



# **SYSTEMATIC LEARNING IN RESPONSE TO THE PRODUCTIVITY AND INNOVATION CHALLENGES OF AGEING**

**The case of the Cyprus Civil Service**

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# I. CHALLENGES

# **A. The Situation Concerning Ageing in the Cyprus Civil Service**

## ***1. Overall ageing not considered a challenge until quite recently***

The Cyprus Civil Service is a very attractive employer for qualified and talented young people, as compared to the private sector (salaries, job security, work schedule, pensions)

## ***2. Ageing anticipated in coming years, due to***

- Extension of retirement age from 60 to 63 years (gradually from 2006 to 2008)
- Restrictive Recruitment policies: Effort to put a check on public spending, in view of:
  - EU accession (2004)
  - Introduction of EURO (2008)

### ***3. Ageing at managerial levels***

Ageing middle and top management, due to promotion mainly on the basis of seniority:

- Culture of undifferentiated (high) performance appraisals
- Largely equivalent qualifications

## **B. Adverse effects of Ageing on Performance**

1. Difficult to keep up with developments in specialized fields
2. Shortcomings in EU knowledge and skills
3. Not taking full advantage of Information and Communication Technology
4. Decrease in Dynamism: Culture less favourable to promoting and accepting innovation and change (in ideas, values, management practices, organisation structures)
5. Insufficient emphasis on the modern strategic approach to management

# **II. RESPONSES TO THE CHALLENGES**

# A. Arrangements for a systematic management of lifelong learning

1. ***Decentralized Initiatives by Learning Units (LU's)***
  - LU's are learning management teams – one in each Civil Service Organization – trained and supported by CAPA
  - LU's are responsible for
    - Conducting Learning Needs Analyses,
    - Planning, Implementing and Evaluating Learning Activities to satisfy diagnosed needs

*(continued)*

- Soon, LU's will be electronically networked
- Properly functioning LU's obtain own Learning Budget
- LU's organise Learning Activities
  - by themselves, using own trainers whenever possible
  - in association with CAPA (CAPA satisfies, selectively, horizontal needs diagnosed and requested by LU's)
  - through outsourcing

## ***2. Horizontal CAPA Initiatives***

- CAPA – in addition to responding to decentralized LU needs – undertakes (horizontal) initiatives , on the basis of its own Learning Needs Analyses
  - e.g. - Survey on “The Adaptability of the Cyprus Civil Service to the Managerial and Organisational Requirements of the EU”, 2004
  - Survey on “Cyprus Civil Service Management Profile”, 2000
- CAPA organises Learning Activities
  - by itself
  - through outsourcing

# B. Areas of Learning Emphasized in both LU and CAPA initiated programmes

## 1. *EU Issues*

- EU institutions and processes
  - EU policies and programmes
  - Management and organisational implications of EU membership for Civil Service
- \* EU-funded training on EU issues:
- Transition Facility
  - Interreg

## ***2. Information and Communications Technology (ICT)***

- Reports on training concerning the introduction of ICT for
  - civil service top leaders, 2007
  - civil service managers, 1994
- ICT introduction projects are supported by change management training and consultation by CAPA
  - e.g. - Office Automation projects
  - Introduction of FIMAS (Financial Information Management Accounting System)
- Open day-events for civil service managers: “Information Society – Implications for the Civil Service”

### ***3. Leadership, encouraging especially***

- Innovative culture
- Change Management
- Work in mixed-age teams
- Participative management
- Strategic Management
- Performance Management

\* CAPA proposal for major 7-year leadership development programme, funded by EU

**4. *Communication***

**5. *Induction of New Entrants***

**6. *Team Development***

**7. *Organisational Development Projects***

**8. *Organisational self-evaluation by means of the Common Assessment Framework model (CAF)***

**9. *Staff appraisal for***

- performance improvement
- promotion according to merit

**THANK YOU!**