

Congress:

" The availability and mobility of talent in International Perspective "

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Keeping the Family Together

*Global Executive Search
and HR Consultancy*



“Keeping the Family Together”


and more than that . . .



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ENEX

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2008

- Crisis has hit the airlines:
 - Less demand (pax and cargo)
 - Lower revenues
 - Less activities and work
 - Downsize costs
 - Aircraft on the ground





WHAT TO DO?

CHOICE WAS MADE TO KEEP THE FAMILY TOGETHER

WHY?

- CLASSICAL APPROACH OF FORCED REDUDANCIES HAS HUGE IMPACT AND IS COSTLY
- EXPECTED SHORTAGES ON LABOUR MARKET
- USE CRISIS TO BOOST MOBILITY AND EMPLOYABILITY (CORNERSTONE HR POLICY)

HOW?

'SOCIAL PACT' with STAKEHOLDERS:

- KLM WILL DO ITS UTMOST TO PREVENT FORCED REDUNDANCIES
- MAXIMUM OF FLEXIBILITY OF ALL CONCERNED
- NO SOCIAL PLAN, NO BUSINESS CASES. JUST BASIC RULES:
 - TRANSFERS ON VOLUNTARY BASIS
 - TRIALS ALLOWED (INTERNSHIPS)
 - SALARY MAINTAINED

PRACTICAL:

- STORY TELLING BY CEO
- EXTERNAL RECRUITMENT STOP
- CENTRAL COORDINATION BY HR (ALSO FOR TEMP CONTRACS)
- DEMAND AND SUPPLY ON ONE TABLE
- SEVERE DIALOGUE BETWEEN LINE AND HR ON . . .

SHEEP WITH FIVE LEGS . . .



MAKING FIT FOR THE JOB



RESULTS

- 700 TRANSFERS OUTSIDE OWN DIVISION
- MULTIPLIED WITHIN OWN DIVISION
- PLUS: MANY EMPLOYEES IN MOBILITY TRAJECTS

AND ALSO:

- EMPLOYEES AND ORGANISATION ARE MORE OPEN FOR MOBILITY. MANAGERS IN DIALOGUE WITH THEIR EMPLOYEES.
- HIGH TRUST IN KLM AS EMPLOYER
- LOYALTY AND SOLIDARITY





