

Vērtības valsts pārvaldē

Values in public administration

„Tell-tale tit, your tounge shall be slit”
English childrens rant



DEPARTMENT OF POLITICAL SCIENCE
AARHUS UNIVERSITY

RIGA:
17 JANUARY 2020

LARS JOHANNSEN
ASSOCIATE PROFESSOR



Values of the modern European public servant

Not to bend rules

The Arm's Length Principle

Blow the whistle

Positive about citizens' participation

The modern European public servant

	Not bending rules	Arm's length principle: believe in	Whistle-blowing: always	Citizens' participation: positive
Latvia	54	94	54	57
Estonia	33	90	65	43
Lithuania	59	92	63.	45

Meanwhile in Denmark

1. **Not to bend rules:** To the core of being a civil servant. Pressed by the tradeoff between rule adherence, and efficiency and effectiveness stemming values from New Public Management (NPM) reforms.
2. **The Arm's Length Principle:** Integrity core. Pressed by political logic, cost-effectiveness and (sadly) slightly changing values.
3. **Blow the whistle:** A new discussion. Developing institutions but costly.
4. **Positive about citizens' participation:** Who to include? More than traditional corporatism? Conservatism?

Misuse in own organization : 7 = Worst

	Distribution (pct.)							Total
	1	2	3	4	5	6	7	
Latvia	40	31	14	7	5	3	1	101

Instruments against corruption: Effective and recommended Latvian public servants (500 sample)

	Effective	Recommend
Increase punishment for civil servants	High	Highly
Increase punishment for private firms and actors	High	Highly
Grant extraordinary investigation rights	Low	Be careful
Change the burden of proof	Low	Be careful
Courses in ethics	Medium	Well, all right
Increase awareness through campaigns	Medium	Well, all right
Administrative reform to increase transparency	High	Highly

Whom do you tell? Intent in the Baltic states

Whom?	Mean
Colleague	Most likely
Superior	Likeky
Police	Less likely

Why/why not?

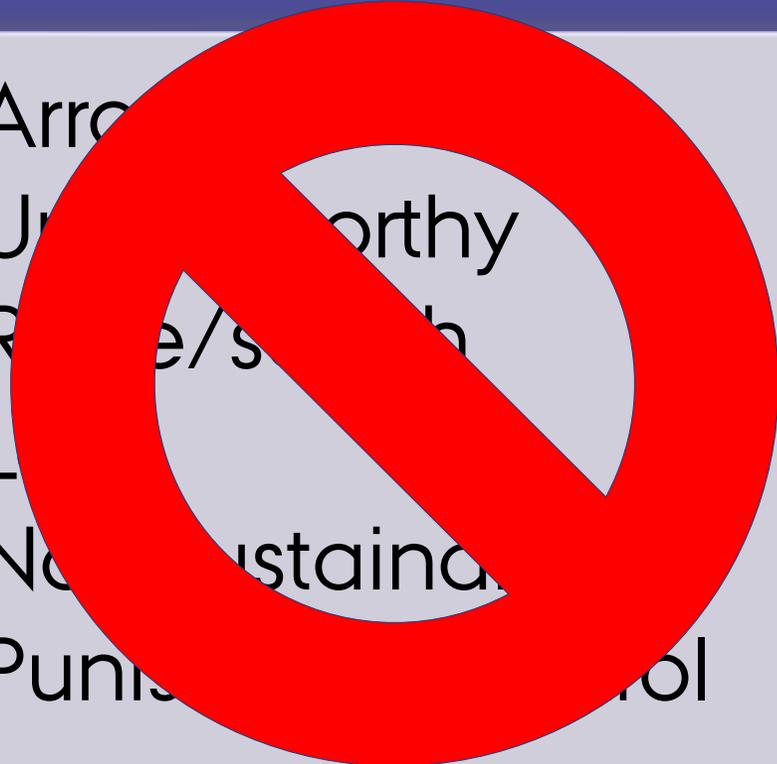
Why	Why not?
Meritocracy Arm's length Job satisfaction (intern) <i>The defiant</i>	Could shouldering Career difficulties Hierarchy (minus colleague) Misuse in own organization Distrust in police

Good managers are important: Show leadership

Good

- Honest
- Trustworthy
- Respectful
- Supportive
- Communicative
- Goal but flexible

Bad

- Arrogant
 - Untrustworthy
 - Rude/sarcastic
 - Lacking
 - Not sustainable
 - Punitive control
- 

Expect to work harder (you probably already do): cultural change take time.

A trustful & positive work environment.

Control works, but trust are cheaper and more fun ->
create job satisfaction

Asses when your own integrity is at risk:

Be supportive: take reports seriously and demonstrate it

= Reduces (your) stress

-> a virtues circle



DEPARTMENT OF POLITICAL SCIENCE
AARHUS UNIVERSITY