



# VALUES OF CIVIL SERVICE IN QATAR

EFFICIENCY  
COMMITMENT  
INNOVATION  
INTEGRITY  
RESPONSIBILITY  
COOPERATION  
RESPECT



At the Civil Service and Government Development Bureau, we keep our eyes set on achieving Qatar National Vision 2030 and the Sustainable Development Goals outlined in the National Development Strategy, with the aim of creating a distinguished work environment that ensures the highest levels of efficiency, achievement, and satisfaction among employees and society regarding the performance of the government apparatus as a whole, within a balanced system that ensures transparency, empowerment, and accountability.

From this perspective, and to reinforce the standards governing public service, seven core values have been established to unify identity. These values, in their entirety, represent the principles and behaviors required in government work to achieve the desired goals. These values were chosen through broad participation of civil service employees in the Government of the State of Qatar to represent what public sector employees aspire to achieve in a work environment that supports excellence in job performance, keeping in mind the slogan 'Qatar First'."

**Dr. Abdulaziz bin Nasser bin Mubarak Al Khalifa**

President of the Civil Service and Government Development Bureau  
and Secretary-General of the National Planning Council

# Strategic Objectives Of Civil Service Values



**The functional values provide a framework for the identity of the public sector and build the foundations upon which its processes, procedures, and standards rely.**

**These objectives set a unified direction that reflects our future expectations, which are centered around:**

- ◆ Establishing the principles governing job performance and enhancing efficiency to the highest level to ensure the delivery of the best services to customers.
- ◆ Standardizing the necessary methods to achieve the state's priorities in civil service.
- ◆ Creating a healthy work environment by selecting the best competencies, placing them in the right roles, and then developing and motivating these competencies to achieve the goals set forth in Qatar National Vision 2030.
- ◆ Achieving the highest levels of administrative modernization to keep pace with the needs of government development.



## What are the Values of Civil Service?

Civil service values consist of a set of behavioral and ethical principles that govern the ethics of public service and the conduct of public employees, which must be fully adhered to in order to create a more efficient and productive work environment.

These principles aim to stimulate the capabilities of all state employees and elevate their job performance according to the highest standards of professional discipline, employee conduct, transparency, and moral dealings, in line with the strategic objectives outlined in Qatar National Vision 2030.

These unified values form a fundamental pillar for the performance of public sector employees and serve as an important reference to guide them in carrying out their duties with well-defined priorities and expectations in the work environment.

Before introducing these seven values, it is important to note that they cannot be separated. Instead, all the values should be embraced collectively as one package to achieve overall objectives and excellence, establishing a unified practical and behavioral institutional culture in service of the public interest, with 'Qatar First.'

\* Summary of the Values in the Appendix

# Institutional Values

## Efficiency

Effectiveness in achieving objectives and tasks through the optimal use of resources, leading to professional self-mastery, so that "Qatar is always first".

Why do we need it?

- ◆ To deliver the highest levels of performance, with defined financial, human, and time costs.
- ◆ To enhance the quality of services and meet customer needs with speed, accuracy, and excellence.

How do we demonstrate it:

- ◆ By adhering to quality standards and following best practices in performing job tasks.
- ◆ By providing exceptional service to satisfy all customers, and striving to achieve the highest ambitious results in a timely manner, with precision, excellence, and creativity.

## Commitment

A sense of duty, followed by dedication in performance, and recognizing the significance of civil service tasks so that Qatar is always first.

Why do we need it?

- ◆ To strengthen belonging, leading to the highest levels of productivity. Instilling
- ◆ a sense of worth in employees and recognize their role and effective contributions toward achieving the goals of the organization and the team they work with.

How do we demonstrate it:

- ◆ By the employee mastering the fundamentals and regulations of work, staying informed with evolving requirements, and maintaining constant awareness of customer needs.
- ◆ By the employee ensuring punctuality and dedicating their time and capacity to fulfilling their duties.

## Innovation

Sustainability in creativity, continuous research and development of new methods for working with quality and precision, and navigating successful solutions to address current and future challenges so that Qatar is always first.

**Why do we need it?**

- ◆ To implement initiatives for job modernization and deliver new business models more effectively.
- ◆ To enhance confidence in the ability to tackle current and future challenges and risks by proposing more advanced solutions and methods to achieve the desired outcomes.

**How do we demonstrate it:**

- ◆ By adopting integrated strategic thinking and optimal planning to execute required tasks in pursuit of desired goals, continuously seeking solutions and taking responsibility for creativity and critical thinking to identify solutions.
- ◆ By generating and implementing new practical ideas to achieve leadership in delivering public services and responding to customer requests in accordance with laws and regulations.

## Integrity

Dealing with credibility, fairness, honesty, and dedication in all aspects of work through transparency and clarity in procedures, decisions, and plans, and prioritizing the public interest over personal interests so that Qatar is always first.

**Why do we need it?**

- ◆ To elevate work and its requirements as a priority, and to strive for the advancement of both the organization and the community together.
- ◆ To contribute to building trust between the employee and the customer and to create an open and transparent work environment.

**How do we demonstrate it:**

- ◆ By the employee adhering to professionalism and expertise, and placing the public interest at the forefront of priorities.
- ◆ By completely maintaining honesty, transparency, and open communication.

## Responsibility

Belonging and dedication to work with a positive approach to achieving goals and tasks, while accepting the consequences of performance, so that Qatar is always first.

**Why do we need it?**

- ◆ To achieve a higher level of work performance that reflects a positive image of the efforts of the concerned organization and the public sector.
- ◆ To elevate work standards, encourage dedication, and complete duties correctly while taking responsibility for tasks and avoiding dependency.

**How do we demonstrate it:**

- ◆ By documenting tasks and any challenges or changes that occur in the normal course of work.
- ◆ By the employee accepting constructive criticism as readily as praise, taking responsibility for work outcomes rather than blaming others, and taking initiative and ownership of issues and solutions together.

## Cooperation

Adopting a constructive participatory approach among all concerned parties to achieve the public interest in achieving common goals, so that Qatar is always first.

**Why do we need it?**

- ◆ To create a work environment that fosters continuous learning and development, enhancing trust and harmony among employees to achieve positivity and avoid unilateral decision-making.
- ◆ To pave the way for finding suitable solutions to challenges through the sharing of skills.

**How do we demonstrate it:**

- ◆ By the employee working with a unified team spirit and offering assistance to those in need, whether they are fellow employees or customers.
- ◆ By the employee sharing skills, knowledge, and experiences with colleagues according to work requirements.

## Respect

A reciprocal process of appreciating efforts and time, and listening without discrimination, in interactions among employees within the work environment, so that Qatar is always first.

**Why do we need it?**

- ◆ To create a fair environment that fosters a more comfortable and open atmosphere for employees.
- ◆ To promote reassurance and reduce disruptions, achieving employees and customer satisfaction while increasing productivity.

**How do we demonstrate it:**

- ◆ By the employee treating colleagues with fairness and courtesy, without showing favoritism, and expressing gratitude for their efforts.
- ◆ By applying policies and procedures to all employees and customers without bias, and fostering an atmosphere of comfort for both employees and customers through proper interactions.



## Functional Values and Performance Management System

Civil service values have been linked to the performance management system, making them an essential part of evaluating and assessing employee performance in the public sector. This contributes to identifying general competencies, guiding employee behavior and actions, and assisting in the decision-making process, in addition to enhancing efficiency and productivity and ensuring principles of fairness.



## Undertakings

Compliance with our functional values requires a commitment to performing work in accordance with the statements outlined in the handbook, with all employees obligated to comply across three levels:

### ◆ Staff

Staff must be aware of all the standards of functional values and how to apply them, as their essence will reflect on the efficiency with which they perform tasks, activities, and services for customers, including other employees. The aim is to serve the public good and pursue continuous learning and development in job performance.

### ◆ Manager and Direct Supervisor

Managers must commit to setting an example by embodying these values, nurturing employee talents, encouraging adherence to them, and addressing any challenges to refine their experiences and promote knowledge exchanging.

### ◆ Senior Management

Mechanisms must be provided to create a work environment based on functional values, aimed at achieving the highest levels of productivity and job satisfaction, while identifying rights and responsibilities.

## ◆ Efficiency

Effectiveness in job performance and task execution, achieving goals through the optimal use of resources, expertise, and professional skills.

## ◆ Innovation

Encouraging creativity and constructive thinking among public sector employees and providing them with the opportunity to compete in offering effective proposals to enhance performance levels.

## ◆ Integrity

Acting with credibility, honesty, and transparency in performance, while avoiding suspicion, conflicts of interest, and personal desires.

## ◆ Respect

Maintaining healthy relationships at work, fostering an atmosphere of friendliness and warmth, and refraining from practices that violate public morals and proper conduct, to create a positive work environment that achieves the highest levels of accomplishment.

## ◆ Commitment

Dedication in performance, exerting maximum effort to achieve goals in accordance with values and administrative directives in service of the public good.

## ◆ Responsibility

Developing a sense of self monitoring when performing the required work to the fullest extent within the specified time.

## ◆ Cooperation

Adopting a constructive participatory approach among all concerned parties, emphasizing integration, solidarity, teamwork, and sharing of expertise in carrying out tasks to achieve the goals of the public sector.

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Civil Service and Government Development Bureau  
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