



Varieties of Industrial Relations in Aviation Lockdown

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## **Work Package 5: Case studies within the air transport value chain**

### **WP Leader**

University of Strasbourg (France) and

Ires Emilia-Romagna (Italy)

# Objectives

- To define a common **set of criteria** for selecting **2 case studies** in each **Partner country**
- For each case study, the analysis should be related to the **Covid-19 pandemic** and address one or both thematic areas:
  - **Industrial relations**
  - **Employment and working conditions**

# (Possible) Criteria

**The criteria have the aim of guiding the selection of the case studies, but should not be seen as rigid constraints:**

- **Innovation:** the degree of deviation from existing practices and legal frameworks
- **Coverage:** the degree to which the air transport value chain is covered
- **Inclusiveness:** the degree of involvement of social partners and public actors
- **Effectiveness:** the short and long-term effects

As **WP coordinators**, we will use these criteria at the end of WP5 to **classify** the case studies conducted **in a comparative synoptic**

# (possible) Practices for the case studies

A possible **list of practices** to be analysed in the WP5

- **Collective bargaining** and collective agreements (i.e. inter-sectoral, sectoral, company or site - airport - collective bargaining, tripartite agreements, protocol of industrial relations)
- **Information and consultation** practices and forms of **worker participation**
- **Laws or legislation processes** (i.e. specific measures introduced to mitigate the Covid impact)
- **Arrangements** affecting employment relations and/or working conditions
- **Reorganisation** of social partners (i.e. the emergence of new actors)
- **Union campaigns** or **forms of organising**
- **Collective actions** (i.e. strike, class action)
- **Industrial relations attitude** and **strategy** at the **company level** (i.e. company case-study)
- ...

# How and What to Analyse

Case studies will be conducting through **qualitative interviews** of the main stakeholders involved in the practice observed and **desk-research**. Case studies should address the following questions:

- **WHEN:** did the practice take place before or after the availability of COVID-19 vaccines?
- **WHO:** which actors were involved? Did the State or public authorities play an important role? Who were the targets of the action? What was the climate of industrial relations?
- **WHERE:** was this at the national/regional/company level? Did it cover an entire company/site or a subset of the workforce?
- **HOW:** did the practice fit within the national/regional/company tradition of IR or did it deviate from traditional IR? To what extent? For what reason? What was the climate of industrial relations?
- **WHAT:** what was the content of the practice? Was it initiated by an agreement or legal intervention (law, decree, administrative act, etc.)? What kind of problem was it meant to address?

# Case study: some examples

## Italy

**Marconi Airport (Bologna)** - interviews with the airport management and union representatives to analyse:

- the impact of Covid on the ground staff at the airport (airport companies, security, handling, catering..)
- the industrial relations practices at the site level (i.e. protocol of industrial relations for subcontracting companies at the airport and the last Airport agreement regarding harassment of ground staff)

**Law n. 77 of 17 July 2020**, requiring wage standards for all air transport companies operating in Italy – interviews with labour lawyers and technicians to analyse:

- The legislative process
- Its effective implementation: strengths and weaknesses

## France