

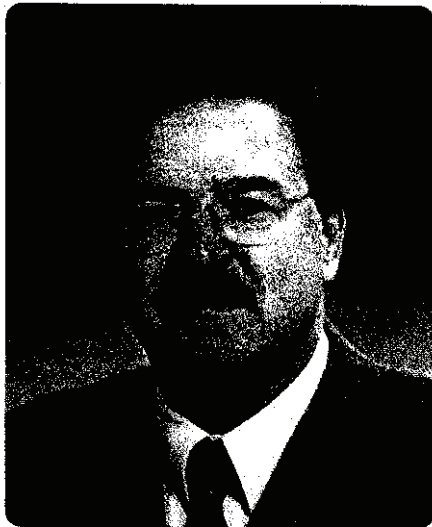


REPUBLIC OF CYPRUS
MINISTRY OF FINANCE
Public Administration and
Personnel Department



***Cyprus Academy
of Public Administration***
...learning for citizen-centred management

Nicosia, 2005



Acting in a rapidly changing and competitive environment, the Cyprus public service organizations must possess the capacity required in order to be able to meet the challenges presented and to serve, to the greatest possible extent, the fundamental objective of providing a citizen-centred public management.

The aim and orientation of the learning and development activities of the Cyprus Academy of Public Administration is to contribute to the strengthening of the capacity of the public service at both the individual and the organizational level.

It is of particular importance now, after the accession of Cyprus in the European Union, that the small Cyprus public administration, being in a permanent interaction with the wider European public administration, proves that it is ready to meet the challenges and opportunities confronting it and participate successfully in the European family. To this respect, the role of training and learning in general, now becomes more important.

Every public service organization must have a learning policy along with its mission, vision, strategy and other policies. The aim of this policy must be the systematic management and development of learning, leading to the improvement of knowledge, skills, capabilities and attitudes of individuals, teams and the organization as a whole and resulting in increased effectiveness, efficiency and quality in their performance.

The Cyprus Academy of Public Administration will always support our public service organizations and contribute to the efforts for modernizing public management and driving the Republic of Cyprus towards distinguishing itself as a modern and developed state that cares for its citizens.

A handwritten signature in black ink, appearing to read 'G. Papageorgiou'. The signature is stylized with a large initial 'G' and a long horizontal line extending from the end.

(G. Papageorgiou)
*Director of the Public Administration
and Personnel Department*

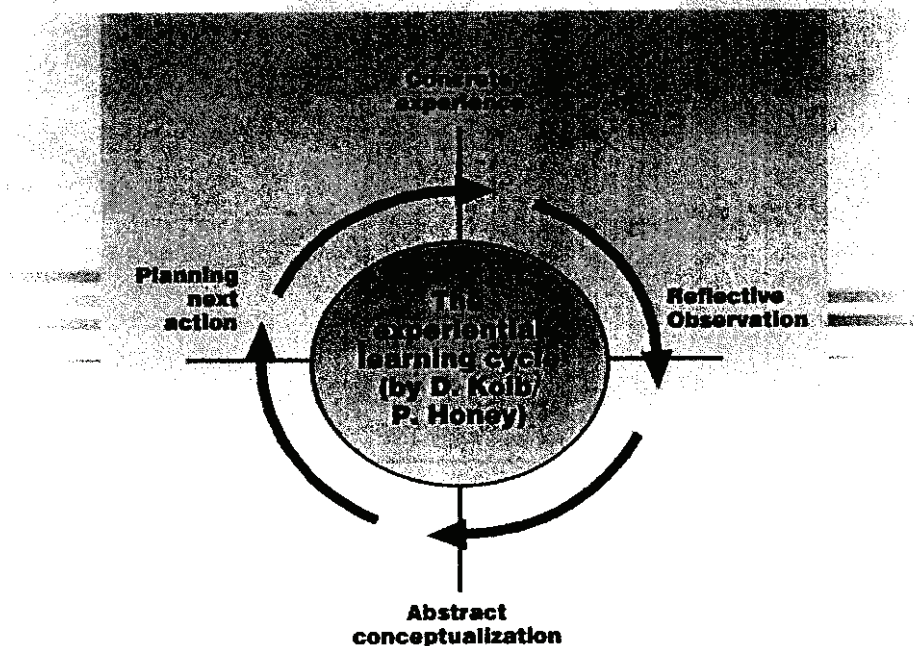
MODUS OPERANDI AND MAIN ACTIVITIES

CAPA'S streams of activities serving the achievement of its strategic goals, mission and vision include (a) the design and organization of training programmes and other types of learning activities both in the class and at the work place, (b) the development of strategic initiatives, (c) the provision of consultancy services and (d) the conduct of applied research.

In particular, the main activities concern: development of learning capacity, induction of newcomers in the public service, European Union issues, management development, organizational development, development of personal and interpersonal skills, utilization of information technology, training on specialized issues, training for public officers from foreign countries and research projects.

For its learning activities CAPA uses, apart from its own professional and supporting staff, trainers and associates drawn from a wide network throughout the public service and training and research organizations in the wider public sector as well as the private sector in Cyprus and Europe.

Methodologically CAPA practices participative methods in its training and development programmes, based on experiential and adult learning principles. These encourage the undertaking by the participants of work-based projects combining job-related problem solving with learning. CAPA supports these initiatives with follow-up meetings and other activities, so as



Development of Personal and Interpersonal Skills

CAPA designs and organizes training programmes aiming at upgrading the personal and interpersonal skills of public officers in such areas as: communication, negotiations, teamwork, quality service to citizens etc. The development of skills like the above support the efforts for the creation of a new culture in the public service and an appropriate environment for quality and citizen-centred management.

Management Development

The learning activities offered by CAPA in the field of Management Development aim to support the efforts for developing management executives and strengthening their capacity to respond effectively to modernization challenges, in the context of the continuously changing environment in the public service.

Organizational Development

CAPA supports the efforts of public service organizations for organizational development with the design, provision and facilitation of development activities which concern: (a) the diagnosis of the existing situation, (b) the exploration of alternative improvements and (c) the undertaking of initiatives by the organizations themselves to promote improvements.

Research Activities

Parallel to its training activities, CAPA develops research programmes in the field of public management, in view of the fact that training and research in the same area are related and interdependent activities both promoting the production and dissemination of knowledge. Through applied research, public management information and knowledge is produced, that (a) provide CAPA with scientific documentation and suggestions as to the formulation of learning policies and the promotion of appropriate training activities and (b) enable the provision of scientific documentation and suggestions for management best practices and the necessary changes leading to the modernization of the public service.

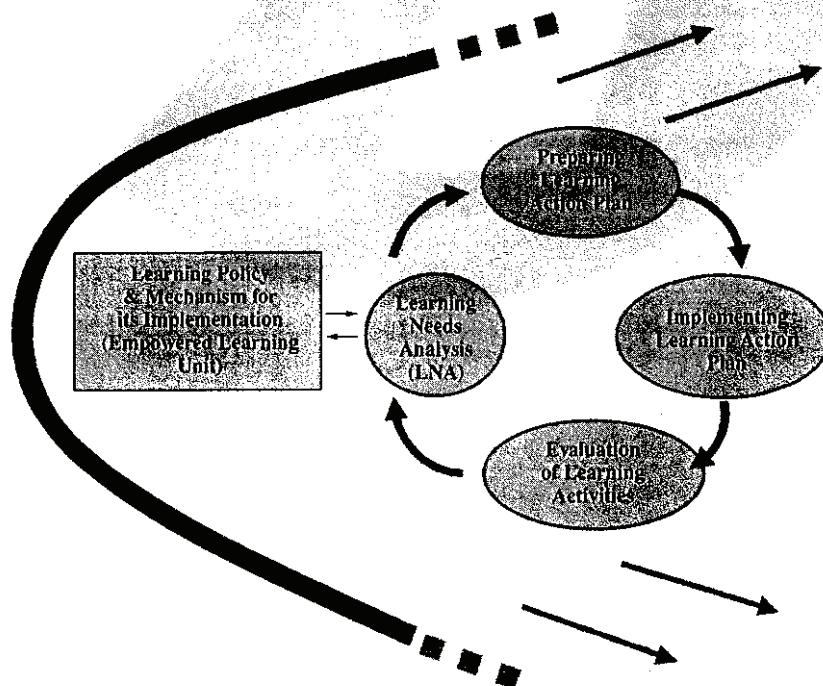
to ensure the effective transfer of learning from class to the work place. Methods used include presentations, teamwork, videos, discussions, role playing, cogniscope, case studies, excercises etc.

In applied research in public management, CAPA practices both qualitative and quantitative methods depending on the research project and the research topic. Research techniques include literature study and study of electronic data sources, interviews, questionnaires, focus groups, case studies, etc.

Development of Learning Capacity

An innovative and important activity of CAPA is the promotion of a systematic and decentralized management of learning within public service organizations through the establishment, training, support and electronic connection of Learning Units. These are teams-one in each organization-responsible for managing learning in their respective organizations. The task of each Learning Unit is to conduct annual learning needs assessment in its organization and plan, implement and evaluate learning activities to meet the needs that have been identified.

Learning Vision



European Union Issues

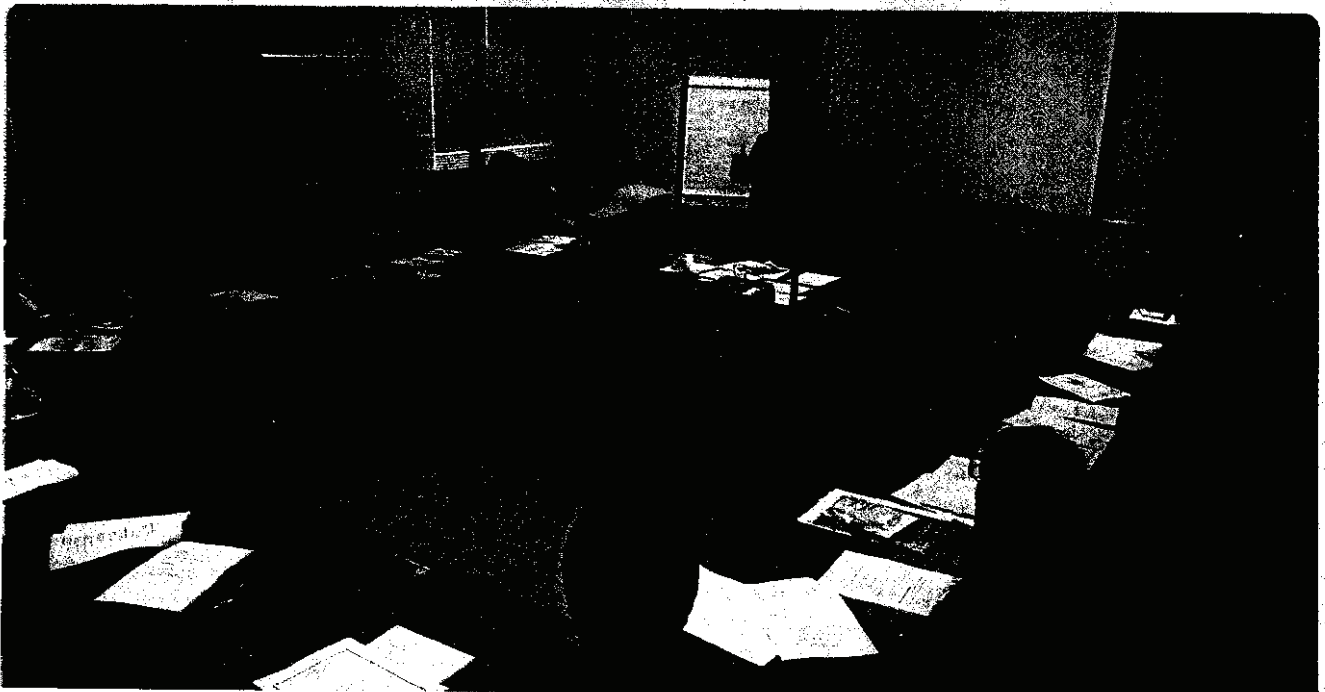
One of the main fields of activity of CAPA concerns the strengthening of public service capacity to operate effectively as part of the new institutional system of the European Union. This is achieved through learning activities which provide public officers with the necessary knowledge and skills needed to perform their roles successfully at this supranational level and assist public service organizations in the development of the necessary mechanisms for communication, co-ordination and effective participation in the European Union decision making procedures, programmes and initiatives.

Induction Courses for Newcomers in the Public Service

CAPA provides training courses for newcomers aiming at their smooth induction in the public service through familiarization with the machinery of government and the institutional framework and the environment within which public officers act.

More specifically, the induction programmes have the following targets:

- To inform participants about the structures and functions of the state and the public service;
- To give participants the opportunity to reflect on the role of the public officer;
- To promote the development of specific behavioral and technical skills needed for public officers to perform their job effectively.



MISSION

The Cyprus Academy of Public Administration (CAPA) was established in 1991 on the basis of Council of Ministers Decision no. 35.582/dated 22.5.1991, with the **mission** to contribute to the development of the management capacity and the modernization of the Cyprus public service through the formulation and implementation of an appropriate learning policy.

VISION

CAPA's **vision** is to provide public service organizations with the learning and support that will strengthen and enable them to offer citizen-centred public management.

More specifically, CAPA aspires to help Cyprus public service organizations develop the capacity for:

- Strategic management, leadership and professionalism;
- Provision of high-quality services to citizens;
- Co-ordination and co-operation with related organizations;
- Management of information and knowledge and utilization of the opportunities offered by information technology;
- Effective participation in the European Union decision making procedures, programmes and initiatives;
- Efficient management of human resources and application of modern management methods and practices;
- Systematic management of learning;
- Effective management of change;
- Continuous self-improvement in the organization;
- Negotiation and consensus building with EU partners and with society;
- Modernization of the relations between state and society and promotion of greater transparency and societal participation in public management.



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