

Negotiation, policy-making and organisational change

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**National Centre for
Partnership + Performance**

Presentation overview

- The National Centre for Partnership & Performance
- Current Activities / Projects
- Reshaping Policy Dialogue
- Forum of the Workplace of the Future
- Negotiation, Policy-making & Organisational Change

National Centre for Partnership and Performance

- Programme for Prosperity Fairness – NCPP established in 2001 (reaffirmed in Sustaining Progress)
- Support and drive change in Irish workplaces (*organisational change*)
- Mission - to support partnership or participative approaches to organisational change & innovation
 - Enhances capacity to manage change
 - Delivers improved performance
 - Secures mutual gains

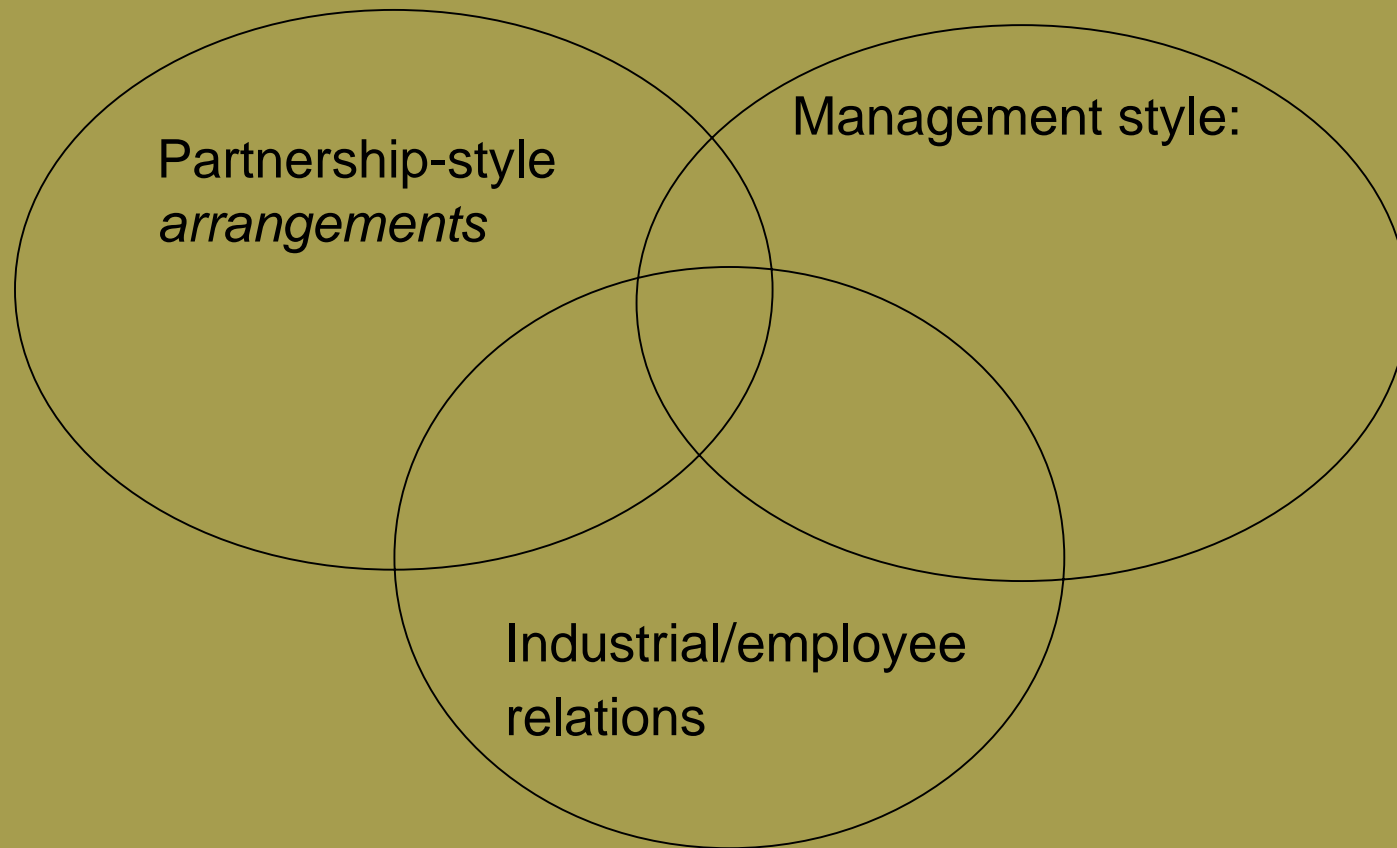
National Centre for Partnership & Performance

- State-sponsored body (Dept of the Taoiseach)
- NESDO
- NCPP Council
 - ICTU & IBEC
 - Government Departments
 - Independent experts (industry & academia)

Partnership & Organisational Change

- Rebuild the momentum around workplace partnership
- Repositioning the debate
- Avoid being prescriptive
- Economy wide focus
- *Make the Case*
- *Partnership-style approaches*

Three elements of organisational change



NCPP: Strategy and Current Activities

- Creating the vision
 - International review of studies on performance through partnership
 - Information and consultation directive – EU Project
 - Forum on the Workplace of the Future
- Models Good Practice
 - Workplace Partnership (Public & Private Sector)
 - Organisational Change
 - Workplace Learning
 - Employee Financial Involvement

- **Developing Tools**
 - On-line Learning by monitoring tool
 - Competency framework
 - Promoting effective learning in the workplace
- **Networks**
 - Sectoral Partnership Networks,
 - Professional Networks
 - Strategic Alliance Network,
 - Research Advisory Panel
- **Strategic Facilitation**
- www.ncpp.ie

Forum on the Workplace of the Future

- Established by the NCPP
- *Agreed Programme for Government / Reaffirmed in Sustaining Progress*
- Workplace change and innovation central to achieving Ireland's competitive and social vision
- Placing *workplace innovation* at the centre of the national policy dialogue
- Build a shared vision and formulate strategy
- Workplaces – innovative, participatory, dynamic and adaptable

Consultative Process

- Consultation Paper
- Forum Task Force (NCPD Council)
- Forum Steering Committee
- Four national panels –
 - Private sector
 - Public sector
 - Changing workforce
 - National policy and supports
- NCPD Workplace Surveys
 - Employee Survey (5200 respondents) Working conditions and change
 - 2 Employer Surveys – 1400 Private Sector and 572 public sector organisations – pressures and responses to change

Process & Outcomes

- Written Submissions
- Six public conferences
- 4 Panel Reports
- Government Report (March 2005)
- Co-ordinated and workplace-centred policy response

Forum Process – Concluding Remarks

- **Negotiation**
 - Interest group bargaining and deal making
 - Compromises and policy deadlock
 - Problem solving & Consensus building
 - Consensus building
- **Policy Making and Organisational Change**
 - Workplace change –a strategic priority
 - Integrated package of policy recommendations
 - Co-ordinated workplace centred approach
 - Repositioning / Reaffirming key policy areas -
 - Linking them to economic and social vision / organisational change
 - Learning without crisis ?