



REPUBLIC OF CYPRUS

# Cyprus Academy of Public Administration (CAPA)

Ministry of Finance  
Nicosia, Cyprus, 1998



## CREATION OF THE ACADEMY

The Cyprus Academy of Public Administration (CAPA) was established in May 1991 by a decision of the Council of Ministers which provided the framework for the Academy's objectives, status, organization and staffing. In July an Acting Director was appointed. A small apartment block was rented; furniture, equipment and training materials purchased; and the essential services installed. A small team of professional staff was recruited and on 9th November 1991 the Academy was formally opened by the President of the Republic. To mark the opening, the Academy organized a Top Management Workshop on the role of management development and training in the modernization of the Civil Service.

## STATUS

The Academy has the status of a Department within the Ministry of Finance though it will have an Advisory Board of Governors, to be appointed in 1993. It is separate from, but cooperates very closely with, the Department of Public Administration and Personnel Service (PAPS). The Academy also cooperates

with other Government and private training, educational and management development institutions both in Cyprus and overseas.

## OBJECTIVES AND ROLE

The broad aims and the role of the Academy were based on the recommendations of a team of consultants working in close co-operation with representatives

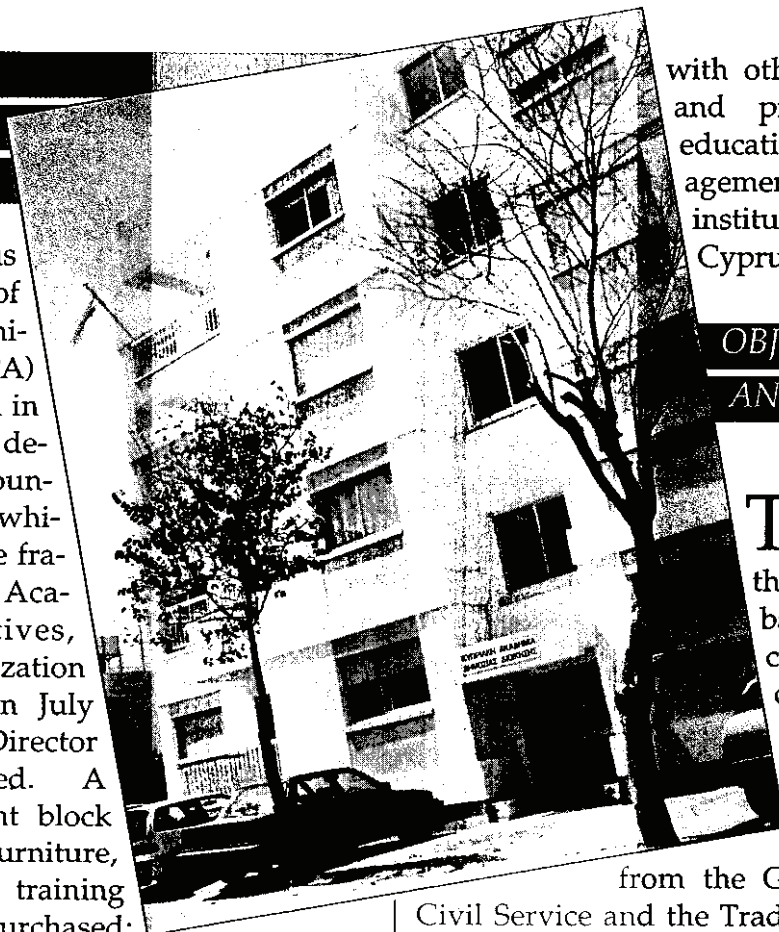
from the Government, the

Civil Service and the Trade Union, PASYDY.

The overall objective of the Academy is to assist in improving the effectiveness and efficiency of the Civil Service, primarily through management development and training.

In pursuing this objective the Academy engages in the following activities:

- ① Organizing and running management training programmes for Civil Servants.
- ② Organizing conferences, seminars and workshops, mainly for top and senior managers, in a broad range of subject areas related to public service management.
- ③ Assisting in the development of departmental training by offering expert advice on human resource development and by running



training programmes for direct trainers and for managers of training.

- Conducting applied research and consultancies in key areas related to the modernization of the civil service.

- Publishing a journal and generally disseminating information on matters concerned with management development.



therefore continually reevaluating and revising its training programmes. It also responds to appropriate requests within the limits of its resources. Consequently, the

detailed yearly programme of activities, which is printed separately from the brochure, is indicative only and will be updated periodically. Below, is a brief outline of the Academy's main areas of activity.

## CLIENTELE

Participants in the Academy's programmes are mostly Civil Servants of scales A8-A10 and above, the majority of whom have university degrees or professional qualifications. This target group numbers about 4,500. While the present focus is on the Civil Service, the Academy's policy is to include a number of officers from the local authorities, semi-government organizations and the private sector on certain programmes. The bulk of training for levels below scale A8-A10 will continue to be done by the departments, though the Academy will assist where possible.

## MAIN AREAS OF ACTIVITY

The Academy is still at an early and formative stage of its development. It is

## Management Training Programmes

The Academy's major training activity is the provision of management programmes for junior and middle level Officers. These are at present offered to groups of New Graduate Entrants (A8-A10), Junior Managers (A8-A10 and A9-A11-A12) and Middle Managers (A11-A13), selected from different Ministries and Departments. Courses are also organized for groups of Officers belonging to a single Department. Management programmes mainly focus on:

- modern approaches to management;
- the role and functions of the manager;
- introducing and managing change;
- decision making and problem solving;
- delegation, decentralization and accounta-

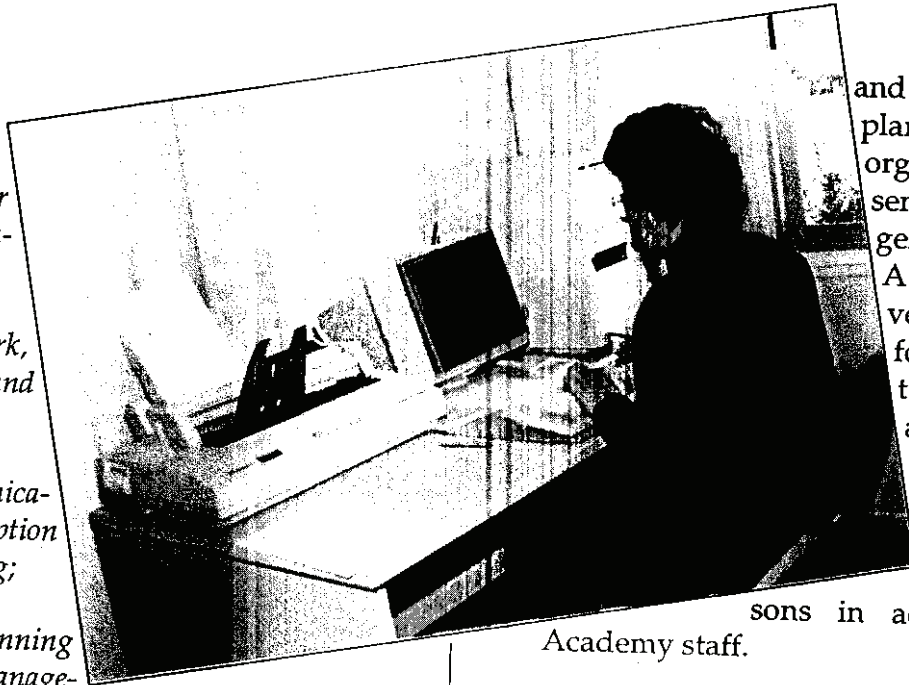
bility;

- the human factor in organizations;
- team work, leadership and motivation;
- communication, perception and listening;
- work planning and time management;
- learning from work-experience;
- values and ethics in management;

The various programmes are broadly similar in content and methodology but vary in length, format and detail, to meet the specific needs of each category of clients. The duration of the programmes is usually between 50 and 80 hours, distributed over 5 -7 weeks. The majority of programmes take place during working hours. The methods used include lectures, discussion, group work, films, role playing, case studies, computer based training, and a variety of management exercises.

### Management Workshops

Management development workshops on important issues such as modernization of the Civil Service, staff appraisal, management development and training



and strategic planning are organized for senior managers of scales A14 and above. Each lasts for one or two days and normally employs external resource persons in addition to

Academy staff.

### Conferences, Seminars and Workshops

The Academy has so far organized a series of seminars on the European Community, the Principles of Administrative Law and on Staff Appraisal. Similar activities in these and other subjects of importance to middle and senior level Civil Service Officers will be organized in the future. These activities normally last between one and five days and rely heavily on outside resource persons.

### Training for Trainers

To assist in the further development of departmental training the Academy will run two types of training for trainers programmes. First, it will continue offering the eight-month programme for Departmental Training Officers which is being run in cooperation with the University of Manchester and the UK Institute for Training and Development (ITD). This



programme consists of four weekly modules of intensive classroom work and a number of work based projects which are assessed by the ITD.

Second, a series of short intensive and practical programmes is being planned for full-time and part-time trainers and instructors for the purpose of improving their training skills. These will include subjects such as: planning and organizing courses; adult learning; presentation skills; training methodologies and the use of visual aids; and validation and evaluation of training.

### **Specialized Workshops**

A limited number of highly specialized workshops on management issues of current concern are offered. These normally last between three and five days and provide for about eighteen participants. An example is the workshop on the appli-

cation of personality type indicators and aptitude tests.

### **Information Technology Appreciation**

The Academy has recently set up its own computer laboratory which will be used, in addition to other purposes, to run short I.T/Computer appreciation programmes for managers, and as a teaching aid in other management programmes.

### **Assistance to other Departments and Organizations**

The Academy will continue to assist the Department of Public Administration and Personnel Service (PAPS) and other Departments in mounting training programmes in the broader areas of management. This will include assistance in designing and organizing programmes and the provision of resource persons and training facilities. Examples of such programmes are: training for the General Clerical Staff; induction for new recruits to the General Administrative Staff; and courses in Organization and Methods (O



& M) and Staff Inspection (SI).

Staff members will also continue to contribute to programmes run by the Police Academy, the Pedagogical Institute and other government training establishments.



is not a conventional training activity but it can be a powerful method of management development, closely related to both training and consultancy.

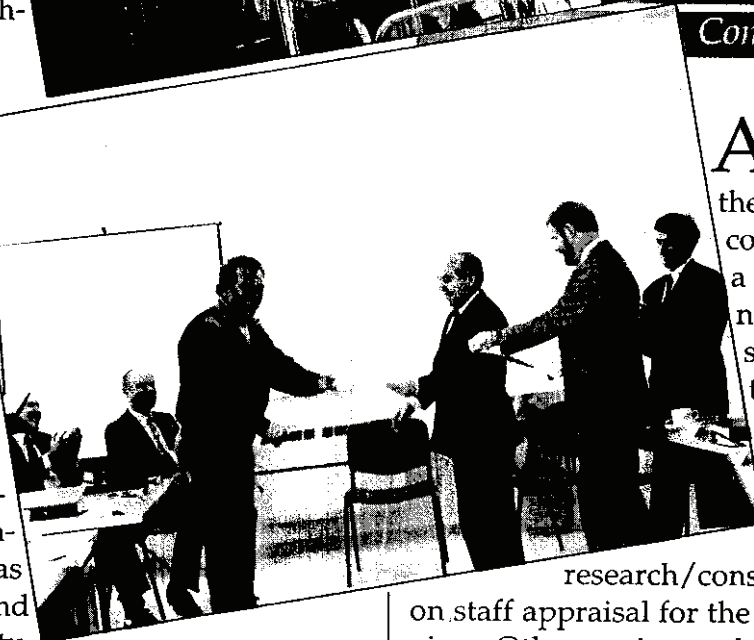
Applied  
Research  
and  
Consultancy

#### Assistance to Overseas Universities

The Government has traditionally provided generous assistance to overseas universities and training institutions who wish to organize field study visits to Cyprus. The Academy took over this responsibility from PAPS in 1992.

#### Organizational Development (OD)

The Academy will assist in improving managerial capability in certain Departments through the process of organizational development (OD). This process



An important part of the work of the Academy is to conduct research of a highly practical nature that is strictly relevant to management within the Civil Service. It is presently engaged in a significant

research/consultancy project on staff appraisal for the Cyprus Civil Service. Other projects related to improving efficiency and effectiveness are also being considered.

#### Journal

The Academy publishes the six-monthly journal "Management Development: The Journal of the Cyprus Academy of Public Administration", the first issue of which is expected in June 1993.

**PROFESSIONAL STAFF  
OF THE ACADEMY**

**Elena Economidou, B.Sc., M.B.A.  
Administrative Officer.**

*Has a Bachelor's degree in Economics from University College, London, and a Master's degree in Business Administration from the City University Business School, London. Worked in the Personnel Department of Barclays Bank in Cyprus and in 1991 joined the Civil Service as an Administrative Officer. Before being posted at CAPA she served at the Ministry of Agriculture and Natural Resources.*

**Myrianthis Ch. Jordanous,  
B.A., M.A., Ph.D. Training Officer A'.**

*Has a Bachelor's degree in business administration from the Supreme School of Economics and Business Science in Athens; a Master's in political science from the University of Waterloo; and a PhD from the University of Toronto, specializing in the evaluation of educational programmes. He lectured at the Ontario College of Naturopathic Medicine and advised the Ontario Ministry of Citizenship and Culture on community affairs. Before joining CAPA, he taught Commercial subjects in several high schools in Cyprus.*

**Merope Kapsali, B.A., M.Sc.  
Training Officer A'**

*On secondment from the Ministry of Education. Has a B.A. in psychology from the University of Rochester, New York, and an M.Sc. in Educational Psychology from the Institute of Education, University of London. Taught Human Behaviour at a number of private institutions in Cyprus. In the Ministry of Education she was involved with Counselling and Guidance and Student Affairs before joining the Educational Psychology Service.*

**Marios Michaelides, B.E., P.D., M.Sc.  
Training Officer A'.**

*Studied Engineering at the State University of New York at Stony Brook, Production Management at the Mediterranean Institute of Management and Business Administration at the Harriman School of Management, USA. Worked for the Municipal Government of New York City as a Management Analyst for the Administration Office of the Department of Sanitation. Before joining the Academy he worked as a Manager for Phanos Epiphaniou Ltd.*

**Ioannis Moditis, M.Sc., M. Economics,  
Ph.D. Senior Training Officer.**

*Has a Master's degree in Engineering and a Ph.D. in Technical Sciences from the Polytechnical Institute of Krasnodar, USSR, and a Master's degree in Economics, Management Science and Public Policy Studies from Tsukuba University, Japan. Before joining the Academy*

*my he worked for thirteen years as a Productivity Officer and Productivity Officer A' with the Cyprus Productivity Centre. Has substantial training, consulting and research experience in management development for both the private and public sectors. He is the President of the Cyprus Milk Industry Organisation.*

**Costakis Panayiotou, M.Sc., D.I.A., M.P.A.  
Senior Training Officer.**

*Has a M.Sc in Economics from the University of Prague; a Diploma in Industrial Administration from Birmingham University and a Master's degree in Public Administration from the University of Albany. He joined the Cyprus Productivity Centre (CPC) as a training officer in 1969. In 1984, he was in charge of the Public Administration Section of CPC, dealing with the training of Public Servants. In March 1991 he was seconded to the Public Administration and Personnel Service to assist in the setting up of CAPA.*

**Philippos Pattouras, B.A., M.A.,  
Post Grad. Dip. in Mgt.  
Training Officer A'.**

*Has a Bachelor's degree in Business and Manpower Studies from Middlesex University, UK, a post-graduate diploma in Management from the Mediterranean Institute of Management and a M.A. in Human Resource Management from the University of Newcastle, UK. He lectured at a College in Nicosia before joining the Cyprus Productivity Centre (CPC) as a Productivity Officer. At the CPC he was involved in training, research and consultancy*

*in Personnel Management in both the public and private sectors. He is the Assistant Secretary of the Cyprus Industrial Relations and Personnel Management Association.*

**Wyn Reilly, M.A. Acting Director,**

*On secondment from the University of Manchester where he is a Senior Lecturer in Administration. Educated at Cambridge and Oxford Universities. Served as a District Officer in Tanganyika. Since joining Manchester University in 1962 has been, on secondment, Ass. Prof., University of Mauritius; Principal, Administrative College, Papua new Guinea; Senior Planning Officer, Government of Botswana; Director General, Management Development Institute, the Gambia. Has also done consultancies in numerous countries and has published a book and several articles, mostly in management development and training.*

**Sotos Shiakides, B. Sc., M.Sc.  
Training Officer A'.**

*Has a Bachelor's degree in Philosophy and Sociology from City University, London, and a Master's degree in Sociology and Politics from Birkbeck College, London University. Has carried out post-graduate research at City University and taught there as visiting lecturer. He has engaged in wide-ranging research and teaching in several other institutions in London. In Cyprus, before joining CAPA, he worked successively as lecturer at Intercollege, Research Officer at the Office for Studies on the Cyprus Problem, and Press and Information Officer at the P.I.O.*



## GENERAL INFORMATION

### Address:

6, Patroklou Kokkinou,  
Acropolis,  
Strovolos, Nicosia.

### Telephone numbers:

314090/314665/314435

Fax:313661

