

Labor & Employee Relations: Help or Hindrance to Recovery?

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Lessons from Research

- Three key requirements for high customer satisfaction, productivity & profitability:
 - Positive workplace culture & relationships
 - Effective union-management relationships
 - Timely negotiations (Completed in same economic environment covered)
 - Low reliance on mediation, Public Review Boards, strikes
 - Shared governance arrangements combined with sustained efforts to improve workplace culture and labor relations
- *Key Issue: Deal with these together—
focus on their interrelationships*

The Situation: Pre-Post 9-11

- Prior to 9-11
 - Overall deteriorating relationships and performance
 - Wide variations across firms
 - Little cross-firm learning
- Post 9-11: Same pattern across companies
- Industry recover requires improvements in all companies
- Net result: The airline industry has some of the worst and best employee relations in America

Can an industry-wide learning, improvement process be constructed?

Some Issues Worth Addressing

- Strategies for reducing negotiations length
 - Company and union early opening protocols
 - National Mediation Board policies/practices
- Addressing breakdowns in pattern bargaining
- Resolving disputes over scope clauses
- Negotiating crew/pay issues for new airplanes
- Learning from experiences—what's worked and what hasn't in the past and across companies?

What, if any role should our MIT project play?