



THE CYPRUS ACADEMY OF
PUBLIC ADMINISTRATION
(CAPA)

AND

MANAGEMENT DEVELOPMENT
IN THE CYPRUS CIVIL SERVICE

Contents

- ✓ Background to the Current Management Development Project
- ✓ The current management development project in civil service
- ✓ The Project's two main components
 - *Training Programme*
 - *Work-based projects*
- ✓ Three levels of participants
- ✓ Nine-month organizational journey
 - *Training component*
 - *Work-based projects*
- ✓ Common Assessment Framework concepts
- ✓ Adapting to the crisis

Background to the Current Management Development Project

CAPA was established in 1991 as the in-house training centre of the Cyprus Civil Service.

Central Task:

MANAGEMENT DEVELOPMENT

- Serious shortcomings in civil service management were diagnosed (as opposed to technical competence).
- No management qualifications were required for entering the service or for promotion to a management position
- Hardly any in-service management training was provided

-However,

Up to now, CAPA efforts in the field of management development have not been sufficiently systematic and have not had the desired impact on civil service management competence.

Two main reasons:

- Insufficient CAPA resources (less than 10 professional staff throughout this period)
- Changing government priorities: After promising start with emphasis on management development, (1991-6), redirection and dilution of CAPA efforts: (EU - training - pre-accession process, 1996-2004 - soft skills, customer service, etc).

- Following Cyprus EU accession in 2004, with the first plan (2007-2013): EU funding seen by CAPA as an opportunity for a systematic management development effort.
- Major 2004 study showed fundamental shortcoming of public service management: too much attention to day-to-day implementation activities, too little attention to strategy development and planning.
- CAPA designed and secured funding for a €3 million project for management development in the civil service.
- A similar, €2 million management development project for Local Government.
- As a result, received further support: Professional staff increased to 17.

The current management development project in civil service

STRATEGIC, LEADERSHIP and MANAGEMENT DEVELOPMENT OF THE CUPRUS CIVIL SERVICE 2010 - 2015.

- Co-funded by the European Social Fund and the Cyprus Government.
- Aspiring to establishing similar manager development programme, beyond 2015, on a permanent basis.

The Project has two main components:

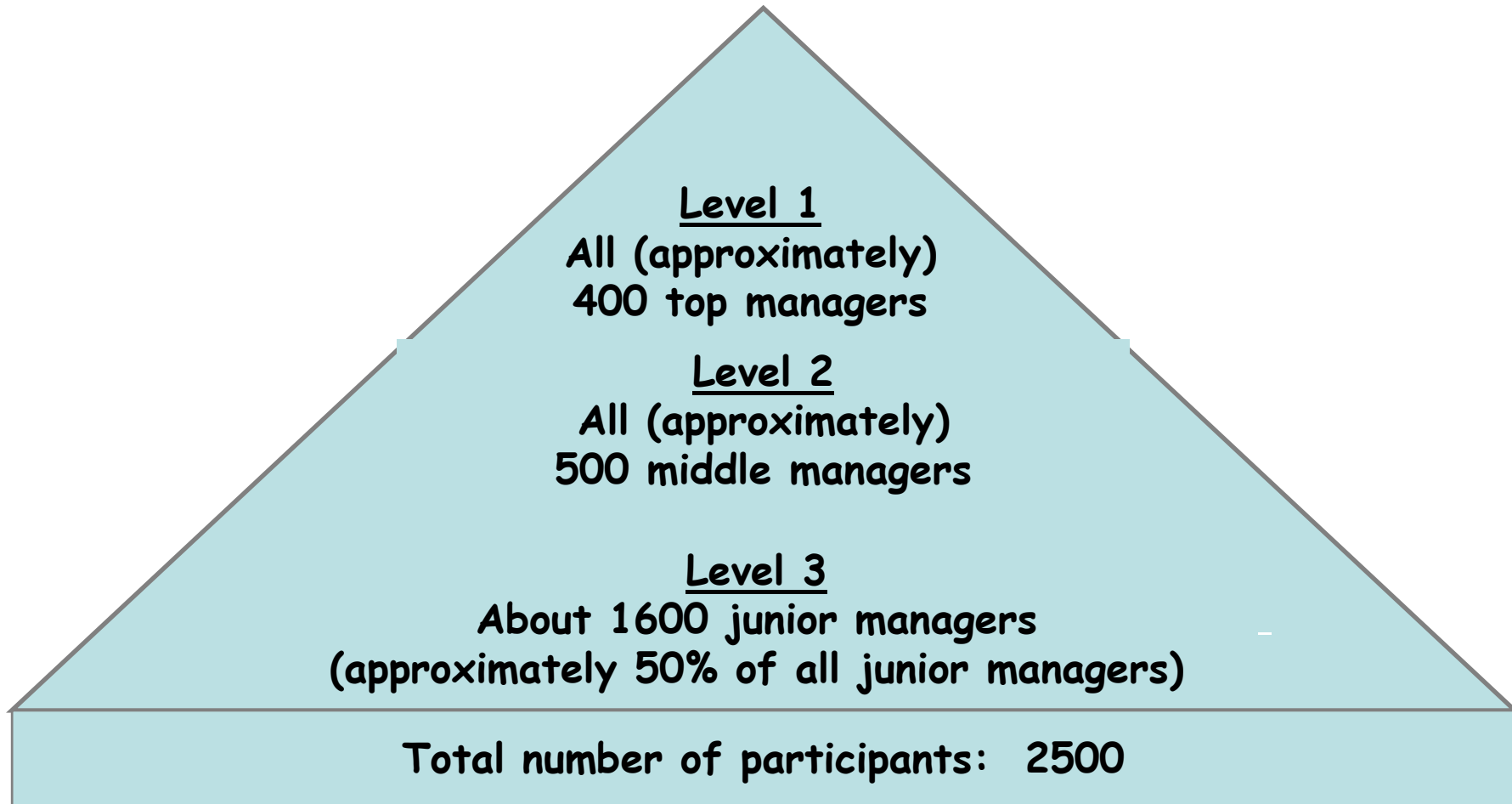
Training Programme

Development of strategic, leadership and management competences through in-class training.

Work-based projects

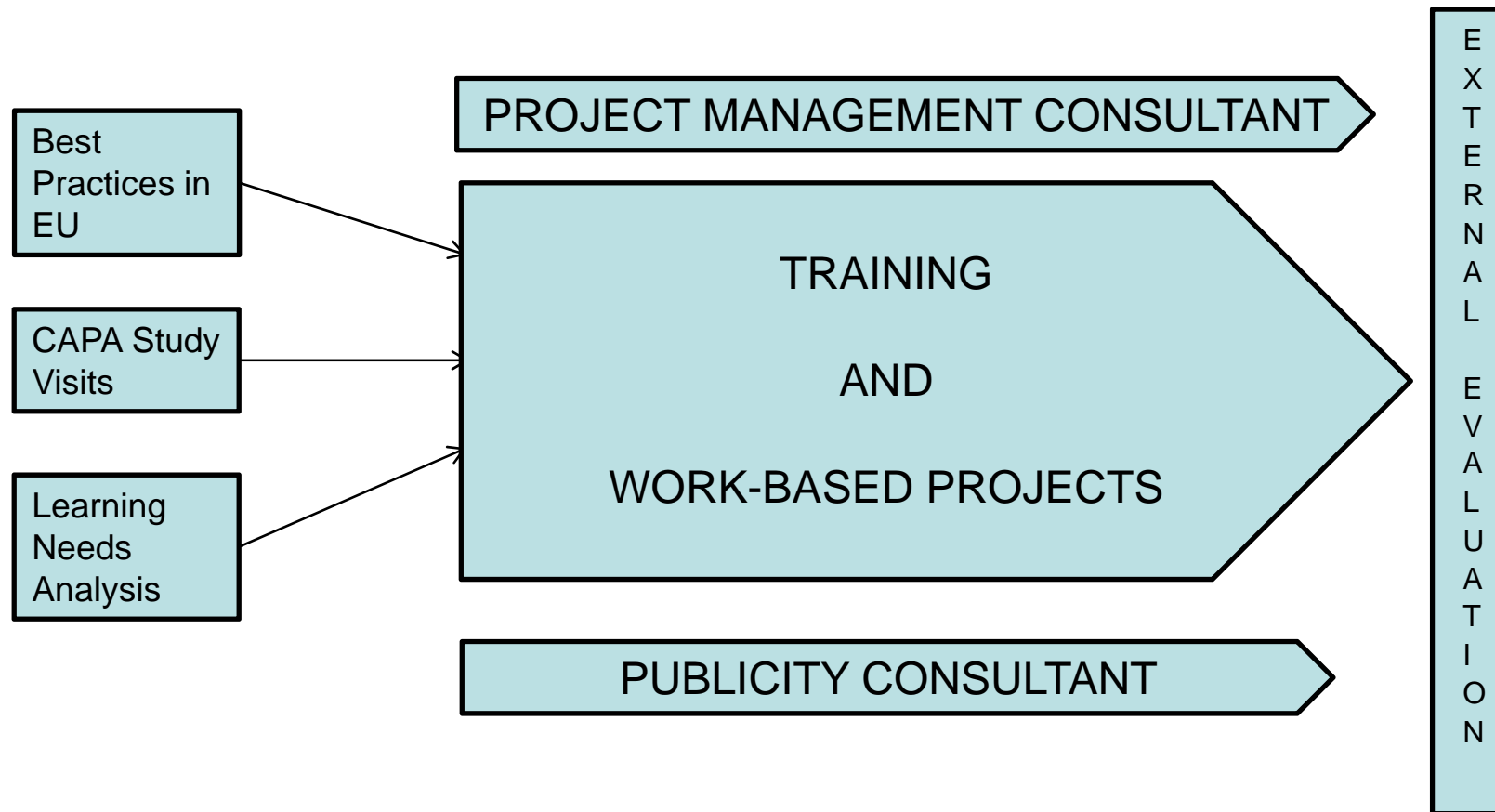
Coach supported practical application of the competences developed, in work-based projects (WBP).

Three levels of participants



Decision of the Council of Ministers headed by the President of the Republic:

- Mandatory for Levels 1 and 2.
- Heads must select and make available the required number of Level 3 participants.



- All components, with the exception of CAPA study visits, outsourced to the private sector, strictly in accordance with EU tendering procedures.
- CAPA study visits, be self-administered by CAPA, again under EU procedures.

Training Programmes

1. For (about 400) top managers: Five 2-day modules
2. For (about 500) middle managers: Four 2-day modules
3. For (about 1600) junior managers: One 5-day module

Training Programmes (continued)

- Each training programme will cater for about 20 participants
- The Project will provide -
 - about 20 (10-day) programmes for top managers
 - about 25 (8-day) programmes for middle managers
 - about 80 (5-day) programmes for junior managers

* Total: 125 modular training programmes

Training Programmes (continued)

- The three different types of programmes have been designed on the basis of
 - the Learning Needs Analysis
 - the study of best practices in EU civil services
 - the requirements of work-based projects.

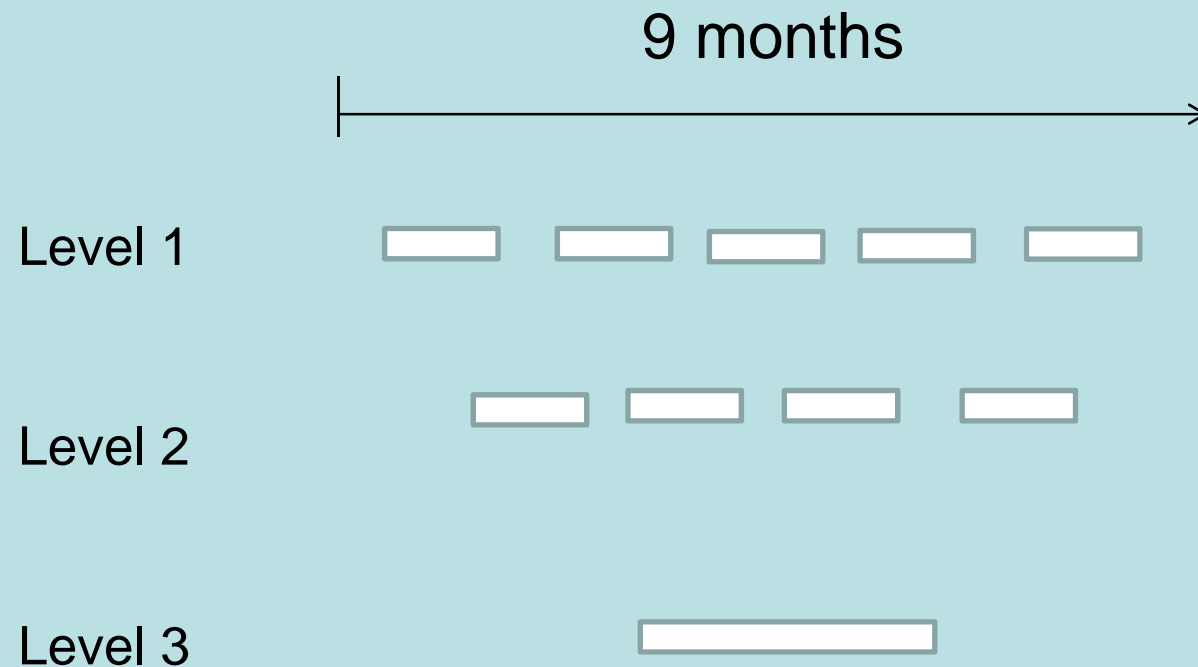
WORK-BASED PROJECTS

- One overall work-based project for the whole organization consisting of several component projects. One group-project by the top management team
- One individual project by each of the participant middle and junior managers.
- Object of the overall project: Producing a comprehensive Strategic and Business Plan for the organization.
- The project(s) in each organization will be supported by an external coach. Middle managers will also provide coaching for junior managers.

PLAN OF ACTION

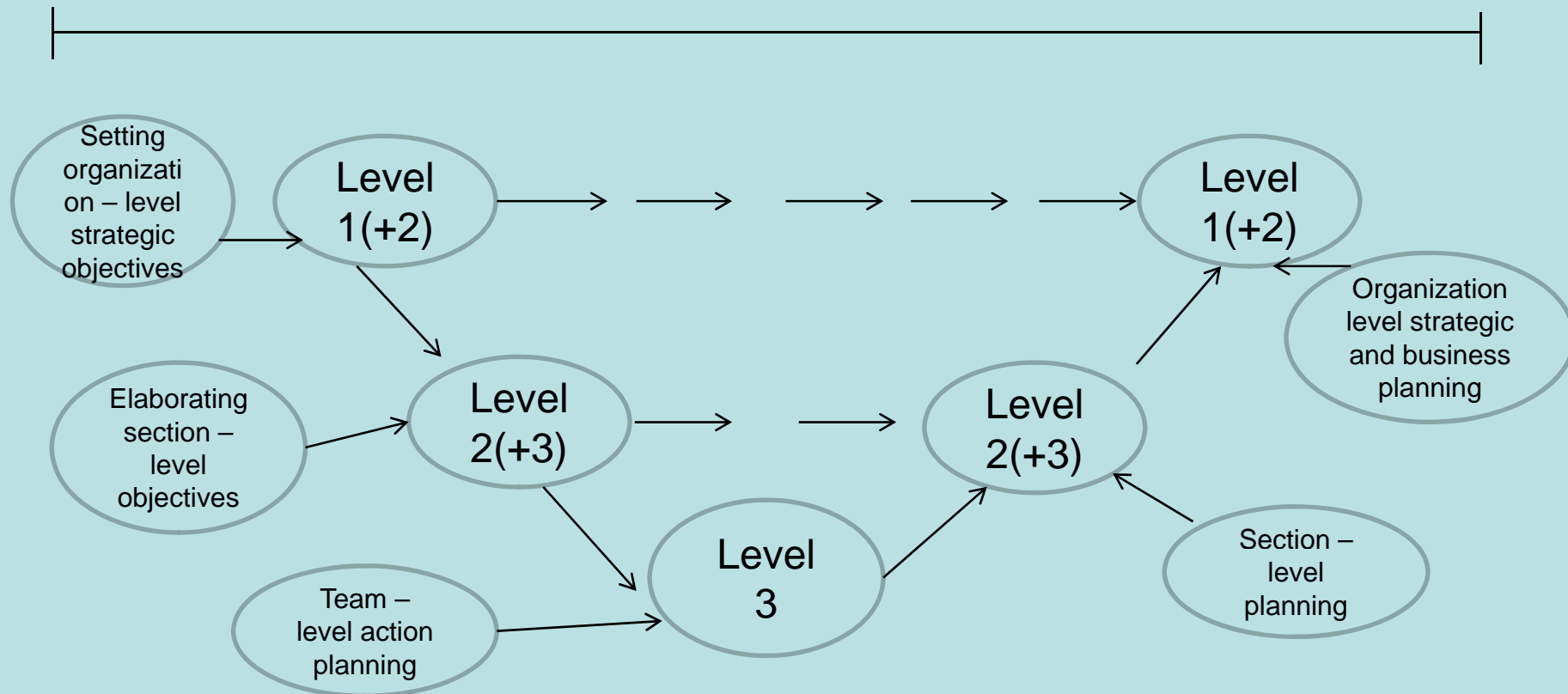
- Work-based projects, in each organization will run parallel to the training programmes attended by the organization's managers.
- For each organization, the whole intervention-training programmes and work-based project(s) – will last (about) 9 months.
- There are about 100 organizations in the Cyprus civil service.
- They will be covered in (about) 10 groups of (about) 10 organizations each.
- First group begins in November 2012.
- A new group will begin every 3-4 months.
- The last group will finish in Summer 2015.

Nine-month organizational journey: Training component to be shared by group of ten organizations

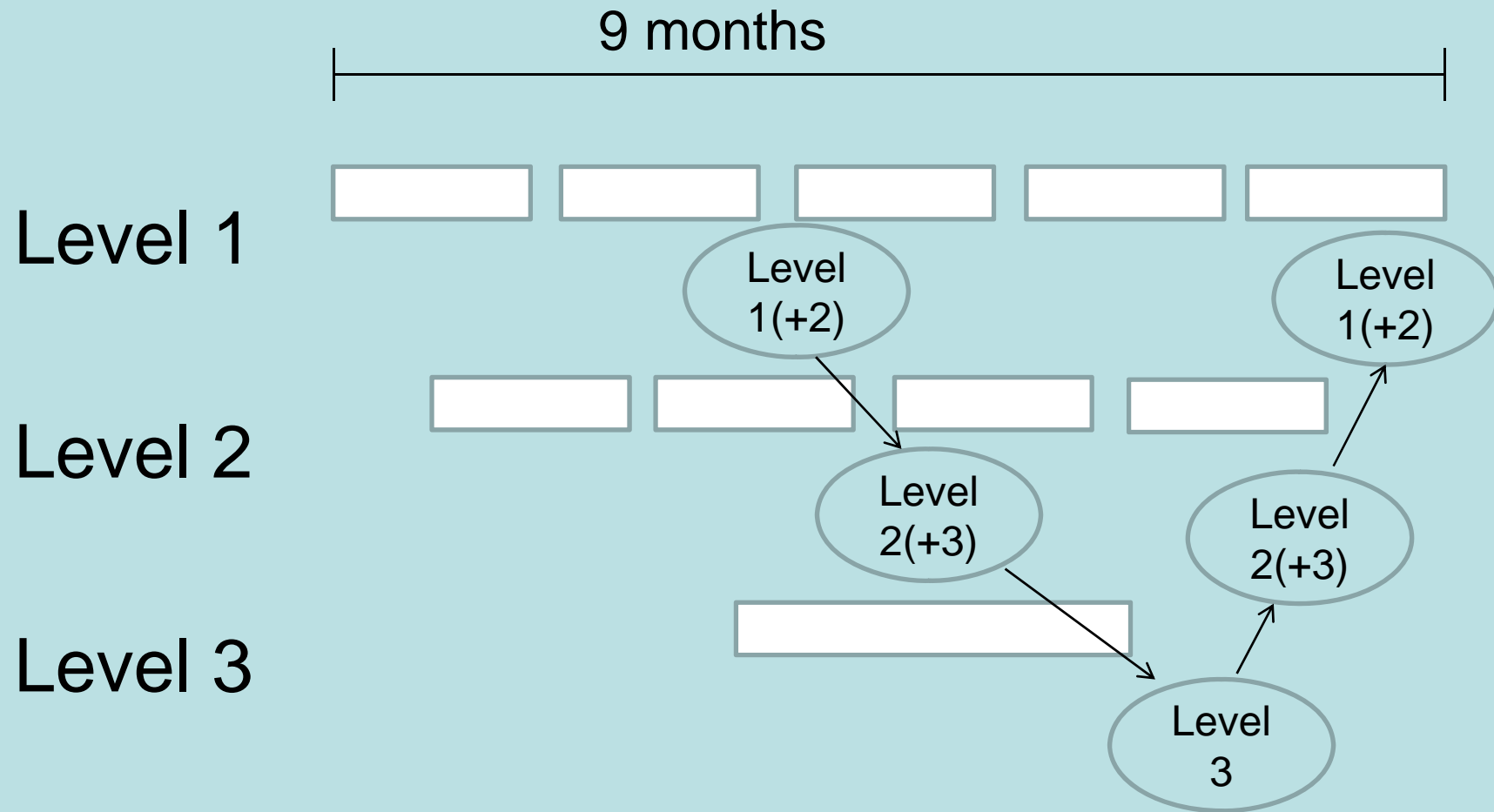


Nine-month Organizational journey: Work-based projects component (to be travelled by each organization separately)

9 months



Nine-month organizational journey: Combining the training component and the work-based project component



Common Assessment Framework (CAF)

- In order to maximize the coherence of and overall benefit from the work-based projects undertaken in each organization, CAPA will encourage organizations to conduct a CAF self-assessment, offering training and implementation support to self-assessment teams.
- Public Administration and Personnel Department is preparing to institutionalize Strategic and Business Planning as an annual requirement for civil service organizations. Mutual reinforcement with our Project.

CERTIFICATION

- Certificates of participation will be awarded to managers who will have taken part in at least 80% of their training programme and designed and implemented a work-based project.
- Negotiation for awarding ECTS units by CIIM (transferable to all universities . . .).

PROGRESS SO FAR

- October 2009 - April 2010: Study of Best Practices in EU.
- November 2009 - May 2010: Learning Needs Analysis of Cyprus Public Service managers in the areas of strategy, leadership and management.
- March 2010: Contract with Publicity Consultant
- July 2010: Contract with Project Management Consultant
- November 2010 - January 2012: International Tendering Process for the Design and Implementation of the training programmes and work-based projects.
- January 2012: Contract with winner of Tendering Process.
- October 2012: Completion of design and planning of training programmes and work-based projects

November 2012: Scheduled start of training and work-based projects for first group of organizations

Adapting to the crisis

- Emphasising the work - based project component.
- Selecting strategic and business planning as the exclusive object of the work-based.
- Tackling challenges posed by the crisis while carrying out the work-based projects.