

government that "works better and costs less."

**NPC Objectives**

To support the NPC Charter as stated in Executive Order 12871, the NPC objectives for 1995 are:

- Objective 1. To promote cultural change.
- Objective 2. To support NPC-recommended changes in labor-management relations.
- Objective 3. To assess outcomes.

**NPC STRATEGIC ACTIONS**

| Objectives advanced | Activities  |
|---------------------|---|
| 1, 2 and 3 .....    | The NPC will collect, communicate, and utilize data and information illustrating the successes of labor and management working in partnership to improve effectiveness, efficiency, and customer service. Priority: "sell" success.   |
| 1, 2 and 3 .....    | The NPC will collect, analyze, and utilize data and information concerning existing barriers and impediments to the information and success of labor-management partnerships, how parties have overcome for barriers, including training activities, incentives to create successful partnerships, and how parties manage conflict. Priority: help overcome selected common problems. |
| 1 and 3 .....       | The NPC will engage in efforts designed to measure the information, conduct, and achievements of partnerships. Priority: stimulate assessment.  |

**National Partnership Council Strategic Action Plan; National Partnership Council Charter**

The National Partnership Council (NPC) was created on October 1, 1993, by Executive Order 12871, "Labor Management Partnerships." The NPC was created to "establish a new form of labor-management relations throughout the Executive Branch to promote the principles and recommendations adopted as a result of the National Performance Review." The Executive Order provides:

The Council shall advise the President on matters involving labor-management relations in the Executive Branch. Its activities shall include:

- (1) Supporting the creation of labor-management partnerships and promoting partnership efforts in the executive branch, to the extent permitted by law;
- (2) Proposing to the President by January 1994 statutory changes necessary to achieve the objectives of this order, including legislation consistent with the National Performance Review (NPR) recommendations for the creation of a flexible and responsive hiring system and the reform of the General Schedule classification system;
- (3) Collecting and disseminating information about and providing guidance on partnership efforts in the executive branch, including results achieved, to the extent permitted by law;
- (4) Utilizing the expertise of individuals both within and outside the Federal Government to foster partnership arrangements; and
- (5) Working with the President's Management Council (PMC) toward reform consistent with the National Performance Review's recommendations throughout the executive branch.

**NPC Strategic Goal**

To institutionalize labor-management partnerships in Federal agencies for the purpose of achieving the National Performance Review goal of creating a government that "works better and costs less."

**NPC Objectives**

To support the NPC Charter as stated in Executive Order 12871, the NPC objectives for 1995 are:

1. To promote cultural change.
2. To support NPC-recommended changes in labor-management relations.
3. To assess outcomes.

To achieve these objectives, the NPC will engage in the following activities:

**Strategic Actions**

I. To advance objectives 1, 2 and 3, the NPC will collect, communicate, and utilize data and information illustrating the successes of labor and management working in partnership to improve effectiveness, efficiency, and customer service. Priority: "sell" success.

*A. Collect*

1. Develop "protocols" for the information to be gathered, and verify all reported success stories by contacting all parties involved.
2. Conduct focus groups of parties and those who have assisted the parties in improving their relationship.
3. In follow-up interviews and/or survey, request further specific data and information focusing on success stories from those parties who respond to the NPC survey.
4. Find out about labor/management relations and activities among award winners (awards for quality, hammer awards, etc.).
5. Request information from regional employees of the neutrals and the parties on successes.

6. Review information already collected by other groups (e.g., NAPA, the Alliance).

*B. Communicate*

1. Design and implement a pro-active internal and external communications strategy (who to reach and how).
2. Feature successful partnerships in all NPC meetings, including meetings held outside the Washington, D.C. area.
3. Publish and regularly update partnership success stories through the NPC clearinghouse and the Office of Personnel Management's electronic bulletin board. Publicize the availability of this resource and how to access it.
4. Enhance the spectrum of speakers on the NPC speakers' bureau by adding individuals from different regions of the country with line management and frontline union perspectives. Identify and encourage targeted speaking opportunities.
5. Publish targeted articles on success stories in union newsletters and bulletins and agency publications.
6. Prepare "talking papers" on success stories and partnership issues for dissemination to trainers/speakers and for use by NPC Members during public discussions of NPC activities an partnership.
7. Present NPC Awards for successes in such areas as relationship building, joint problem solving, quantified improvement in quality, customer service, etc.
8. Prepare an NPC Report to the President on progress under Executive Order 12871.

*C. Other Uses of This Information*

1. Identify common elements of successful partnerships.
2. Provide written guidance and develop criteria as to what constitutes an effective and successful partnership.