

Evaluating the Implementation of Good Administrative Behaviour Principles in Slovenian Administrative Units

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Abstract:

The principles of good administrative behaviour, such as legality, impartiality, efficiency, accountability, transparency, data protection, and the right to appeal, form the backbone of modern public administration. This paper presents an empirical study based on the perspectives of heads of administrative units in Slovenia regarding implementing these principles in everyday administrative practice. Using a standardized questionnaire, we collected self-assessments from administrative unit heads on the degree to which each principle is respected and embedded in the functioning of their respective units. The findings reveal high self-assessments across most principles, with legality (average score of 5.00), the right to appeal (4.97), and equal treatment of clients (4.93) receiving the highest evaluations. Lower scores were reported for efficiency and timeliness (4.21), as well as the principle of courtesy and respect (4.66). These results raise questions about the existing gap between normative commitment and actual implementation, and about the leadership role in fostering institutional integrity. The paper also discusses the potential discrepancy between high self-assessments and objective performance, suggesting a more nuanced approach incorporating additional perspectives (e.g., civil servants, service users/clients, and independent evaluations). Based on these insights, we propose recommendations to further institutionalize good administrative behaviour practices. This research offers a valuable insight into the self-assessment culture among public state administration leaders and serves as a foundation for broader reflection on how to improve the quality and integrity of administrative behaviour at the systemic level.

Keyword: good public administration, behaviour, principles, administrative unit

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