



REPUBLIC OF ESTONIA
MINISTRY OF FINANCE

Design of Integrity Measures Based on Indicators

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Coordination of Civil Service Ethics

Integrated to the framework of Anti-Corruption Strategy

Decentralised system – about 70 state institutions and 213 local government institutions

Code of Ethics for Officials = value declaration

Coordination role of the **Ministry of Finance**:

- organising work of Council of Ethics for Officials;
- developing civil service ethics infrastructure;
- organising horizontal and organisation-specific training courses;
- elaboration of central guidelines on ethical issues;
- advising organisations and officials on individual cases;
- monitoring state of affairs of ethics via surveys.

Focus on values, awareness and ethical competence

- Systematic development of professional identity in civil service
- Law does not (have to) regulate all ethically questionable situations
- Officials have to be ethically competent to recognize ethical dilemmas and make value-based decisions
- Case learning allows officials to understand abstract concepts and apply them in practice
- **Civil service ethics = public trust**

Survey “Roles and Attitudes in Civil Service”

- 1000 state and local government officials
- Interval: 4 years
- Electronic questionnaire (Likert scale)
- 19 questions + background data (age, position, type of institution, location, salary level, length of experience etc)
- Perception + fact-based indicators

- Topics:
 - motivation factors for civil servants;
 - civil service values;
 - attitudes towards ethically questionable activities;
 - possibilities to develop integrity infrastructure.

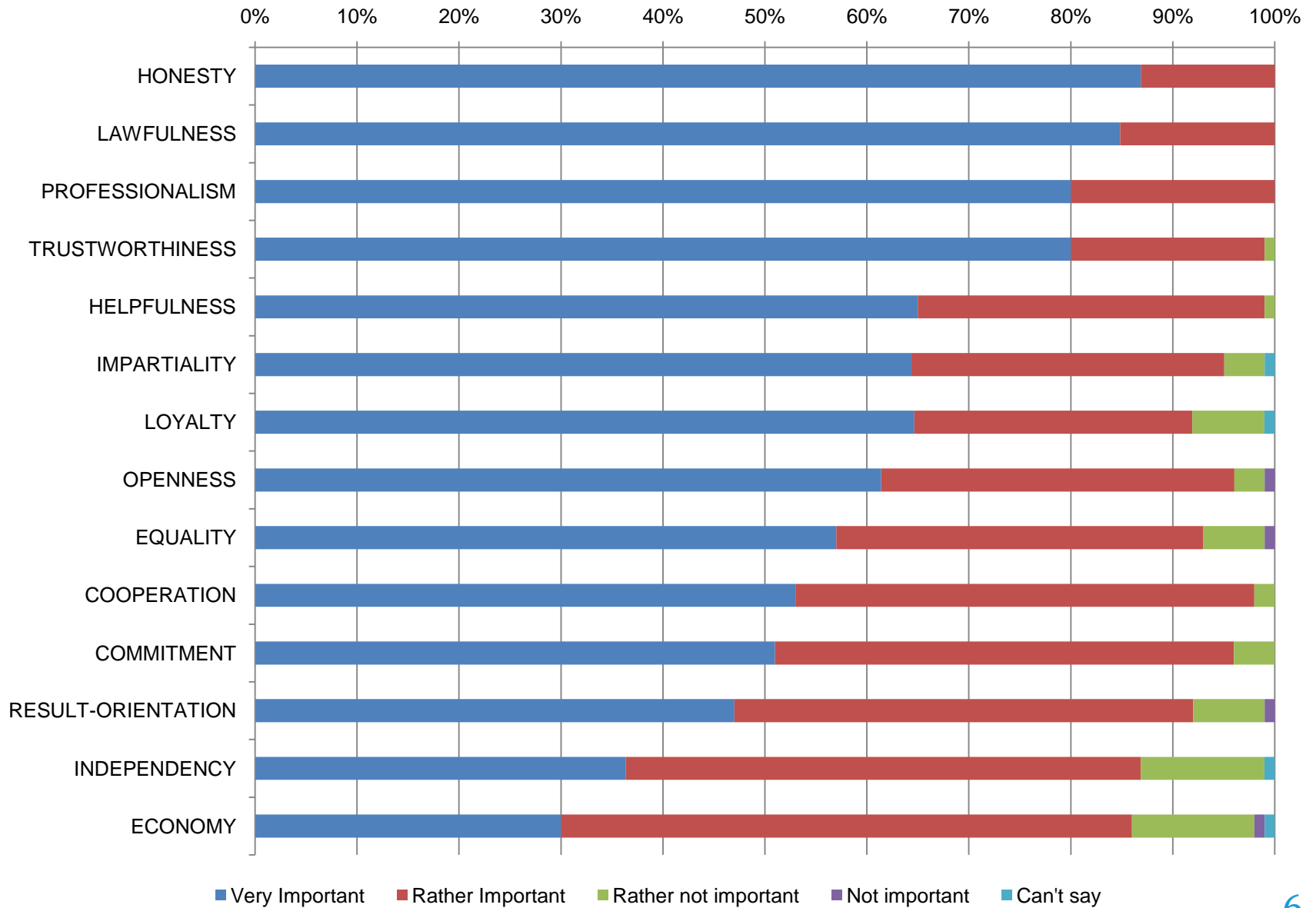
Results of integrity survey are direct

input for:

- Elaboration and updating horizontal training programme (e.g. attitudes towards certain ethical violations; differences in terms of post, age, regional position)
- Elaboration of horizontal guidelines (e.g. opinions on discussing work-related issues in a personal blog is input for elaborating a guideline on self-expression in social media)
- Preparation of work programme of Council of Ethics for Officials (which ethical areas need more attention)
- Evaluation of the effectiveness of training and guidelines (changes in attitudes after attending training course or after approval of guideline)

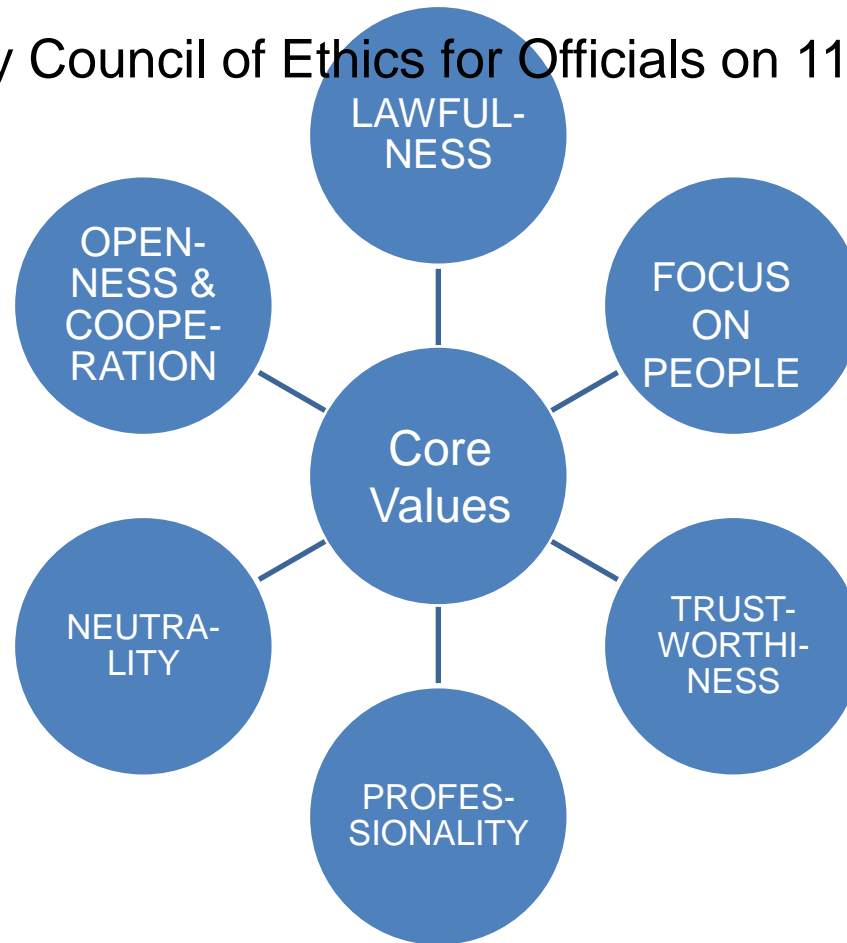
• Monitoring how well do officials know and use Code of

Values among civil servants (2013)



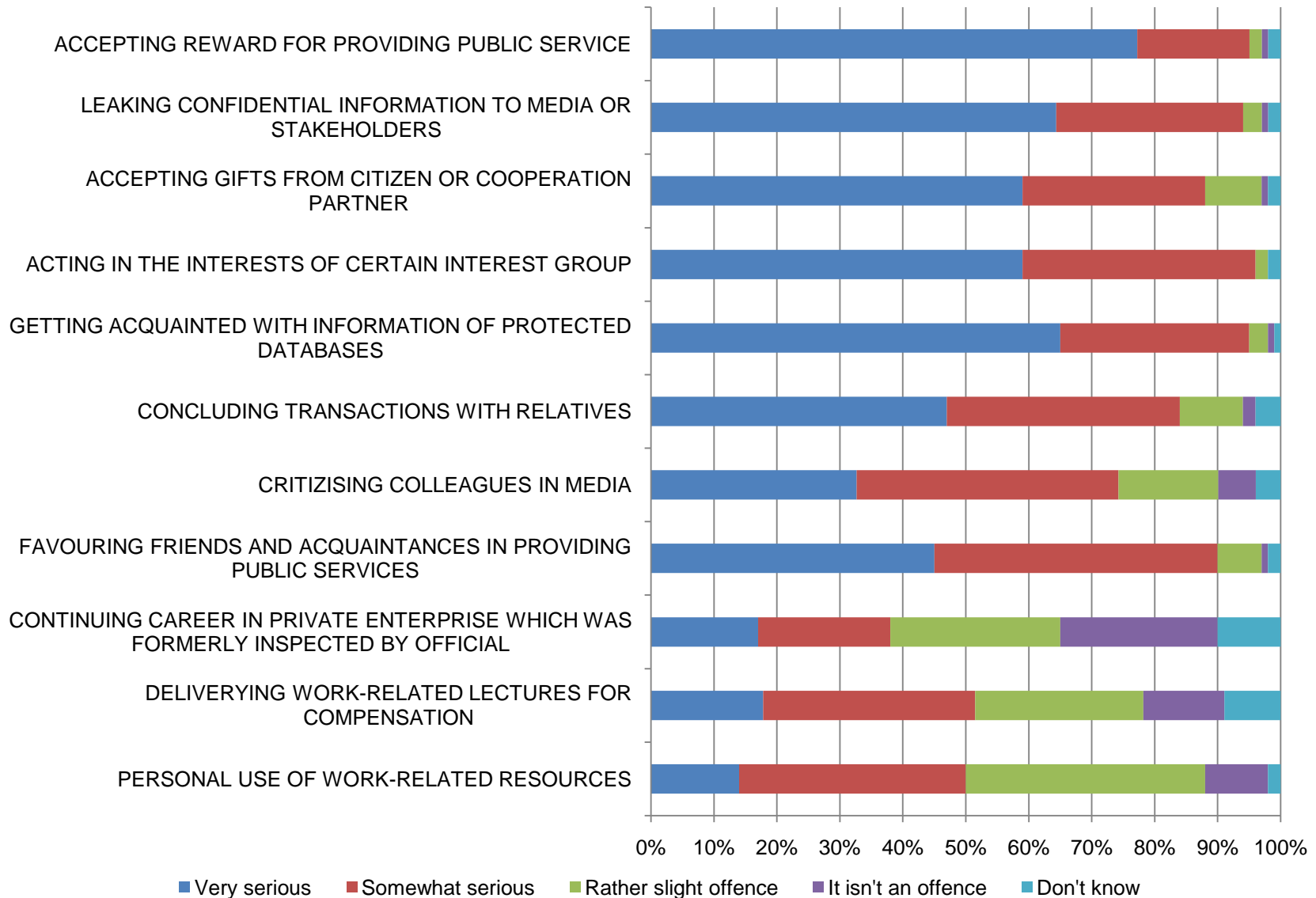
Core values of the new Code of Ethics for Officials

(approved by Council of Ethics for Officials on 11 March 2015)

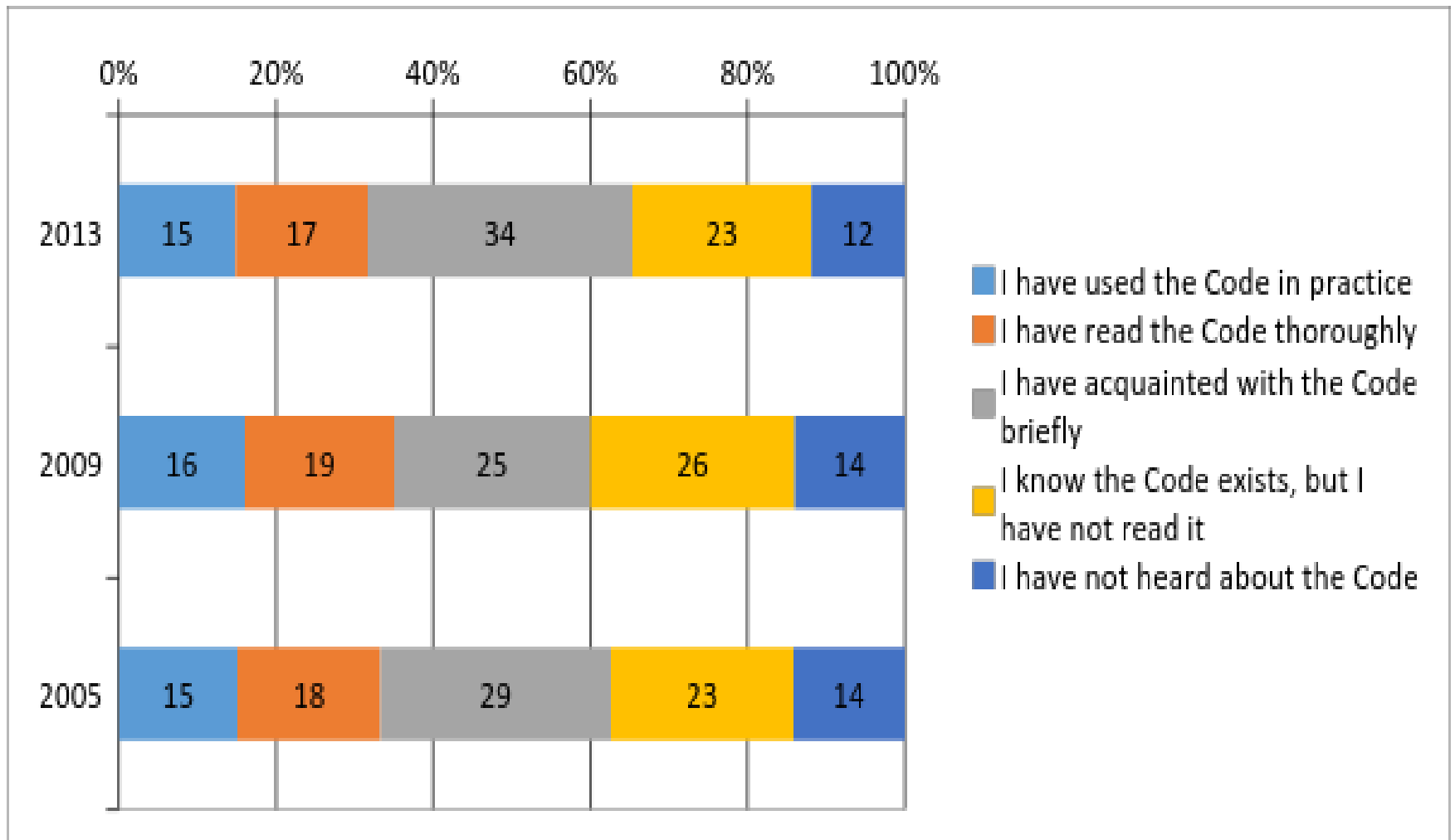


English version will be available soon!

Attitudes towards ethically questionable activities



Awareness and implementation of Code of Ethics in 2005-2013



Trends and tendencies of civil service ethics

- Core values are generally stable; openness is emerging value; efficiency is sensitive to societal developments.
- Attitudes towards ethically questionable activities have become more condemning in 2005-2013.
- Officials who have read the Code of Ethics are more critical towards ethically questionable activities.
- Officials who have attended integrity training courses are more condemning towards ethically questionable activities not regulated in laws.
- The excellence of top managers is considered most important precondition to develop ethical culture in an organisation; strict laws are considered as the least effective measure.
- Only 25% of state institutions have comprehensive and systematic integrity infrastructure (Tallinn Technical University, 2013)



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Thank You!

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