

# Think **KTWICE!**

JANUARY/FEBRUARY 2005

THE OFFICIAL PUBLICATION OF THE ALLIANCE@IBM/CWA LOCAL 1701

## The Fight Continues ...at Lenovo

### IBM PC DIVISION SOLD TO CHINESE FIRM.

Although virtually unknown in the United States, Lenovo, China's largest PC maker and the world's fastest growing one, has bought the IBM PC division for \$1.75 billion. One of Lenovo's main investors is the Government of China. The sale brings the end of an era in an industry that IBM helped invent.

### WHAT OF THE PC DIVISION EMPLOYEES?

The impact on employees and their families is still to be determined. Nearly 10,000 employees will become Lenovo employees, doubling their workforce. In Research Triangle Park in North Carolina there is an estimated 1900 PC Division (PCD) employees.

Many PC employees are in a state of shock. Being sold is one thing, but being sold to a company partially owned by the Government of China is something else entirely. IBM management is constantly sending out "positive spin" news articles to sell employees on the deal. Some employees are deciding whether to stay or go depending on the transition "financials."

PCD employees have been told that there are 3 tiers with the sale: 1) PCD employees, 2) Employees who spend most of their time on PCD items, 3) Those who spend some of their time on PCD issues.

Category employees 1 and 2 go to Lenovo. The category 3 employees are "on the fence" with decisions to be made 30 days from the sale announcement.

## THE FIGHT FOR A VOICE IN THE WORKPLACE CONTINUES.

The Alliance@IBM/CWA Local 1701 is deeply concerned about the impact that this sale will have on current employees. We want to make it clear: we will not abandon our members or co-workers. We intend to keep organizing and representing employees as they move into Lenovo. In fact we will actively pursue the formation of a new Alliance chapter at Lenovo.

We encourage IBM PC Division employees to contact us. Let us not be victims in this sale, but active participants in this transformation. Let us all do our part to ensure that the employee's voice is heard, as employees of IBM become employees of Lenovo. Remember our Union is only as strong as YOU make it! For updated news on the sale and IBM HR's Q&A please visit [www.allianceibm.org](http://www.allianceibm.org)

## Join the Alliance@IBM/CWA

Join the Alliance@IBM/CWA and join with your co-workers in building the strength and unity that we will need to reverse anti-employee benefit and personnel policies at IBM. If we work together, we can make IBM into a better and more secure place to work. Sign up below and be a part of the movement for positive change at IBM!

Name \_\_\_\_\_ Job Title \_\_\_\_\_  
Work Location/Division \_\_\_\_\_ Years with IBM \_\_\_\_\_  
Home Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Home E-mail \_\_\_\_\_ Home Phone \_\_\_\_\_

(Check boxes that apply)

**Voting member.** I will pay monthly dues of \$10 and become a voting member of the Alliance@IBM/CWA Local 1701. Send me an application form.

**Subscriber.** I want to receive Alliance publications and be placed on the Alliance e-mail list.

*For information go to [www.allianceibm.org](http://www.allianceibm.org)*

## Outsourcing Blues

I came on board when IBM acquired Pricewaterhouse Coopers Consulting (PwC) and since then, I've been re-educated about how CHEAP a company really can be. Sure PwC was lean, because in the service industry one has to be to remain competitive, but IBM has redefined "lean." Wait a minute! Perhaps I was just living in a dream world prior to working for IBM... a world where professionals were given the compensation (competitive salaries), tools (current computer technology), skills enrichment (real world professional training, as opposed to some online course) and subsequent desire required to perform a top-notch job... a world where an employee didn't have to look at his/her paycheck to see if they were considered to be a valued employee... a world where



asking for the company to pay for annual inserts for one's planner wasn't considered corporate blasphemy... a world where... you get the picture. Granted, BCS can be considered drastically different than what we like to call mainstream IBM because of the services we provide. I mean

whoever heard of a computer company providing financial services?

I guess all that's left for me and the rest of the Houston-area service serfs is to wait for the oil & gas industry to make its comeback, so we can desert IBM

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## PBCs and Behavior Modification

BY A BOULDER ALLIANCE MEMBER

**R**emember PPC&E? Older employees may recall the Performance Planning, Counseling and Evaluation program fondly — especially in light of Personal Business Commitments or PBCs.

According to IBM, PBCs were a significant improvement over PPC&E. The big deal was that they would produce a straight-line connection of business objec-

tives from the Chairman to the employee hired yesterday. The most senior managers would define their Personal Business Objectives and pass those down to the next level. At each successive subordinate level — on down to non-manager employees — PBCs would be developed in line with those of the immediate manager. We were, therefore, to believe that this set the tone for "We're all in this together".

Without even touching on the bizarre "360 appraisal feedback" that was part of the initial PBC program design, most of us who had grown up in IBM with PPC&E were rather taken back by this new approach. Instead of specific — defined and measurable — performance objectives by which both the manager AND the employee had a basis for a meaningful discussion of accomplishments, we now had a program that was overwhelmingly subjective.

**PPC&E was relatively simple....**

Work objectives, clearly related to the person's assigned duties, were defined. Appraisals against the objectives were reasonably pre-

dictable because achievement levels were built into the overall objective(s). Accomplish such and such and your appraisal (for one or more specific objective) would be a "1" — the best. Though the process was never intended to be completely non-subjective, proper execution would (1) minimize controversy, (2) provide focus on those things that needed improvement and (3) ensure that subjective criteria were properly balanced and were secondary to the specific task objectives. In short, you could not be denied the recognition for your specific accomplishments. Subjective matters had to be rather serious and/or sustained in order to completely over-ride the objective results (i.e., appraisal is at a "2" level rather than "1").

**What do we have today in PBCs?**

Very limited statements of very high-level objectives. The on-line system only allows up to so many characters per category, and that's just one minor problem. Statements of performance objectives — because they have

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## Message from the President:

Dear Members and Supporters,

I would like to wish all of you a Happy New Year.

In 2004, the Alliance @IBM had another busy and fruitful year. We continue to grow, by adding new members, supporters and chapters around the country. I'd like to extend a warm welcome to our newest members in the Massachusetts and Ohio areas, who formed new chapters this past year.

2004, like other years, was one for many organized actions to bring attention to the issues and concerns of our members. On the off shoring of jobs we garnered tremendous press coverage, and in particular, our stockholder meeting action in Providence brought huge attention from the media, including a TV spot on the Lou Dobbs show. Joining us in this effort were our members from around the country and our friends in Washtech, the Programmers Guild, Rescue American Jobs, and many other activist groups. Our sense is that this very public activity helped to slow what we had anticipated to be a torrent of job losses.

We continue to support our members on a day-to-day basis, handling thousands of emails and phone calls. We worked with community groups in Burlington, Endicott, and San Jose to deal with the problems of pollution caused by IBM plants. On the local, state, and federal levels, our members contacted their elected representatives and worked for favorable pension legislation.

On the international front, we hosted a meeting for 25 members of the Japan Council of Metalworkers Unions visiting the U.S. who were very much interested in how the Alliance works to support IBM employees. And we continue to communicate with our international brethren all over the world — we even had some organizing activity at IBM India.

We continue to receive compliments on our web site and we are proud to be able to provide a source of information for employees and retirees that is independent from the official corporate press.

Of course the victorious pension lawsuit, Cooper vs. IBM, was good news for all of us.

In this new year we will continue to face challenges. But with a strong employee organization, we can face those challenges as a strong group and effectively champion our causes. Thank you for your support for the Alliance, both financially and through your voluntary hard work. It is all of you that make us a success. In this new year, please encourage your coworkers to join; as we become even stronger, we can accomplish more and more success for all of us.

Linda Guyer, President Alliance@IBM CWA Local 1701



Linda Guyer

## PBCs and Behavior Modification

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to be tied to those of the immediate manager must, mostly of necessity, be vaguely defined (“Contribute to...”, “Assist in...”, etc.). If my manager, for example, can only “assist” in achieving the goals laid out by his or her own manager, how can I be expected to do more?

**What's the result?** Well, how does one now define the difference between a “2” and a “1” performer? If all you're doing is assisting, helping and contributing... what really makes the difference? In other words, there are no measurable criteria on which the employee can at least somewhat predict the resulting appraisal level. Everything is up in the air and the bottom line is almost purely subjective.

So none of that is new news to you, you're saying. You've known all that for a long time, you're dealing with it as best you can and you think you've got it pretty well under control.

Well, if you think so, you may be in for an unpleasant surprise come PBC time — 2005. What was, at least in principle, a program based on performance objectives (however subjective), is about to have a whole new dimension added — personal behavior under the guise of something called “Foundational Competencies” (New PBC and Performance Bonus Programs — published Feb. 2004).

“IBM has identified nine core characteristics that distinguish outstanding IBM non-manager employees:

■ The competencies and their associated behaviors are valid for employees regardless of their job, location or business unit.

■ The Foundational Competencies, in conjunction with the IBM values, define what is means to be an IBMer. ■ Employees can make a difference by mastering the Foundational Competency behaviors.”

**And what are these competencies?** Adaptability, Client Focus, Communication, Creative Problem Solving, Drive to Achieve, Passion for the Business, Taking Ownership, Teamwork and Collaboration, and Trustworthiness.

**Have a concern that you're being asked to report the same information too many times to too many people?** You haven't come up with a creative solution (even if your solution was simply to eliminate some of the requests).

**Give up asking and plow through all the reports at the expense of your customer?** You don't have a client focus.

**Disagree too loudly when told that you don't come up with creative solutions and that you don't have a client focus?** You're not adaptable and not a team player. Moreover, you don't have a passion for the business and you haven't taken ownership of the fact that YOU have a problem.

**Are you better at creative thinking on your own or in small groups, as opposed to the small armies usually thrown into every “project team” or “task force”?** You must lack communication skills, you're not a team player, and you're not adaptable.

Moreover, you're arrogant because you think you are smarter than a team of people (who, collectively, have perhaps half of your experience with the particular issue).

Remember, this has already been out there for almost a year. Heard about it recently? Not likely. But you'll likely be hearing about it again real soon — come PBC appraisal time. And it will be YOUR problem that you didn't remember this announcement from February 2004. What will happen when you ask for a measurable definition of “Drive to Achieve”? The answer will probably be something along the lines of “You're a band X. If I have to explain that to you, perhaps you're in too high a band”. Your actual band will almost certainly not matter — the answer works at any band. Besides (you'll be told), this is not defined as a goal, only as a competency (whatever that means), so why would a “measurable” definition be required?

**Will it happen exactly as outlined here?** Maybe, maybe not. Will it happen at all? Undoubtedly! Why else would this have been introduced to the PBC framework? So welcome to subjective performance evaluations of your personal behaviors. Welcome to a professional environment wherein what other people think of your ‘behavior’ far outweighs your professional competence and accomplishments... and, oh yeah, gives management yet another ambiguous wedge to make sure you toe their line.

## OUTSOURCING BLUES

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like it has deserted us. If you want a preview of this comedy in the making, look at IBM Canada's Calgary office. They have 30% turnover. The college kids there have already figured it out. Their career checklist reads: 1. Graduate from college 2. Go to work for IBM 3. Get 6-12 months of industry knowledge 4. Walk across street and get 20% salary increase.

Around 32 of us were part of an outsourcing endeavor between IBM and our company. They agreed to take us all on board and guaranteed employment for 1 year with IBM. After we transitioned we found out that we had to work a 45-hour week instead of the

40 we had been working and the 40 that was in the FAQ sheet. IBM is requiring the 45 hours to achieve utilization.

Two weeks after that we were brought into a room and told that at least 50% of our jobs would be outsourced overseas in 3 to 5 months. Then we were told one by one that our jobs were to go to India. It ended up that 67% of us were losing our jobs, but of course IBM was going to help us find jobs elsewhere in IBM.

The very next day we were told to forget what were told! Our jobs are safe for now. Over night there was a tremendous amount of work that came in. (Yeah Right!). This has been a very bad situation for all of us. They are treating us like pieces of meat.

Think Twice is written by IBM employees who are seeking a voice in their workplace through the Alliance@IBM/Communications Workers of America (CWA) Local 1701. Write us at the Alliance@IBM, 36 Washington Ave., Endicott, NY 13760, call us at 607-658-9285, fax us at 607-658-9283 or contact us by e-mail through our website at [www.allianceibm.org](http://www.allianceibm.org).

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