone to do something.</p> <p>Foresight promotes innovation and shapes the future – the focus is on openness and learning.</p> <p>Courage promotes flexibility and initiative – the focus is on unconventional approaches and bold decisions.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	Transformation processes, the increasing digitalization of the working world, new working time models and mobile and flexible forms of work are challenging traditional behavior patterns and require new forms of cooperation.
<i>How was or are the leadership values developed?</i>	Based on a representative survey, around 130 employees and managers from all departments and the Federal Chancellery worked on various management topics between January and June 2021 under the leadership of the Federal Department of Finance. This broad-based, cross-departmental process resulted in the identification of three values and three principles for cooperation.
<i>How is the set of values implemented in practice?</i>	<p>The communication and implementation of the values and principles were integrated into a campaign on the theme of 'The world of work in motion'. This included an intranet page, various articles, a set of cards and a series of posters.</p> <p>In addition, workshop templates were developed that departments and offices could use independently. The values and principles are also used as a basis in various courses, for example, in the management seminar for managers who are new to their role.</p>
<i>Has there been any evaluation of the values?</i>	No.
<i>Has your country faced any challenges in implementing the set of values?</i>	Decentralized implementation carries a certain risk, as it is impossible to monitor the extent to which values and principles are put into practice in the workplace. In addition, the workload and pressure to save money are also

	noticeable in the Swiss administration. This carries the risk that cultural issues will be given less priority.
<i>Link to values</i>	https://www.epa.admin.ch/epa/de/home/themen/personalentwicklung-und-ausbildung.html

Ukraine

Question	Answer
<i>Does your country have a set of written values defining good leadership in the central administration?</i>	No, but under development at the central level.
<i>If yes or under development, what are the key values?</i>	<p>Ukrainian legislation on civil service defines the principles by which civil service is conducted:</p> <ul style="list-style-type: none"> • The rule of law • Legality • Professionalism • Patriotism • Integrity • Efficiency • Providing equal access to civil service • Political impartiality • Transparency <p>At the same time, various state bodies at the central level develop their own strategies for state bodies, which include descriptions of their mission, values, etc.</p>
<i>Is the set of values aimed at addressing any specific challenges in your central administration?</i>	-
<i>How was or are the leadership values developed?</i>	There is no information regarding a written document that would list such values. At the same time, if a state body develops a strategy for the body, it may include such elements as mission and values. In this case, civil servants of the body participate in its development through strategic sessions, surveys, etc.
<i>How is the set of values implemented in practice?</i>	<p>The High School of Public Governance develops and implements programs for senior civil servants aimed at developing and fostering responsible and resilient leadership. It is important to note that during the annual assessment of the results of the professional activity of category 'A' civil servants, special attention is paid to the task setting and KPIs.</p> <p>Another mandatory condition for assessment is compliance with the rules of ethical conduct by civil servants while performing their duties.</p>

	<p>In order to receive an excellent assessment, civil servants must complete an individual training program and obtain at least 0.4 ECTS credits by the time the procedure for determining the results of their performance begins.</p> <p>In addition, when selecting candidates for category 'A' positions, the competency requirements include leadership, integrity and compliance with ethical rules of behavior, strategic vision, and change and innovation management.</p>
<i>Has there been any evaluation of the values?</i>	<p>The NAUCS conducts a study entitled 'Public Service: Your Point of View,' which involves surveying civil servants and local self-government officials of different levels and regions. The survey aims to determine the level of organizational culture, identify problem areas, and develop ways to address them.</p> <p>Public servants name professionalism, responsibility, integrity, respect for human dignity, rights and freedoms, service to the state, and teamwork/cooperation as values they uphold.</p> <p>It is possible to confidently declare that Russia's full-scale invasion of Ukraine in February 2022 became a mobilizing factor for civil servants, a challenge that brought forth certain virtues. Compared to 2021, in 2023 there was a significant increase in the number of those who indicated 'serving the state' and 'serving the public interests' as key values for themselves (a double increase), as well as 'respect for human dignity, rights and freedoms'.</p>
<i>Has your country faced any challenges in implementing the set of values?</i>	There is no formal written document that would list such values.
<i>Link to values</i>	-



eu2025.dk