C-5 JOURNEY INTO LEAN
Workforce Aspects

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We did it!
Some C-5 Mechanics Views

- Lean has put things (tools, supplies, parts) at my finger tips
- We have become more efficient
- Work environment has improved
- Support staff (schedulers, planners, parts procurement) lagging behind
- Not enough follow-up after lean events, nor requests for further input
Labor Relations Background

- Main union is AFGE
  9,000 workers; 2,600 members
- Collective bargaining is nationwide
  Air Force Materiel Command (10 locals); some local bargaining
- Past labor relations more adversarial than cooperative
  rising number of grievances and EOE complaints
- Human resources and labor relations become priorities
  Gen. Wetekam’s 2002 and 2003 State of the Center Address
Current Climate

Is improving

- 2003 Partnership agreements with union
  - grievances down 46%
  - 70% solved in mediation
  - near all UFL complaints solved internally

- Diversity council and training
  - EOE complaints down 40%

But...

- Affected by broader concerns over privatization, BRAC, federal personnel rules reform
The Role of the Union in Lean

- Informal agreement
  - Union rep in lean office
  - Part-time union points-of-contact
- The points-of-contact participate in lean events and assess impact on work conditions
  - However, their role varies from program to program

- Issues raised
  - Work in cells leads some workers to lose skills certification
  - Promotions to lean change positions
  - Other examples include shift and job description changes
To Conclude…

- Must address skills certification issue
- Lean training would make union points-of-contact more effective partners
- More training and opportunities for continued input from workers would help sustain lean