

Irish Workplaces

A Strategy for Change, Innovation
and Partnership 2007–2010

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Chairman's Statement

Ireland has reached an important point in its economic and social development. Most observers would accept that the fundamentals which have underpinned the success of the past decade are now under pressure and that we need to find new ways to sustain our prosperity and social achievements.

Responding to globalisation, social change, migration and the changing needs of employees requires greater levels of innovation. It needs increased levels of investment in infrastructure, more R&D and continuing improvement in the quality of public services. More difficult perhaps will be the development of greater organisational capacity, meaning the ability of employers, unions and employees to not just bring about change but to anticipate and manage that change. The National Workplace Strategy and the new national agreement, *Towards 2016*, explicitly prioritise this need to work with change to turn it to our national advantage.

In Ireland, we need to build the capabilities of managers, employees and unions in the public and private sectors to proactively introduce and manage change. Competitiveness must be maintained in all sectors and to ensure that workers are employable, we need to remove barriers to work-related learning and training. This is especially true in the case of workers in lower-skilled jobs and those with narrow skills sets in shrinking areas of the economy. We must promote diversity and work-life balance as an integral part of every organisation's culture and management. It is also critical that we revitalise and refocus partnership as the mechanism for tackling these challenges.

There is no need to fear these challenges or the transition that Ireland needs to make. Achieving the goals set out in the National Workplace Strategy and *Towards 2016* will provide the basis for competitive enterprise, high quality public services, broad access to employment opportunities and a good quality of working life for all employees. The NCPP's Strategy for Change, Innovation and Partnership is a concrete work programme designed to lead and support this transition over the period 2007–2010. It reflects renewed commitment to the role and potential of partnership to deliver real improvements in capacity for change and the quality of working life which will help position Ireland at the forefront of the emerging global knowledge economy.

A handwritten signature in blue ink that reads "Peter Cassells". The signature is written in a cursive style with a long, sweeping underline.

Peter Cassells

Chairman

National Centre for Partnership and Performance

Director's Foreword

The National Workplace Strategy and *Towards 2016* position workplace development at the heart of economic policy as a source of innovation. Both recognise the need to underpin and sustain Ireland's competitiveness and innovative capacity internationally, while at the same time acknowledging the importance of involving and proactively supporting the wellbeing of all our workers.

The National Workplace Strategy is a comprehensive and coordinated programme for workplace development and modernisation in Ireland. It is built around five key strategic priorities: commitment to workplace innovation, capacity for change, future skills, access to opportunity and quality of working life. The priorities highlight the critical need for commitment at senior level in organisations and trade unions to develop workplaces for the future, and as a basis for economic growth and social cohesion.

Towards 2016 confirms the agreement that exists within Government and among the social partners on the need to prioritise the workplace as a basis for economic growth and innovation. In particular, the agreement supports the goals of the National Workplace Strategy in key areas such as leadership and management capacity and the need for increased employee involvement. It sets a number of very specific challenges for the NCPP in relation to employee financial involvement, the Workplace Innovation Fund, practical approaches to partnership, national workplace surveys and co-operation with the National Skills Strategy.

In this sense, the National Workplace Strategy and *Towards 2016* create a new ambition for the NCPP and for partnership generally. That ambition is to lead and support workplace transformation in Ireland. For the NCPP, this will mean, firstly, developing greater commitment among all stakeholders to supporting innovation within our workplaces. Secondly, it will mean a greater focus on building capacity for change and for the practical ways in which partnership can provide support. Thirdly, it will involve working to expand the role and relevance of partnership in areas such as learning, training and re-training, management of diversity and employee health and wellbeing.

The work programme outlined in this Strategy reflects this broad ambition for partnership. It also underpins the main strategic objectives of the new National Development Plan 2007–2013, and provides an immediate response to the goals and priorities set out in *Towards 2016* and the National Workplace Strategy.



Lucy Fallon-Byrne

Director

National Centre for Partnership and Performance

Introduction

The National Workplace Strategy and the new national agreement, *Towards 2016*, together create a dynamic context for the work of the National Centre for Partnership and Performance in leading and supporting transformation in Irish workplaces.

The critical focus in 2007–2010 will be on workplace innovation and change, based on partnership and mutual benefit for employers and employees alike. The challenge is to improve organisational performance significantly and in doing so to sustain and increase our competitive position internationally, while at the same involving and supporting the wellbeing of all our workers.

NCPP 2007–2010: A new agenda

The National Workplace Strategy and *Towards 2016* re-affirm the pivotal role of partnership as the core mechanism that will deliver real gains for the Irish economy and society.

In response to the National Workplace Strategy and *Towards 2016*, the NCPP will now work to embed partnership as a critical element of the response to the challenges of managing and leading workplace transformation and change in Ireland.

Building on the priorities contained within the National Workplace Strategy and *Towards 2016*, the NCPP will:

- Support innovation: Support the development of a broader and more systematic approach to innovation which includes the workplace
- Improve capacity for change: Facilitate the improvement of skills in the area of capacity for change and in particular the role of partnership as a practical response across all sectors of the economy
- Enhance quality of working life: Address quality of working life and employment and the key role of partnership, employee involvement and learning in improving the experiences of employees at work.

These three strategic priorities underpin the mission of the NCPP and will guide its work programmes in 2007–2010. They will ensure that activity is directed towards supporting and leading workplace transformation in Ireland.

Operating context for the NCPP

The NCPP is a Government agency and one of three partnership organisations under the auspices of the National Economic and Social Development Office (NESDO). This body, which has recently been established on a statutory basis, also comprises the National Economic and Social Council (NESC) and the National Economic and Social Forum (NESF).

The NCPP's objective is to bring about improved performance in the workplace based on mutual gains for employers and employees. During 2007–2010, the NCPP agenda will strongly reflect the priorities of both the National Workplace Strategy and *Towards 2016*.

In 2003, the NCPP was asked by Government to establish a national Forum on the Workplace of the Future. The key recommendations of the Forum's final report comprise a new strategy for workplace development in Ireland. It addresses the implications of workplace change in a comprehensive, forward-looking way.



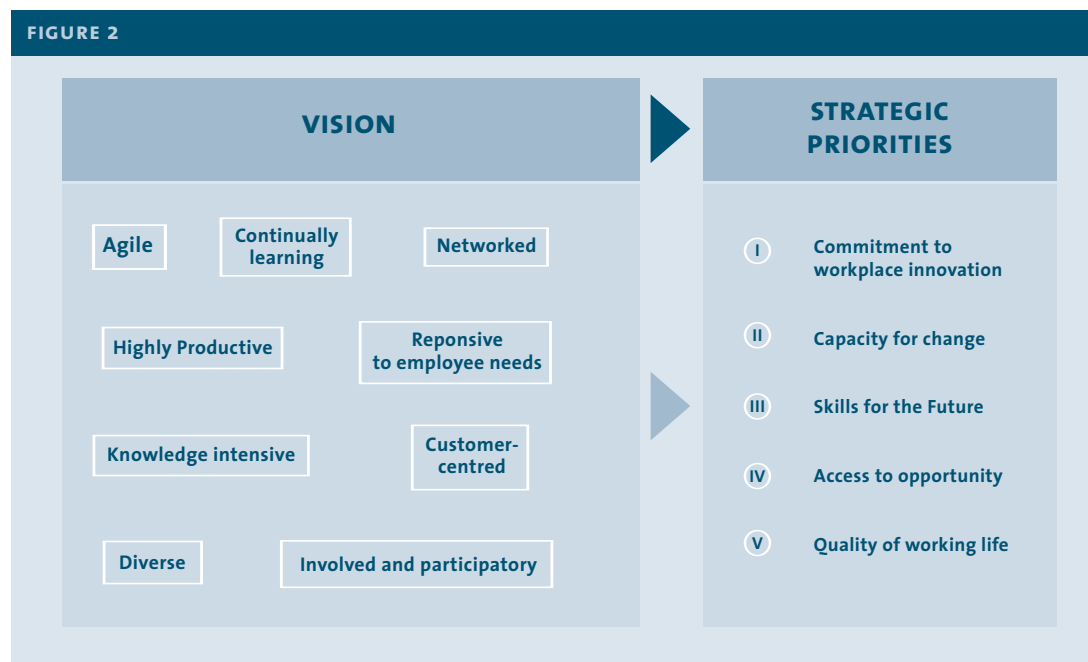
The National Workplace Strategy is built upon a guiding vision for Ireland's workplaces, a vision which has the support of Government and the social partners. It is an ambitious vision that is based on nine critical and interdependent characteristics.

To sustain and deliver increased competitiveness, Irish workplaces need to be:

- Agile
- Customer-centred
- Knowledge-intensive
- Networked
- Highly-productive.

However, in a modern society, highly innovative, dynamic knowledge-based workplaces need to be alert and responsive to the needs of their employees. The vision specifies therefore, that workplaces will be:

- Responsive to employees needs
- Involved and participatory
- Continually learning and
- Proactively diverse.



The vision brings into focus the features and characteristics of the workplace identified in the NESCS Strategy 2006, *People, Productivity and Purpose*; in other words a workplace that will sustain competitiveness, deliver higher-quality public services and actively promote social inclusion. Success in developing these characteristics will equip Irish workplaces with a distinctive competitive advantage in future years. Appendix 1 outlines the characteristics of the vision and the associated workplace practices.

The National Workplace Strategy argues that workplace innovation must be prioritised by all stakeholders – employers, managers, employees, unions and policy makers.

Towards 2016 supports this ambition. It identifies the need for greater innovation in products and processes but also the need for more organisational innovation and related improvements in internal workplace cultures. It also highlights the need for improvements in organisational culture which will facilitate the delivery of higher quality services in private, public, community and voluntary sectors.

The practical response in both the National Workplace Strategy and in *Towards 2016* is to focus on the capacity for change of employers, managers, employees and unions, as well as employee involvement and opportunities for learning – both within and outside the workplace. The social partners and Government have also re-stated their commitment to equal opportunities in the workplace and to work-life balance policies.

NCPP Strategic Programme 2007–2010

This chapter provides an overview of the NCPP's Strategic Programme 2007–2010. It covers three broad areas (see Figure 3):

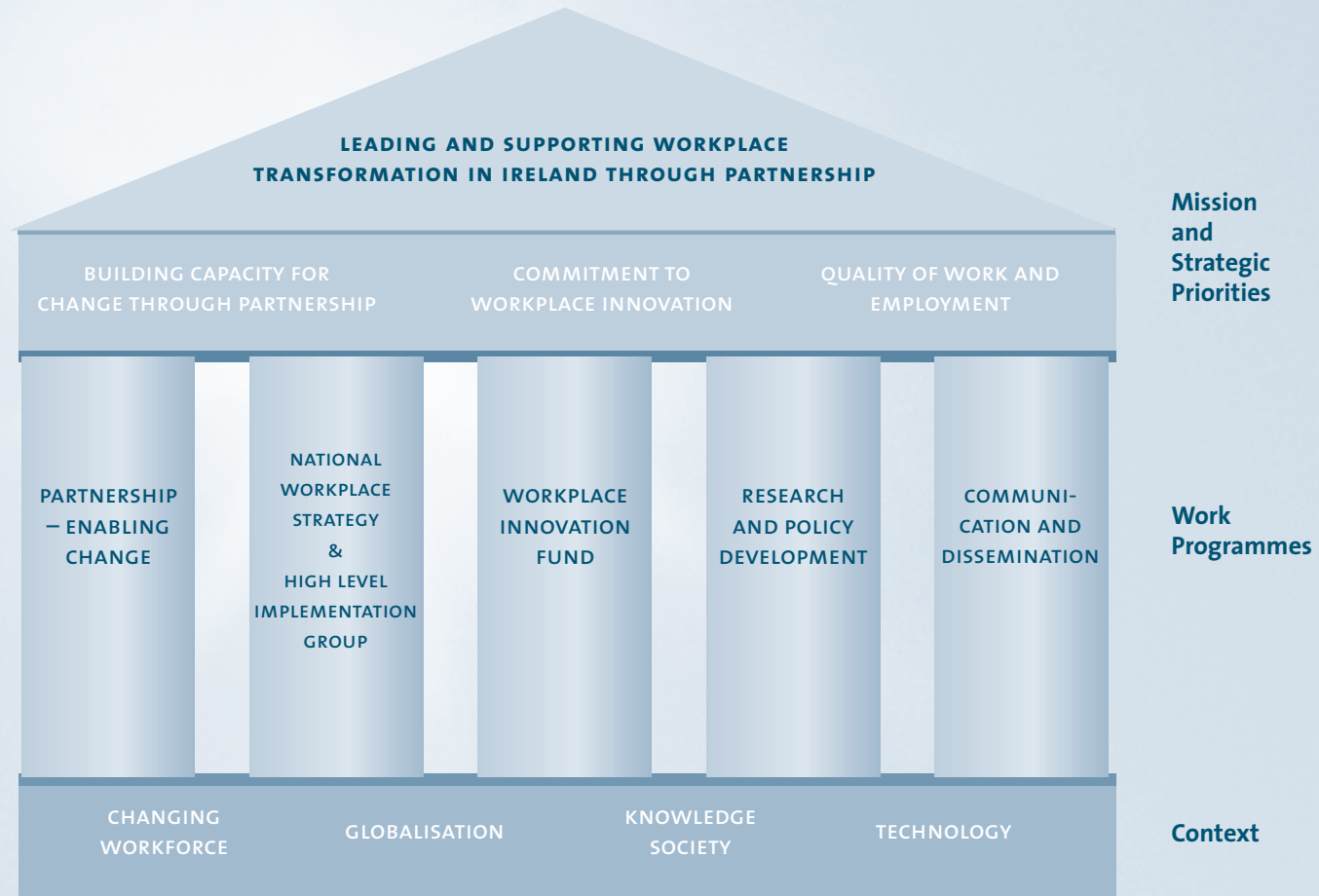
- The mission of the NCPP and its underlying strategic priorities
- The five operational programmes that will structure the work and activities of the NCPP over the next three years
- The economic, social and demographic context against which the NCPP work programme will occur.

2.1 NCPP mission and priorities

The NCPP's mission is to lead and support transformation in Irish workplaces through partnership.

- We will build commitment to a broader approach to innovation which focuses on innovation in the workplace.
- We will be proactive in the implementation of the National Workplace Strategy.
- We will promote capacity to manage change through active employee engagement and commitment, supporting management skills and a better quality of working life.

FIGURE 3 NCPP Strategic Overview 2007–2010



To achieve its mission and to support the vision for future workplaces as set out in the National Workplace Strategy, the NCPP will focus on three strategic priorities:

Commitment to Workplace Innovation: The NCPP acknowledges the need to build commitment to a broader and more systematic approach to innovation. The sources of added value and new ideas are not limited to the laboratory or R&D activities, the market place or technical research institutions. The workplace is critical for innovation in generating new ideas, developing new products and improving processes.

Developing the capacity of organisations to absorb and respond to new developments is crucial in an Irish context. Ireland has in the past been described as a ‘technology taker’ rather than a ‘technology maker’. Our dependency on foreign technology is unparalleled in the OECD region. More investment to improve workplace practices is needed to underpin the ongoing ability of organisations to absorb and capitalise on technology. Furthermore, in a global and highly competitive context, the ability to generate new

ideas and new sources of value within organisations will also be increasingly important.

A central theme of the National Workplace Strategy is that high-participation, high-involvement work practices generate mutual benefits for employers and employees. These work practices increase innovation and productivity, and enhance the quality of working life.

A culture of employee involvement and participation that fosters experimentation, innovation and learning is required. In such a culture, the management style is open and participative rather than hierarchical, the contribution of employees at all levels is valued, and new ideas are welcomed and rewarded. Therefore, the drive to foster a dynamic, knowledge-based economy actually serves to reaffirm workplace partnership’s potential to function as an effective and appropriate response to the challenges facing all workplaces in Ireland. To garner this potential, however, workplace partnership needs to be revitalised around a new commitment to supporting workplace innovation and change across the whole economy.

Capacity for Change: The NCPP Strategy also highlights the need to improve practical skills in the area of change through partnership. The Strategy pinpoints some of the management and HR practices that will determine the rate of change. Key among these are the level of communication and consultation, training, performance management and reward systems.

Quality of Work and Employment: The NCPP Strategy also emphasises the importance of the quality of working life and, in particular, levels of satisfaction, stress and pressure, autonomy and employee involvement experienced by employees.

In a knowledge economy, competitive advantage builds on employee engagement in a very real and tangible sense. This is particularly evident in the growing services sector. The Forum noted that what might be seen as employee benefits, such as increased employee satisfaction, are very often linked closely with strong employer benefits – such as lower absenteeism. The key influences on employee experiences are information and consultation, work-life balance practices and opportunities for learning.

2.2 NCPP Work Programmes

The mission of the NCPP will be fulfilled through five inter-related programmes of activity. Chapter 4 provides a detailed account of the individual activities and projects contained within each of these programme areas.

The five programme areas are:

1. Partnership – enabling change
2. *National Workplace Strategy* and the High Level Implementation Group
3. Workplace Innovation Fund
4. Research and policy development
5. Communication and dissemination

1. Partnership – enabling change

The National Workplace Strategy's clear focus on stimulating workplace change and innovation creates a new and challenging context in which to consider the further development of workplace partnership.

The NCPP Strategy maps out an expanded role for workplace partnership. It is a new and holistic approach, which incorporates the changing needs of the workplace and the workforce in areas such as learning, diversity and equality, high performance, flexible working and work-life balance as well as employees' needs to be informed, consulted and continuously involved.

This Partnership work programme will encourage and support Irish workplaces to adopt more collaborative problem-solving approaches. The work programme will continue to draw heavily on research, including case studies and consultation as the basis for a strategic support to deepen enterprise-level partnership. It will also initiate and support innovative partnership-based projects.

Partnership will be positioned as a driver of workplace change and innovation. The Partnership work programme will address three inter-related areas:

- **Strategic approach to the sectors:** The NCPP will develop a strategic sector-based approach designed to support and foster the deepening of workplace partnership within key sectors of the economy. As outlined in *Towards 2016*, the development of a partnership approach to workplace innovation and change will be tailored to meet the different needs and challenges facing various key sectors in public and private organisations.

- **Advocacy and promotion of partnership:** As an advocate for deepening and developing partnership, the NCPP will provide both strategic and practical advice, guidance and support to Government, employers, State bodies, employees, the social partners and individual trade unions. In particular, as outlined in *Towards 2016* (Section 6.4) the NCPP will develop a detailed project plan, in consultation with ICTU, IBEC and relevant government departments and agencies, outlining a series of practical approaches and activities to further develop workplace partnership.
- **Partnership research and evaluation:** The programme will monitor and evaluate the evolution and progress of workplace partnership and in particular its capacity to function as a driver of workplace change and innovation. This will involve the identification of the key factors that contribute to the development of more effective collaborative problem-solving arrangements, and also the barriers that constrain or hinder the emergence of such arrangements.

To support its work on partnership, the NCPP will establish new arrangements to co-ordinate its ongoing engagement with the social partners. The NCPP has developed a close working relationship with the social partners, ICTU and IBEC, which needs to be enhanced to support the continued development of partnership at enterprise level.

The Workplace Innovation Fund (WIF) provides an opportunity to develop innovative ways to engage with the social partners. For example, the WIF offers scope to develop strategies to engage with individual unions in relation to information and consultation and programmes to enhance worker wellbeing. With employers, it provides an opportunity to develop greater clarity about the meaning and role of partnership-type practices and to update and disseminate case studies.

Working closely with the social partners, the NCPP will also help to deliver commitments agreed under *Towards 2016*. In particular, it will oversee work in a number of areas, including:

- A detailed project plan outlining a series of practical approaches and activities to further develop workplace partnership (Section 6.4)
- Workplace Innovation Fund, including efforts to build capacity among the social partners (Section 6.3)
- Active programme of education and communication on employee financial involvement (Section 5.2)
- Promotion and dissemination of the Forum's work across all sectors (Section 6.2)
- Workplace learning and upskilling (Section 7)
- Worker wellbeing and work-life balance (Section 10).

2. National Workplace Strategy and the High Level Implementation Group

The National Workplace Strategy's integrated package of 42 policy recommendations established an important and challenging set of objectives. Addressing these challenges requires that all the relevant stakeholders are strongly committed to workplace change.

In response to these challenges, in March 2005 the Government established a High Level Implementation Group (HLIG) to oversee the implementation of the National Workplace Strategy. The HLIG is chaired by the Minister for Labour Affairs and is characterised by a partnership approach involving the relevant public agencies and social partners. The NCPP participates as a full member of the HLIG, and in addition acts as secretariat to the Group, providing professional and executive support.

The HLIG will promote and develop a cohesive approach to developing workplace innovation across Government departments, agencies and the social partners. It will strengthen the capacity to manage cross-cutting issues and engage in innovative initiatives for workplace change.

The establishment of the HLIG is an important innovation – the challenge facing the NCPP is to build on the promise and potential of the HLIG. The NCPP is also directly responsible for the co-ordination of each of the five main areas of the National Workplace Strategy and is either solely or jointly responsible for the implementation of nine of its 42 recommendations.

3. Workplace Innovation Fund

The National Workplace Strategy and *Towards 2016* recommend the establishment of a three-year Workplace Innovation Fund. The Fund will be used to support and mainstream new ideas and best-practice models of workplace innovation.

Three distinct strands are proposed under the Workplace Innovation Fund.

- **Strand I:** enterprise-level initiatives/projects
- **Strand II:** support for capacity-building with the social partners
- **Strand III:** national public awareness campaign.

Strand I will support workplace innovation projects within companies. Projects will be supported that create new knowledge and ideas in relation to the workplace problems and bottlenecks identified by the Forum. A key requirement will be the project's ability to simultaneously improve the performance of the organisation and the experience of its employees. Particular attention will be given to companies in transition, to the needs of SMEs, vulnerable employments or sectors, and regions.

Strand II will provide funding to build social-partner capacity in relation to driving workplace change and innovation. It will assist the social partners to develop their advocacy role in rallying and authorising support for more innovative approaches to workplace change within their respective constituencies.

Strand III will be used to create greater awareness about the potential that exists for innovative workplace practices and for employees to add further value. Strand III will help to inform and demonstrate to practitioners across all sectors of the economy that there is, in concrete terms, something they can do, in their sector and in

their organisations, to make their workplace more innovative.

Workplace Innovation Fund and research

The Workplace Innovation Fund is an important research and evaluation opportunity for the NCPP. The NCPP will evaluate all of the activities underpinned by the Fund, using a series of strategic case studies. It will provide information on the critical lessons learned to support the work of the HLIG and policy makers in general.

Based on national and international research, the NCPP will develop and provide assistance in developing funding criteria to guide the allocation of resources to projects and activities and to guide ongoing monitoring, evaluation and review.

4. Research and policy development

Research and policy development will continue to underpin the work of the NCPP across all five of its work programmes. Research at the NCPP is designed to build policy from a sound and rigorous evidence base.

Research and policy development will support the development of workplace innovation and the range of practices identified in the National Workplace Strategy. It will also continue to co-ordinate and champion workplace innovation as a research theme within the policy and research communities. The research and policy programme will address three key areas during 2007–2010.

- **Capacity for change, innovation and partnership:** Research work will continue to examine workplace practices, with particular attention placed on the role of partnership, and the link with innovation, performance and worker wellbeing. This will be achieved through a combination of empirical survey and case study work and desk-based reviews.

- **Monitoring and review:** The NCPP, in collaboration with key agencies such as Forfás and the CSO, will monitor and benchmark progress towards higher levels of workplace innovation, including the development of information and consultation in Irish workplaces, high performance work systems and equality and diversity.
- **Workplace of the future:** Through the development of a major national workplace survey in 2008, and work on NESDO's Learning Society Foresight project, the research and policy development programme will continue to probe and examine the future evolution of Irish workplaces across all sectors of the economy.

Finally, it is important to emphasise the collaborative nature of the research and policy programme in the NCPP. Many of the projects contained in the work programme during 2007-2010 will be carried out in partnership with other agencies and sectors, such as Forfás, the CSO, the Equality Authority, FÁS and the Health and Safety Authority, and in association with other organisations within NESDO.

The NCPP Research Advisory Panel has been instrumental in creating the basis for many of these common projects and as a mechanism to source competitive tenders for them. In 2007–2010, the Research Advisory Panel will continue to function as an important networking forum both for the NCPP and the members of the Panel.

5. Communication and dissemination

The NCPP's communication and dissemination activities are designed to support and contribute to the NCPP's long-term mission to transform Irish workplaces through partnership and innovation. From a practical perspective, the NCPP will develop and deliver a medium-term communication and dissemination work programme covering two broad areas:

- **Advocacy for the NCPP's agenda:** Informing, educating and raising awareness across a broad range of target audiences about the NCPP's agenda, objectives and activities in support of partnership-led change and innovation in the Irish workplace.
- **Dissemination activities in support of the National Workplace Strategy:** Communicating the key messages, priority themes and strategic context of the National Workplace Strategy (including the work of the High-Level Implementation Group) to employers and employees in all Irish companies and organisations, regardless of their size or sector, and to the general public.

To foster an integrated approach to communication and dissemination, a common fundamental objective will apply across both priority areas, i.e. to exploit the full range of communications channels and tools at the NCPP's disposal to raise awareness, influence opinion and build commitment in favour of workplace transformation among key stakeholders and the general public.

The NCPP will establish and deliver a two-way communication and dissemination programme covering the following channels and tools:

- **Media:** The NCPP will initiate and develop a comprehensive media relations programme, the goal of which will be to ensure that key personnel in the print, broadcast and internet media are fully aware of the NCPP's mission and broader agenda. Through education and information about the National Workplace Strategy and other priority issues, key opinion-formers in the media will be encouraged to act as advocates for workplace transformation in Ireland. The placement of by-lined articles in key titles at national, regional and local level will also be actively pursued.

- **Internet:** The NCPP's website, which includes the National Workplace Strategy site, has the potential to become a key communications channel for the dissemination of messages, priority themes and strategic goals. In order to achieve this potential, the website will be kept updated in a consistent, co-ordinated and accurate manner. Delivering this task will be a key element of the communications and dissemination strategy.
- **Publications:** Whether in hard or electronic copy, the NCPP's own publications form an integral part of an effective external communications strategy. These can be divided between publications issued on a regular basis, such as the *Update* bulletin, and documents published on an occasional basis, such as research studies and conference reports. The NCPP's own publications will continue to be researched, drafted, edited, printed and disseminated in line with the highest standards of accuracy and impartiality.
- **Events:**
 - NCPP-organised events provide an opportunity to highlight key themes and issues of direct relevance to the NCPP, as well as raise its own profile. As part of this communication and dissemination strategy, the NCPP will continue to organise and host a select number of high-calibre conferences and seminars for which there is established demand among its stakeholders and target audiences.
 - Third-party events also represent an important opportunity to increase awareness of the NCPP's agenda and activities, both at home and abroad. Participation in selected stakeholder fora – either as a speaker, panel member or chairperson/moderator – gives the NCPP scope to integrate workplace issues into the broader socio-economic agenda.
- **Other tools:** As part of specific dissemination exercises (e.g. information or awareness campaigns), tools such as advertising, direct marketing and workplace leaflets/posters also have a role to play.

Where practicable, NCPP communication and dissemination activities will be based on the principle of collaborative partnership with key stakeholders, including Government departments, State agencies and the social partners. The objective is to ensure co-ordinated delivery of key messages to common audiences and the avoidance of duplication of effort and expense.

FIGURE 4 NCPP guiding principles

In each of its five programme areas, the NCPP will work according to the following guiding principles and will benchmark its work programmes and activities using these guidelines.

COLLABORATIVE AND CONSULTATIVE In the spirit of partnership, the NCPP will work closely with the social partners and with all its stakeholders.

THOUGHT PROVOKING The NCPP will act as a focus for innovative and creative solutions to workplace change.

INDEPENDENT, AUTHORITATIVE & EVIDENCE BASED The NCPP will base its work on research and validated models.

BROAD APPEAL The evidence gathered by the NCPP will be disseminated to as wide an audience as possible in order to promote the development of practices that are in line with international best practice.

RESOURCE, SUPPORT & PRACTICAL The NCPP will act as a resource, supporting all its stakeholders to achieve workplace change and innovation. It will promote partnership approaches which are user friendly, accessible and practical to implement.

STRATEGIC FOCUS The NCPP will continue to have a strategic focus but will be mindful of the operational requirements of all its work.

SECTORAL IMPACT The NCPP will continue to work with sectors to maximise the value-added of its work programmes. It will customise and tailor support to the specific needs of individual sectors.

Transforming Irish workplaces

The Forum on the Workplace of the Future provided a detailed assessment of the underlying forces for change that face Irish workplaces. This chapter highlights the key issues that will affect our workplaces, and the strategy of the NCPP, in the period 2007 to 2010.

It examines three broad topics:

- The competitive context
- Employment relations and *Towards 2016*
- The changing nature of Irish workplaces and society

Competitive context

The economic and competitive environment is changing rapidly and, as a small open economy, Ireland is highly exposed. At one end of the spectrum, intensified cost competition from newly emerging economies such as India, China and other Asian countries – as well as from Central and Eastern Europe – is pressurising Irish business to remain highly competitive – especially in traditional manufacturing. At the other end, Irish organisations are engaged in an ongoing contest to attract highly skilled and talented people as competition for leadership in high value-added activities intensifies. Public-sector organisations also face intense demand for

improved performance. The challenges facing the public sector are in some ways as acute as in the commercial sector. However, significant progress has been achieved.

In Ireland, competitive advantage is increasingly dominated by knowledge, both in the form of intellectual property and also in terms of what individuals and groups of employees know and how they carry out their jobs.

In the knowledge economy, specialist technical knowledge and new technologies underpin progression towards higher added value in manufacturing, new and old. It is also a critical determinant of success in

services. Performance in the knowledge economy, and particularly in services, also depends on people skills that enable organisations to compete on the basis of customer service.

In the knowledge economy, all organisations must find ways to continually update their knowledge and skills. This will be achieved by building greater commitment, among employees, employers and Government, to the concept of personal lifelong learning. It will also require greater interaction with research and education institutions, not just to provide new graduates but to re-train those already in the workplace.

Finally, our membership of the EU also has an important impact on how Irish organisations operate. EU legislation guides the behaviour of organisations in areas including competition, equality, environment and corporate governance. For example, the Working Time and Works Councils Directives, and a plethora of health and safety regulations, have all shaped the development of workplaces across Europe in recent years. In an Irish context, the recently implemented Directive on Information and Consultation will be an important catalyst for change and improved performance.

Employment relations

A number of identifiable trends in employment relations will also continue to influence the dynamics of workplace change and innovation within Ireland.

Employment relations in the private sector are now characterised by a diverse range of employment-relations models. In part, this reflects the fact that there is greater scope for employers to craft and customise their own internal employment-relations practices. In practice, the emerging picture is even more complex, as many organisations are responding to competitive pressures by devising hybrid and eclectic employment-relations policies and strategies. A significant characteristic in the evolution of this more fragmented employment-relations system has been the increased diffusion of new forms of work organisation and employment practices.

Employment legislation continues to grow, supporting the gradual emergence of a more complex and expansive regulatory environment within the labour market. This means that an increasing amount of our workplace relations in the areas of pay, pensions, working time, contracts, employee information and consultation rights, and equity and equality, are determined either

by legislative prescription or voluntary agreed binding determination within the parameters of national agreements and/or enterprise agreements.

It is also important to highlight the continued evolution of social partnership at both the national and enterprise level. Partnership is premised on the promotion of consensual, collaborative approaches to employment relations. Significantly, *Towards 2016* incorporates a new consensus from the social partners to focus their collaborative energies on the agenda of workplace change and innovation.

In *Towards 2016*, considerable commitments and outline agreement between the parties have been given to a large number of legislative, procedural and administrative initiatives designed to achieve a new employment-rights, standards and compliance model. This significant package of initiatives includes:

- The establishment of a new, statutory Office of the Director of Employment Rights Compliance (ODERC)
- A trebling in the number of labour inspectors

- Greater coordination among organisations concerned with compliance
- New requirements in respect of record keeping
- Enhanced employment rights awareness activity
- The introduction of a new and more user friendly system of employment rights compliance
- Increased resourcing of the system
- Higher penalties for non-compliance with employment law.

Society and the changing workplace

In 1961, the 26 Counties had a population of 2.8 million. The 2006 census recorded 4.3 million people living here. Between 2003 and 2006, the population increased by 2 per cent per annum, the highest rate of increase on record. By 2036, population levels are predicted to be between 4.9 and 5 million.

Migration is a critical influence on both the size of the population and its growing diversity. Net migration (inward minus outward) became positive in 1997 and reached over 53,000 in 2005. The Central Statistics Office estimate that in 2005, 70,000 people immigrated to Ireland while just 16,000 left the country. Further, the Central Statistics Office predicts that the population could reach 5 million by 2030 and that 1 million would be foreign born. In the current population, 400,000 are designated as ‘foreign born’.

The NESF report, *Migration Policy* (2006), highlights the very real dangers to economic growth and social cohesion if an effective response to the challenge of integration is not forthcoming. The NESF says that this response must include effective government policies and a negotiated international order, such as that provided by the EU. However, it also highlights the need for a proactive and innovative approach from the business community, trade unions and the partnership process.

The implications for Irish workplaces are significant and the National Workplace Strategy recognises the challenges that exist. It makes a clear economic case for

organisations to make investments in a proactive approach to diversity based on both the need for migrant labour and the qualitative impact diversity has within organisations. An additional 30,000 workers per annum are at present required from outside the State to meet labour-market demands for both skilled and unskilled occupations.

International research also shows the benefits that a diverse workforce has on economic performance. In an Irish context, it is important to continue to bolster this business case and to help identify the challenges involved in managing and working with a more diverse workforce.

Despite this buoyancy in labour-market demand, there are groups of people who continue to experience severe difficulties in getting and/or keeping a job. The NESF report, *Creating a More Inclusive Labour Market*, highlights the acute difficulties facing people with disabilities, those with low educational qualifications, lone parents, carers, Travellers and redundant workers. The report highlights the need for a holistic National Strategic Framework as an important complement to the National Workplace Strategy and the ongoing work of the NCPP.

The National Workplace Strategy noted that the recommendations set out in the Workway Project should be implemented as a matter of urgency in order to improve recruitment rates of people with disabilities by employers in the private sector. It also noted that greater promotion of existing measures to support employers in this regard is required to ensure full take-up by employers.

The role of women in the workplace is changing, particularly in terms of skills sets and participating numbers. Women now have higher levels of formal education: within the 25–34 age group, for example, 43 per cent of women hold a third-level qualification compared to just 36 per cent of men. There are also many more women in the workforce: in 1981, female labour participation was just under 30 per cent; in 2005, it was almost 53 per cent. In 1980, birth rates reached a peak of 74,000. In 1994, they had fallen to 48,000. However, by 2004, rates had climbed back up to 61,700.

The evidence considered by the Forum suggested that significant competitive advantage is to be gained, both at national and at an organisational level, through effective childcare arrangements. This is recognised by many European countries and the National Workplace Strategy acknowledges that in key areas, such as childcare provision, Ireland is playing catch-up.

The question, then, is not why, but how to facilitate women. The National Workplace Strategy emphasises the importance of choice. Recommendations in this context focus on the availability of quality childcare and early education at affordable prices, family-friendly working practices — for women and men — the identification of practical solutions, and tax and leave arrangements. Beyond this, the National Workplace Strategy identifies the need to actively support women returning to the workplace through existing mentoring and coaching networks but also through the development of new interventions that might occur in advance of a return to the workplace. There is also a need to promote leadership skills and opportunities among women.

Finally, the age profile of the Irish population is changing and this is visible in the workplace. By 2016, 40 per cent of workers will be over the age of 45. The key factor is the number of young people entering the workforce, which is falling dramatically as lower birth rates in the 1980s and 1990, feed through into the working-age population. This has implications for all workplaces, in particular in relation to training or re-training.

A related trend is the increase in the number of people over 65. In 2002, 11 per cent of the population was over 65. By 2016, it will have increased to 14 per cent. The exit or retirement age from the workforce in Ireland is high in international terms but it may need to increase further. Doing so would provide an important additional source of labour but it would also reduce pressure on the old-age dependency ratio — that is, the proportion of the population in the workforce relative to those over 65.

However, the National Workplace Strategy acknowledges that there is a need to develop a policy framework that removes barriers to continued participation in the workforce, and facilitates older workers who wish to remain active in the labour market. The development of this framework will have to consider a range of complex issues relating to the area of pensions. In particular, pension policies that are capable of meeting employees' needs, and facilitating older workers who wish to remain in the workforce must be developed.

Conclusion

In response to the pressures outlined in this chapter, the NCPP's Operational Programme (see Chapter 4) is designed to provide support where it is most needed.

The Operational Programme will work to deepen the connection between partnership and workplace change and innovation. In doing so, it will contribute to the development of a broader approach to national innovation that is required for Ireland to maintain competitiveness and build its position in the knowledge economy.

The Operational Programme also reflects the key changes now occurring in the workplace. Diversity, female participation and childcare issues, and the ageing of our workforce — each need careful consideration and research. However, creative and new responses are also required, and through the broader National Workplace Strategy, the NCPP will champion and work to mainstream best practice.

Finally, the Operational Programme will target and support sectoral initiatives as it is clear that the impact of the pressures outlined in this chapter will affect different industries in different ways.

Operational Programme

The NCPP has identified five inter-dependent programmes of work that will support the transformation of Irish workplaces envisaged by the Forum on the Workplace of the Future.

This chapter identifies the areas of work within each programme. The programme areas are inter-dependent and work in each area will draw heavily on work ongoing in others. For example, the communication and dissemination programme will shape activities in other areas by identifying the needs and priorities of various stakeholders. Similarly, research will be an important influence on all of the other activities, and work in the research programme will reflect changing priorities in relation to the Workplace Innovation Fund, partnership and the High Level Implementation Group.

Nonetheless, it is possible to identify distinct projects and areas of work in each of the five programme areas. This chapter provides a list of the activities planned for the period 2007–2010. It also identifies other co-operating parties to those activities, along with target dates and critical milestones.

The five programme areas are:

- Workplace partnership – enabling change
- National Workplace Strategy and the High Level Implementation Group
- Workplace Innovation Fund
- Research and policy development
- Communication and dissemination

Workplace partnership – enabling change

The Partnership work programme will cover three broad areas:

- Strategic approach to sectors
- Advocacy and promotion of partnership
- Partnership, research and evaluation

This work programme aims to realise the full potential of workplace partnership as a driver of workplace change and innovation. Significantly, the programme of activity to support partnership as an effective driver of workplace change and innovation will draw heavily on the work being undertaken within the four other programme areas.

Programme Area 1 **Workplace Partnership – enabling change**

Area of activity	Action	Partners	Target Dates
Strategic approach to sectors	<ul style="list-style-type: none"> • COMMERCIAL SECTOR: Establish, by mid-2007, three sector based projects focused on partnership as an enabler of workplace change and innovation. • Hospital of the Future: Examine the strategic HRM practices, including partnership-type arrangements, within Ireland's 55 acute hospitals to identify how these impact on specific, measurable, performance outcomes including spend per patient, patient mortality rates, length of stay, job satisfaction and staff turnover. This will support a broader programme of engagement with the sector. • EDUCATION SECTOR: Increase emphasis on strategic engagement — with the key actors/organisations in the education sector, in order to support the process of planning and organisational change in key areas. • LOCAL GOVERNMENT: Provide support to LANPAG for the deepening of partnership and mainstreaming of good practice and the implementation of the agreed Protocol for Handling Significant Change. • CIVIL SERVICE: Given the important contribution that partnership has made to the achievement of progress in relation to the modernisation agenda, the NCPP will provide support in seeking to develop initiatives for the further evolution of partnership. 	<ul style="list-style-type: none"> • ICTU, IBEC, sectoral networks, individual employers and unions • HSE, HSNPF • D/ES, HEA, teaching unions, VEC Partnership Forum, third level institutions • LANPAG and individual local authorities • D/Taoiseach, D/Finance, Civil Service Trade Unions 	<p>Ongoing</p> <p>2007–2008</p> <p>Ongoing</p> <p>Ongoing</p> <p>2007</p>

Programme Area 1 Workplace Partnership – enabling change (continued)

Area of activity	Action	Partners	Target Dates
Advocacy and promotion of partnership	<ul style="list-style-type: none"> • ANNUAL PARTNERSHIP CONFERENCE: Manage and organise a major national Annual Conference in the area of workplace partnership. Work closely with Communication and Dissemination programme to promote this event. 		Annual
	<ul style="list-style-type: none"> • PRACTICAL APPROACHES TO PARTNERSHIP: Develop a detailed project plan, in consultation with ICTU, IBEC and relevant Government departments and agencies, outlining a series of practical approaches and activities to further develop workplace partnership. <ul style="list-style-type: none"> — The NCPP will develop a comprehensive background discussion document on practical approaches to partnership to initiate this consultation process. 	<ul style="list-style-type: none"> • D/Taoiseach, D/Finance, D/ETE, ICTU and IBEC 	2007
	<ul style="list-style-type: none"> • MANAGEMENT: Promote the NCPP’s Competency Framework as a leading-edge and innovative tool for supporting the development of a more participatory managerial culture. 		
	<ul style="list-style-type: none"> • TRADE UNIONS: Design a new initiative to foster a proactive alliance of partnership champions within the trade-union movement (linked to WIF Strand II) 		2007
	<ul style="list-style-type: none"> • PUBLIC SERVICE MODERNISATION: In the context of the modernisation agenda set by <i>Towards 2016</i>, the NCPP will work with the relevant parties in seeking to develop initiatives that will support partnership’s continued contribution to the achievement of progress in this area. 	<ul style="list-style-type: none"> • D/Taoiseach, D/Finance 	2007

Programme Area 1 Workplace Partnership – enabling change (continued)

Area of activity	Action	Partners	Target Dates
Partnership research and evaluation	<ul style="list-style-type: none"> • WORKPLACE PARTNERSHIP: Conduct a desk-based review of the incidence and coverage of workplace partnership in the commercialised sector. 		2006
	<ul style="list-style-type: none"> • PARTNERSHIP IN PRACTICE: Conduct a survey and supporting case studies on partnership practices in various sectors. <ul style="list-style-type: none"> — Partnership in Top 1000 companies — Strategic HRM and the role of partnership in the Health Sector — Partnership in SMEs 	<ul style="list-style-type: none"> • University of Limerick • HSNPF 	2007
			2008
			2009
	<ul style="list-style-type: none"> • EMPLOYEE FINANCIAL PARTICIPATION: Develop and promote an active programme of education and communication for employees, management and unions on the role of employee financial involvement, as set out in <i>Towards 2016</i>. 		2008

Programme Area 2

National Workplace Strategy (NWS) and the High Level Implementation Group (HLIG)

The NWS and HLIG work programme area covers two broad areas:

- Secretariat to the NWS, HLIG and HLIG Steering Group
- Implementation of the National Workplace Strategy

The *National Workplace Strategy* cuts across all areas of work within the NCPP. As such, this work programme is a cross-cutting list of activities. Each of the five NCPP work programmes serves, individually and collectively, towards the implementation of the National Workplace Strategy.

Programme Area 2 National Workplace Strategy

Area of activity	Action	Partners	Target Dates
Secretariat to High Level Implementation Group	<ul style="list-style-type: none"> • Provide executive and professional support to the High Level Implementation Group, including: <ul style="list-style-type: none"> — Co-ordinate HLIG operational issues, including plenary meetings, and internal communications — Participate on HLIG Steering Committee and working groups — Co-ordinate planning, including discussion papers, planning meetings, setting HLIG priorities and schedule — Co-ordinate programme management, including co-ordination of Action Plan management and progress reporting — Publish Annual Report to Government, and periodic progress updates • Identify key themes within the <i>National Workplace Strategy</i> on an annual basis to maximise the impact of the HLIG. Critical themes agreed for 2006/2007 include: <ul style="list-style-type: none"> — Learning and the National Skills Strategy — Dissemination and Networks — Changing workforce and the integration of migrants — Workplace Innovation Fund 	<ul style="list-style-type: none"> • HLIG members • HLIG Steering Committee 	2006–2009 Ongoing Ongoing Ongoing Annual Annual
NCPP responsibilities under National Workplace Strategy	<ul style="list-style-type: none"> • Lead responsibility for implementation of Recommendations 1, 2, 4, 7, 8, 10, 14, 16, 42 • Support responsibility for implementation of Recommendations 3, 6, 9, 13, 15, 17, 19, 24, 28 	As outlined in Action Plans As outlined in Action Plans	2006–2008 2006–2008

Programme Area 3

Workplace Innovation Fund

The Workplace Innovation Fund (WIF) will enhance networking, dissemination and research activity at the NCPP.

The work programme covers three broad areas:

- **Strand I:** Enterprise-level initiatives/ projects
- **Strand II:** Support for social partners in capacity building
- **Strand III:** National public awareness campaign

Programme Area 3 Workplace Innovation Fund

Area of activity	Action	Partners	Target Dates
Strand I	<ul style="list-style-type: none"> • BEST PRACTICE: Develop a framework model, based on national and international research and expertise, for the development and coordination of the Innovation Fund. In particular, the Work-in-Net group and the Finnish Workplace Development Programme will be used to benchmark activities and projects. • CRITERIA SETTING: Develop and revise annually the criteria used to guide the allocation of funding and subsequent monitoring. • PROJECT MANAGEMENT AND SUPPORT: In collaboration with Enterprise Ireland, provide detailed support and direction to guide the application process and the subsequent utilisation of funds. • NETWORK DEVELOPMENT: Co-ordinate and support the development of active networks among companies in receipt of project funding. • MAINSTREAM LESSONS LEARNED: Carry out annual reviews and strategic case studies on projects and activities supported by the Fund, in order to support wider learning and policy development. 		<p>Ongoing</p> <p>2007–2009</p> <p>2007 onwards</p> <p>2007–2010</p> <p>2008 onwards</p>

Programme Area 3 Workplace Innovation Fund (continued)

Area of activity	Action	Partners	Target Dates
Strand II	<ul style="list-style-type: none"> • SOCIAL PARTNERS: Establish a coordinating structure to streamline engagement between the social partners and the NCPP. Provide support as follows: <ul style="list-style-type: none"> — CAPACITY BUILDING: Provide support for the improvement of the level of understanding of the new information and consultation legislation. Make the business case for improving current practice and promoting good practice within all organisations. — Support the social partners' capacity for change in other areas of the NWS including workplace learning, partnership arrangements and related practices such as employee financial involvement. — Support the social partners in improving quality of work and worker wellbeing. 	<ul style="list-style-type: none"> • ICTU, IBEC, CIF • ICTU, IBEC, CIF • ICTU, IBEC, CIF • ICTU, IBEC, CIF 	<ul style="list-style-type: none"> 2007 2007 2008–2009 2009–2010
Strand III	<ul style="list-style-type: none"> • DISSEMINATION: Oversee implementation of public awareness campaign to mainstream practices supported by the WIF (Programme Area 5 provides further details). • RESEARCH AND MONITORING: Examine the effectiveness of the dissemination strategy in terms of its impact on key stakeholders. 		<ul style="list-style-type: none"> 2008 2008–2009

Programme Area 4

Research and policy development

In 2007–2010, the research and policy programme will address three key areas:

- **Capacity for change, innovation and partnership:** Examine workplace practices and their link with innovation, performance and worker wellbeing.
- **Monitoring and review:** Monitor and benchmark progress towards higher levels of workplace innovation.
- **Workplace of the future:** Probe and examine the future evolution of Irish workplaces across all sectors of the economy.

Programme Area 4 **Research and policy development**

Area of activity	Action	Partners	Target Dates
<p>Building capacity for change, innovation and partnership</p>	<ul style="list-style-type: none"> • EFI: Bring to conclusion revised guidelines on Employee Financial Involvement within 12 weeks of the ratification of the national agreement (Section 5.1, <i>Towards 2016</i>). • DISPUTE RESOLUTION: Carry out national and international review of current practice in relation to dispute resolution and prevention. • INFORMATION AND CONSULTATION: Monitor progress in relation to the implementation of the information and consultation legislation and in particular assess both its impact on current practice and also the role of partnership in this process. • CAPACITY BUILDING: Provide research support in the development of practical approaches to partnership and in particular identify the barriers facing partnership at enterprise level and its links with performance and innovation. 	<ul style="list-style-type: none"> • ICTU & IBEC • LRC & QUB • D/ETE, ICTU, IBEC, LRC • ICTU and IBEC • HSNPF, HSE & HRB 	<p>November 2006</p> <p>2007</p> <p>2008–2009</p> <p>2007–2009</p> <p>2007</p>

Programme Area 4 Research and Policy Development (continued)

Area of activity	Action	Partners	Target Dates
Monitoring and Review	<ul style="list-style-type: none"> • INDICATORS AND GUIDELINES: Develop a comprehensive set of indicators on workplace innovation which will guide the work of policy makers and practitioners. • WORKER WELLBEING: Investigate the impact of partnership and other participative style arrangements on worker well being and meaning to include an examination of the role of partnership in delivering better health, safety and wellbeing for employees. • CO-ORDINATION: Work closely with CSO, Forfás, FÁS and others to ensure that the NCPP's needs are reflected in ongoing re-evaluations of data collection instruments and in particular, work under the National Employment Strategy. • BUSINESS CASE FOR EQUALITY AND DIVERSITY: Carry out expert review on the link between equality and diversity and performance in order to highlight the economic case for investment in employee wellbeing. • BEST PRACTICE: Survey of Top 1000 companies and 5–6 detailed case studies to examine high performance work systems, including partnership and work practices linked to equality, diversity and employee wellbeing. The study will highlight the links between these practices and outcomes including productivity, innovation and employee turnover. 	<ul style="list-style-type: none"> • Forfás & CSO • HSA • RCSI • Equality Authority • Equality Authority 	<ul style="list-style-type: none"> 2007–2008 2008 Ongoing 2006 2007
Workplace of the Future	<ul style="list-style-type: none"> • LEARNING SOCIETY FORESIGHT: Participate in NESDO Learning Foresight Exercise. • NATIONAL WORKPLACE SURVEY: Carry out a detailed assessment of changing employer priorities and workplace practices and of the changing attitudes and experiences of employees in Irish workplaces. 		<ul style="list-style-type: none"> 2007–2008 2008–2009

Communication and dissemination

The communication and dissemination work programme covers two broad areas:

- Advocacy for the NCPP
- Dissemination activities in support of the NWS and HLIG

In both of these areas, communication and dissemination activities will drive, support and complement the work in the NCPP's other programme areas.

The two-way nature of the communication and dissemination programme will also ensure that all NCPP work areas are informed by practical experiences and the views of the NCPP's stakeholders.

Programme Area 5 **Communication and Dissemination**

Area of activity	Action	Partners	Target Dates
Advocacy for the NCPP	<ul style="list-style-type: none"> • COMMUNICATIONS STRATEGY: Develop and deliver a comprehensive communications strategy to promote the role and work of the NCPP to its key stakeholders and to the general public. This will include the following elements: <ul style="list-style-type: none"> — MEDIA RELATIONS: Develop and implement a long-term proactive media programme to fully engage national and specialist media interests with the mission, priorities and activities of the NCPP. — INTERNET: Develop the NCPP website as a key communications tool to ensure effective dissemination of key messages through more user-friendly layout and content (both in terms of relevance and timeliness), and more effective interaction facilities for users. — PUBLICATIONS: Edit and oversee production of: <ul style="list-style-type: none"> · Update, the NCPP's twice-yearly bulletin (June/December) · NCPP introductory booklet ('Who We Are, What We Do') · Research reports and case studies across NCPP work programmes — EVENTS: Oversee organisation and promotion of NCPP events, including: <ul style="list-style-type: none"> · Annual Partnership conference · Hospital of the Future seminar · National Workplace Survey conference · Masterclass series · Ensure appropriate NCPP involvement in/representation at relevant third-party events (e.g. ICTU, IBEC, IMI, etc.) 		<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2006</p> <p>Ongoing</p> <p>June</p> <p>2007</p> <p>2008</p> <p>September</p> <p>Ongoing</p>

Programme Area 5 **Communication and Dissemination** (continued)

Area of activity	Action	Partners	Target Dates
<p>Dissemination activities in support of the NWS and HLIG</p>	<ul style="list-style-type: none"> • PUBLIC AWARENESS CAMPAIGN: Under Strand III of the Workplace Innovation Fund, this two-year initiative will deliver a major national campaign to raise awareness of the priority themes and key messages of the <i>National Workplace Strategy</i>. <p>The primary target audience is Ireland's 2 million-plus employers and employees; secondary target audiences include the social partners (trade unions and employer organisations) and their members; Government departments and State agencies with responsibility for workplace issues; the educational establishment; the research community; academics; students, and the media.</p> <p>The objectives of the campaign are as follows:</p> <ul style="list-style-type: none"> — To communicate the priority themes, key messages and strategic goals of the <i>National Workplace Strategy</i> to the Irish public in general, and to employers, employees, trade unions and representative organisations in particular — To build mutual commitment and enthusiasm, among all target audiences, for the challenge of transforming Irish workplaces into 'workplaces of the future' as outlined in the NWS — To secure the 'buy-in' of employees and managers at all levels and from all sectors of the economy – large and small, public and private – for the key messages and goals of the Strategy; 	<ul style="list-style-type: none"> • IBEC, ICTU, CIF, D/EET, D/Taoiseach, D/Finance 	<p>2007–2008</p>

Programme Area 5 **Communication and Dissemination** (continued)

Area of activity	Action	Partners	Target Dates
<p>Dissemination activities in support of the NWS and HLIG (continued)</p>	<ul style="list-style-type: none"> — To persuade employers, employees, trade unions and representative organisations that the strategic goals of the NWS represent a 'win-win' opportunity for all concerned. — To encourage employers, employees, trade unions and representative organisations to review their current workplace practices and to initiate more modern and innovative working methods. — To make the themes, messages and goals of the NWS relevant to the everyday life experiences of employees and managers in the workplace. <p>Among the initiatives planned are some or all of the following:</p> <ul style="list-style-type: none"> — National advertising campaign (broadcast and/or print) — Develop and maintain a fully resourced website suited to the information needs of the main target audiences — Press and PR activities — National 'roadshow' of workshops and seminars — Direct marketing — Workplace poster campaign, etc. <p>The campaign will engage proactively with the National Workplace Strategy's other key stakeholders, in particular the social partners, by drawing on their communications resources and abilities to achieve its strategic objectives in a co-ordinated and collaborative manner.</p>		

Programme Area 5 Communication and Dissemination (continued)

Area of activity	Action	Partners	Target Dates
Dissemination activities in support of the NWS and HLIIG (continued)	<ul style="list-style-type: none"> • MASTERCLASS SERIES: Initiate and deliver a communications campaign for the Masterclass series, including: 		
	<ul style="list-style-type: none"> — Workplace learning 		Sept 2006
	<ul style="list-style-type: none"> — Quality of work and life 		2007
	<ul style="list-style-type: none"> — Diversity and opportunity in the changing workforce 		2008
	<ul style="list-style-type: none"> — Capacity for change 		2009
	<ul style="list-style-type: none"> • PUBLICATIONS: Oversee publication and distribution of: 		
	<ul style="list-style-type: none"> — Introductory booklet on NWS 		December 2006
	<ul style="list-style-type: none"> — Video on NWS 		2007
	<ul style="list-style-type: none"> • HLIG MEMBERS: Promote the NWS within the organisations represented on the HLIIG by: 		
	<ul style="list-style-type: none"> — Creating links between the NWS website and those of members 		January 2007
<ul style="list-style-type: none"> — Ensuring that HLIIG members promote NWS/NCPP publications in their mail shots 		Ongoing	
<ul style="list-style-type: none"> — Providing briefings for member organisations 		2006	
<ul style="list-style-type: none"> • OTHER ORGANISATIONS: Promote the NWS and the Masterclass series to organisations and individuals contained in the NCPP contacts database. 		Ongoing	

Acronyms

CIF

Construction Industry Federation

CSO

Central Statistics Office

D/ES

Department of Education and Science

D/ETE

Department of Enterprise, Trade and Employment

HEA

Higher Education Authority

HLIG

High Level Implementation Group

HRB

Health Research Board

HSA

Health and Safety Authority

HSE

Health Services Executive

HSNPF

Health Services National Partnership Forum

IBEC

Irish Business and Employers Confederation

ICTU

Irish Congress of Trade Unions

IMI

Irish Management Institute

LANPAG

Local Authority National Partnership
Advisory Group

LRC

Labour Relations Commission

NWS

National Workplace Strategy

QUB

Queens University Belfast

RCSI

Royal College of Surgeons Ireland

VEC

Vocational Educational Committee

**National Centre for
Partnership and Performance**

16 Parnell Square
Dublin 1
Ireland

T 353.1.814 6300
F 353.1.814 6301
E info@ncpp.ie
W www.ncpp.ie

The National Centre for Partnership and Performance (NCP) was established by Government in 2001 to promote partnership-led innovation and change in the Irish workplace.

The NCP is one of three Government institutions of social partnership which together comprise the new National Economic and Social Development Office (NESDO). NESDO's other constituent bodies are the National Economic and Social Council (NESC) and the National Economic and Social Forum (NESF).

The NCP's mission is to:

- Build commitment to a broader approach to innovation which focuses on innovation in the workplace
- Be proactive in the implementation of the National Workplace Strategy
- Promote capacity to manage change through active employee engagement and commitment, supporting management skills and a better quality of working life.