

# PBC 2 Managed Out

(Version 1.0)

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## **IBM's statement about PBC's**

"The cornerstone of how IBM manages performance is trust and personal responsibility. At IBM, there is no forced distribution of ratings. Under the PBC program, employees can trust that the ratings they receive are an accurate reflection of their contributions for the year, compared to their peer group. There should be no pressure - financial or otherwise - on first-line managers to identify a certain percentage of employees to receive one rating or another."

# Links to the PBC 2 Managed Out Presentations

Here are the links to the 'PBC 2 Managed Out' presentation. One link is a pdf format the other is power point format:

[PBC 2 Managed Out Update in pdf format](#)

[PBC 2 Managed Out Update in Power Point format](#)

What's your opinion? Should the PBC program be scrapped? What kind of appraisal process would you rather see? Send us your comments and experiences with your manager, during your PBC session. Include your PBC rating for last year and this year, if you'd like.

Read our web privacy policy here: [Privacy Policy](#)

## ***Our other comments sections:***



Due to SPAM, we have instituted a "verify" form. Before sending your message, you must type in the letters and numbers that appear to the right of the "verify" box. Please let us know if you have any concerns: [email webmaster](#)

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# Here are the latest Comments from IBM employees

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**Comment 7/20/08:** Almost an equally worthless program is the IDP (Individual Development Plan). It is still a carryover program from the EEO (equal employment opportunity) program days when the government asked companies like IBM to promote. You can put anything on your IDP and your manager will sign it. You can just use last year's IDP and just change the dates and your manager will sign it. Beware: It can be used as rope to hang yourself. IBM will hold you to your IDP promises which can affect your PBC but they make no commitments to your IDP and never will. Unless you are just starting out in IBM or a candidate for executives resources it doesn't hold much weight. Even if you pursue it religiously, chances are you will never be able to fulfill what you put into it in this IBM. One goal everyone should have in their IDP is learning to adapt and survive in the global marketplace sans IBM since they will outsource any one of us in less than a nanosecond. **-anonymous-**

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**Comment 7/19/08:** *"However, I did not participate in the law suit. -nobody-"* You possibly lost tons of \$\$ by not participating. Some who did participate got tens of thousands of \$\$\$. Now you got a 15% pay cut to boot. IBM is great ain't it? **-anonymous-**

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**Comment 7/18/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1400

Prior Yr Bonus = 2500

Message = What is PBC 2 "managed out"? I have been feeling that my manager has been managing me out the door since July 07, no matter how hard I work, the situation only gets worse! **-Im Just an IBM Machine-**

**Alliance Reply:** Go to this link: [PBC 2 Managed Out Update in Power Point format for a review of the IBM policy. Check out the archives for this comments section: archivepbccomments.htm](#). This has been a discussion among IBM employees, here on this board, for some time. PBC 2 "managed out" is basically a policy that IBM devised to get rid of employees that make too much money, even though they are a "2 appraisal". When you read the presentation and the the previous comments by visitors to the PBC comments section, you will have a better understanding of what IBM is doing to it's employees.... because it can. There is no union contract to protect you and your co-workers.

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**Comment 7/16/08:** The manager who successfully denied any knowledge of a change in appraisal system and was able to rate most of his people threes thus saving the company real money in terms of bonuses and raises; as well as setting them all up for RA as threes, probably got a one rating and a bigger bonus . IBM takes care of their hatchet men. Second line was probably very impressed at the resulting savings to his payroll budget and gleefully signed each PBC as quickly as he could before anyone got up enough guts to protest. Probably the fastest double signature you have ever seen on an appraisal. Gotta love the managers union. They stick together no matter what and stick it to employees deep and hard. Its a shame the employees won't organize their own union and stick back. IBM has been beating up employees so long and so well that if you even attempt to block one of their punches; much less punch back, they get infuriated. There is a website or two that talk about

workplace bullies. If you read those sites you will recognize most of management's team leads and their methods. It may then slowly dawn on you that the biggest workplace bully in IBM is IBM. Time to get a bodyguard for protection against the bully. Join the union. **-Exodus 2007-**

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**Comment 7/16/08:** To *nelifeout there?* I was reclassified from exempt to non-exempt, but yet received a raise this year (a very poor one, but still a raise). However, I did not participate in the law suit. **-nobody-**

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**Comment 7/15/08:** FormerEmployee: See my post on 6/28/08 here about the function and mission of HR and it sure applies to IBM. So your second line manager also wasn't aware that your manager didn't know the changes to the rating system? Second lines review your PBC at the end of the year. Now wouldn't the 2nd line know enough to ask or at least make sure? See, that is why we need a union in IBM NOW! **-sby\_willie-**

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**Comment 7/14/08:** Back in '04 I had a manager that was completely unaware the appraisal process changed. He didn't know what we did, didn't care, and typically rated many of us a level '3'. Now that a '3' rating had new meaning I asked if he was aware of the rating changes. He said there was no change to the appraisal rating system. He evaluated the entire department with the wrong rating system. I watched one of my coworkers spend the remainder of the week surf the web for a new job. I escalated and was told I was wrong. I went to HR and was told, "Better luck next year." My coworker left the company. I left the company. **-FormerEmployee-**

**Alliance Reply: At the risk of being pegged as a 'skipping record': If a union was voted in, and a contract was formulated and written; it's possible that the PBC process would be scrapped for something better. Management would have to abide by the contract specifics and details, i.e. performance ratings, raises, etc. The contract details would be reviewed and agreed upon by a vote of the union members, prior to its ratification. No more managers that are "completely unaware the appraisal process changed."**

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**Comment 7/06/08:** The PBC is just a weeding out tool. It always was. It always will be. Your PBC rating was already decided in a management calibration or ranking session earlier this year. If you were calibrated as a PBC "2" then the best you can expect is to be a "2". You can't improve. The "weak 2's" are gonna be more aggressively managed out. If you were calibrated a "3" then it's: see ya. Your a dead employee walking. **-plain truth-**

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**Comment 6/29/08:** SBY Willie is 100% correct. I would add, that when you take an issue to HR, you've 'tipped your hand,' and provided them your defense, so that they can go back to their peers, management, and attorneys to figure out ways to shoot holes in your defense. It's 20 of them against one of you, and HR is simply the trained mouthpiece. That is why IBM needs a union. To level the playing field. No more 20 to 1 in IBM's favor, but 20 to 20 with the Union as the equalizer. **-Former First Line-**

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**Comment 6/29/08:** In replying to sby\_willie ... Wow! Now that you explained about the role of HR, I could see what they did to me. Their support and help towards employees is crap! **-Anon-**

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**Comment 6/28/08:** HR, in every corporation, is there to protect the interests of the corporation and to back the decisions, actions, and policies of the corporation. The myth of

HR; that the employee (now called a resource in IBM) thinks, is that they are a liason to them in dealing with management and would support the resource in an unfair action against them. HR is more than likely, in most instances to support management; even if the resource has a strong case that the corporation's actions and decisions done through management, might have been clearly unfair. If you want to have a liason and support for an unfair action as a resource against management decisions and actions; you need union representation. - **sby\_willie-**

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**Comment 6/27/08:** I got a note from my manager saying I have to have my IDP done today, or else I can possibly get a PBC "3" accordingly. I said I'd gladly fill it out if I can find out about my salary increase first. My manager says that would need to be a separate meeting or something. BIG BLEW now all the way! **-Anonymous-**

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**Comment 6/26/08:** Dear Former First Line and Exodus2007 I very much appreciate your responses (thank you Exodus2007). It became more clear to me. What I am surprised is that there seems to be nothing HR could do about it and they support managers decision no matter what. I heard that it ain't worth my time and effort to go through Appeal Review Board. I got a full picture now. Thank you again! **-From Tucson as Anon-**

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**Comment 6/26/08:** Concerning Relative Contribution: In February, all first lines have a "calabration session" with their 2nd Line. All employees under the 2nd Line are ranked. Your relative contribution is determined there. If your first line can't make a case for you to their peers that outweighs the manager's peer's direct reports, you will be further down the list. You may not like to hear it, but Exodus2007 is correct, with one exception. It's not just kissing your manager's butt, it's kissing her peer's butt too! **-Former First Line-**

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**Comment 6/26/08:** Dear Tucson. First my apologies if my answer offended you. The sad fact is although a bit crude it is true. Relative is what the individual manager considers relative. It is undocumented and can be used as a carrot( try harder) or a whip( here is why your appraisal was lowered) . Example. You take every callout at night so everyone else can be available on day shift. Doing this is a great burden on you and your family but it is best for your team as you are trained on all equipment. One manager may feel that you make an outstanding contribution in maximizing your training this way. Another manager will say you are shirking your daytime responsibilities and pushing them off on your co workers. The difference is usually due to the personal relationship you have with the manager. AKA the butt kissing. If the manager feels you are a trusted ally who understands the burden of being a manager the relative contribution will always be outstanding. As there is NO process in place to dispute this it goes on and on. If you dispute something the manager says even once you can expect retribution in subtle ways you cannot defend against. Once again no procedure to correct this. You are safer handing out Union Flyers then open dooring a manager these days unfortunately. I know this is shocking to some that IBM's PBC and Raise system can be so tainted and unfair and there is NOTHING that an individual employee can do about any of it except Organize their peers and get a contract that defines these things verbatim. A clue as to the unfairness is the bonus payout's. Two employees with identical responsibilities and PBC's can get different Bonus payout's because its managers discretion. The manager may give one 1 percent and the other 5 percent instead of both 3 percent if the manager feels Relative Contribution warrants it. All sad but true. Once again I did not mean to offend , just to inform. Good luck to all in these unfair times. **-Exodus2007-**

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**Comment 6/24/08:**  
PBC 2+ and 0% raise.

PBC 2+ as an IT Specialist in job family 06A -15% raise. PBC's are indeed worthless. The Alliance would reform the PBC process and make it actually worth something as a real objective appraisal process but you have to organize and make it happen now folks! THINK TWICE. **-Anon-**

**Alliance reply: If a union was voted in, and a contract was formulated and written; it's possible that the PBC process would be scrapped for something better. The contract details would be reviewed and agreed upon by a vote of the union members.**

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**Comment 6/24/08:** This is a serious question: What do you know outside and inside of the relative contribution and how managers determine ranking by relative contribution? Exodus 2007's reply is not what I need to hear. Thank you from Tucson **-Anon-**

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**Comment 6/23/08:** RC is managerspeak for kissing managements ass. Think of it as Rectal Coupling. Your lips their anus. As all your other work was undeniable, you didn't kiss enough ass. If you had you may have gotten the all elusive one rating which would not necessarily have gotten you a raise or even a bonus; but you would have felt better. Not having a contract is a great way to work isn't it? **-Exodus 2007-**

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**Comment 6/21/08:** Tell me what you know about relative contribution (RC). My manager informed me that my RC is low against my peers but my work contribution is superb, and she advised me to look for other opportunities. What the #\$%^@ is RC? **-Anon-**

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**Comment 6/19/08:** so you PBC "1" and "2+" ers: Was I wrong to tell you on 6/11 what the poop would be for raises based on your last PBC??? BTW: I ain't no IBM manager, I have no crystal ball or ouija board either (I can't afford either for what IBM pays me) but I am an Alliance member since 1999. If you haven't joined the Alliance, what the heck R U waiting for? **-anonymous-**

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**Comment 6/19/08:**

Prior Yr PBC = 2+

This Yr PBC = 2+

Message = So, are you ready to join Alliance@IBM and organize your co-workers, to eventually collectively bargain a contract that specify's exactly how much your raise will be for a 1 appraisal or performance rating? no, not ever. **-me-**

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**Comment 6/16/08:** PBC 1 and I did not get a raise. **-Anonymous-**

**Alliance reply: So, are you ready to join Alliance@IBM and organize your co-workers, to eventually collectively bargain a contract that specify's exactly how much your raise will be for a 1 appraisal or performance rating?**

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**Comment 6/11/08:** Wait to see what a PBC "1" and "2+" gets for a raise this year. It's gonna suck. It's really gonna suck if you got a PBC "2". **-anonymous-**

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**Comment 6/02/08:** I remember my father laughing at my PBC comments from my manager way back from 1998 or 1999. Tons of spelling and grammatical, punctuation, and sentence errors. He couldn't believe it! "Maybe third grade at best", he remarked. Believe me English



was my manager's first and only language, supposedly. My father asked me how this person ever made IBM manager in the first place!!! **-heyBriant?-**

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**Comment 5/31/08:** I concur with you "PBC's are really an essay contest where the employee is graded on how well he/she writes." I worked harder and more than other peers but since my English is my second language I got penalized for how I wrote in my PBC!!!!!!!!!!!!. **-For Gone4Good-**

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**Comment 5/19/08:** My entire mgmt chain consists of phd's with h1b visas. I had a big project I had support for, was developing, then, they said the project was "canceled". When asked why it was because it "was not good enough".. Got a PBC rating of 3. Contested the PBC - and officially lost.. however - one of the committee members said they felt very sorry and thought I was treated unfairly. My entire h1b management chain lied and supported each other.. eventually though, I was able to fully document their lies.. My managers claimed to have submitted my main project; but, instead buried it and lied about it's submission. I was the only american in the group. Any relevant work was shared with the other h1b visa's and the americans were isolated and sabotaged. Nobody talks about this - but there is a caste system at IBM.. especially in research. In some groups - if you are an american - you are caste out. - **Caste in Research-**

**Alliance reply:** *We are very glad that YOU are talking about this. These kinds of incidents would not occur with a union contract. If you had a union contract, you would have had the right to address the unfair PBC with the help of a grievance committee, made up of your union co-workers. You also would have had help investigating the company's actions, in regard to the 'canceled' project. Contact your political representatives and let them know about the management chain of H1b visas. Politicians need to know that this is just one of the many negatives of raising the H1b visa limit. Whatever you have documented, hang on to it. In the meantime, make every effort to organize your co-workers. We realize that this may seem insurmountable; however, if you don't fight back by organizing, IBM will get away with this in EVERY USA location. Join us and let us help you and your co-workers to fight back. This is a prime example of why Alliance@IBM needs to continue and needs funding to continue.*

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**Comment 5/09/08:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = 0

Prior Yr Bonus = 2500

Message = I appealed and lost. Provided written documentation on my deliverables. They said I was convinced I delivered, but didn't like how I delivered. HR says I am encouraged to leave if I get one more. I said this is a rat-race and I won't run, HR's response, walk the line or this is not the place for you. Stop. Think. I think I am an individual with reasonable intelligence, but it's not what works here (or seems to). I still don't get the how part, but does it matter ? One thing to keep in mind. this is not a products company anymore, but a services company. Just another CapGemini or EY. They are not in the league of PwC, Goldman Sachs etc. Words come time mind, but let's be professional. Joined the Alliance. **-RS-**

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**Comment 4/10/08:** to **-Gone4Good-** In the past I have just cut and pasted my scorecard the manager sent out monthly. Not a single word and got a 2+so it is not even an essay contest. - **Exodus 2007-**

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**Comment 4/06/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 2700  
Prior Yr Bonus = 2400

Message = I want a real annual evaluation based on my manager's knowledge of what I do. I have seen my manager (whose office is one floor above me) once in the last 12 months. We speak briefly on the phone once a quarter if that. She has never taken the time to get out of her office to do a walk thru of all the areas for which I am responsible. Thus has no first hand knowledge of the custom contract I support. This PBC process is bogus and a cop out for management. PBC's are really an essay contest where the employee is graded on how well he/she writes. I have worked for a number of employers thru the years and IBM has the worst management style imaginable. **-Gone4Good-**

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**Comment 4/06/08:** PBC's what a joke!!!!. **-Gone4Good-**

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**Comment 3/20/08:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = 5%

Prior Yr Bonus = 10%

Message = I know a few "1" performers from different dept who also got around 8-10%. **-UA-**

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**Comment 3/18/08:** 72 a week - Well, it's nice to see you are working hard. Although it would be optimal for you to work your standard forty hours a week and work at McDonalds at nights. Base pay + Mcdonalds will be more than Base pay + overtime (+0) + Bonus (pbc = 1). Math does not lie.. **-SmarterThanYou-**

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**Comment 3/17/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 3%

Prior Yr Bonus = 3%

Message =

More of the same; record earnings - yet same bonus. I guess we'll see the record earnings reflected in our raises ..

or not. **-Biggie Smalls-**

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**Comment 3/15/08:**

This Yr PBC = 2

This Yr Bonus = 3000

Message = Eh - not really that great considering my B7 \$110k base pay. **-Anon-**

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**Comment 3/11/08:**

Prior Yr PBC = na

This Yr PBC = na

This Yr Bonus = a life

Prior Yr Bonus = retired

Message = The PBC system is working perfectly. You are all scrambling like mad to gain an extra crumb that falls from Sammys mouth. You mostly know to the minute what hours you are putting in and yet you have no idea what your compensation for it will be either in bonus money or raises. Then when its lower than even you imagined you look for something or

someone to blame. The butt kisser must have gotten my bonus or my raise. etc. etc. The real problem is you are working without a contract and IBM management is playing you for a fool by pitting you against each other to pretend your competing for a pool of money that never existed in the first place. You can bust your butt, go from a 3 to a 1 and only get a 300 dollar bonus if the boss does not like you and there is nothing you can do about it because you do not have a say in anything. There is a reason you see auto workers standing in the snow in Detroit on a picket line. Because when its done they know exactly what they will be paid and exactly what their benefits will cost and that for the length of the contract they have a say in creating they will have job security . All they have to worry about is getting to work and just doing their job. Then getting home and enjoying their time off with friends and family. Unionize now while IBM is making record profits and carve out your piece of the pie. **-Exodus 2007 -**

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**Comment 3/11/08:** *-RB-* I'm not getting over 3k and bitching about it. If it got that much I'd be happier about the whole thing. My 4.49% is about 2k, that's how borderline I am on the payscale for band 7. Can you solve for X?

You might want to add communication skills to your list of criteria.

*Anon:* Thanks, you're right, I was misreading a previous entry.

*Jimmy:* a D? I admit I've never heard of a PBC D. But you got a bonus so it must be at least a 2?? **-X For My Name-**

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**Comment 3/10/08:**

Prior Yr PBC = 2+

This Yr PBC = 3

This Yr Bonus = n/a

Prior Yr Bonus = 1500

Message = Everytime I read this "union" website it is a buch of people getting paid the money while we people on the bottom of the totem pole suffer. My theory since working for this company there are 3 major criterious for moving ahead.

1. Kiss butt or Know someone

2. Don't know what the hell you doing!

And the third and final major componet that completes all three! BE ON TIME!

Trust me if you stick to that you want have to worry about losing your job, or not getting a good PBC rating. And for all those people who getting bonuses over 3k don't bitch. Their is somone worse off than you and making a ton less money than you. Also the only thing that seperates us as IBMERS is Pay! **-RB-**

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**Comment 3/10/08:**

Prior Yr PBC = 2

This Yr PBC = D ?

This Yr Bonus = 1100

Prior Yr Bonus = 2000

Message = Hello, anyone ever heard of a pbc rating of "D"? What does it mean? **-Jimmy-**

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**Comment 3/09/08:** To -Huh?- : I'm not aware a single 2+ getting 10%. Perhaps you misread what a 1 got who happen to be a 2+ the year before. The format's kinda funny show prior year pbc first, this year pbc 2nd, this year bonus 3rd and lst year bonus 4th. **-Anon-**

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**Comment 3/06/08:**

Prior Yr PBC = 2+

This Yr PBC = 2+

This Yr Bonus = 4.49%

Prior Yr Bonus = 4.09%

Message =

I don't get it. Been here ten years and I still don't get it. It comes out to \$285 more than last year's bonus, even though they don't call it that now. Wasn't this some kinda banner year? And why are other 2+'s getting 10% bonuses?? Is it likely that my boss just gave everyone a 2+ so he could spread the wealth rather than actually giving a bigger payout to top performers? Or are the guys getting 10% with the same PBC rating as me maybe underpaid and that makes the % weird? Find that hard to believe as I am not even at midpoint for my band. I'm not about to look a gift horse in the mouth (and some will argue that this is no gift, but earned through hard work), but it messes me up to think that our team took a 20% hit with last year's RA, we're about to take another hit and the work just keeps piling up. I feel so disillusioned on what should be a happy day, getting my payout info. Instead I just sit here wondering whether it would even be worth it to try and achieve a 1 on this team. It sounds like if my dept paid out less than 5% on a 2+, then the 1's probably didn't do that much better. I'm starting to agree with a previous poster that my time above 40 hours is better spent on another job; the o.t. is worth exactly nothing to IBM since that's what they pay me for it. And for those newbies who regularly chorus "you knew the deal when you took the job", no we didn't. My band and job have changed so many times in ten years (and we don't get a say in such things at all) that whatever I may have thought I agreed to ten years ago, eager just to get my foot in the door, is meaningless at this point. Yeesh, I sound so bitter and I'm really not.. just kinda non-plussed.. all the time now. **-Huh?-**

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**Comment 3/05/08:** *-Mistressofthei5-* After 33 years with IBM, I found that keeping a PBC log was invaluable. I have a Notes DB just for this and made an entry each month. I sent that doc to my manager each month too even though it wasn't needed/wanted. I always put my PBCs in it and my actions against those PBCs. If nothing else, it made the yearly evaluation write-up a snap. 100% copy&paste. I can send a copy of the DB to anyone that wants it. -  
**Anonymous-**

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**Comment 3/04/08:** The same percentage should be given across the board for the same rating for bands 1-9.? **-Anon-**

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**Comment 3/03/08:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = 10%

Prior Yr Bonus = 6%

Message = 10% is nice, don't get me wrong, but only in the relative sense. I'm not sure it was worth it to be honest. There just doesn't seem to be a way to work harder to get any better than 10% bonus.. so why bother? **-Anonymous-**

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**Comment 3/03/08:**

Prior Yr PBC = 2

This Yr PBC = 2+

This Yr Bonus = 6.4%

Prior Yr Bonus = 1.4%

Message = Even mid-year last year, my new manager thought more of me than his predecessor, hence the clear disparity. **-Anonymous-**

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**Comment 3/02/08:** smarter than you : Well good for you. Nice to see you setting a plan and working toward it. I choose to go with as many assignments as I could take and work

whatever hours it takes to get them done. Have been a 1 for years and looking forward to that retirement soon. Sitting at \$174K on my last 1 and got a few bones with the bonus. So enjoy your 40 and I'll see you in retirement. **-72 a week-**

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**Comment 3/01/08:**

Prior Yr PBC = 3

This Yr PBC = 2

This Yr Bonus = 0%

Prior Yr Bonus = 3%

Message = Put in a lot of OT to get my PBC rating upgraded. Manager in another department offered me a job. I took it. **-Anonymous-**

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**Comment 2/29/08:**

Prior Yr PBC = N/A

This Yr PBC = N/A

This Yr Bonus = N/A

Prior Yr Bonus = N/A

Message = My name says it all. Think about it: In order to achieve a 1 in your pbc, you must work at least 50+ hours. But you get your measly 10% bonus at most. But you are working at 125% capacity. Shouldn't you be at least deserving of 25% bonus. Not to mention the 10 hours over is considered overtime, making your bonus even more. Basically, if you get two jobs you will make more than your pitiful bonus you get. So for all those 1's out there.... just look at my name .... I work 40 hours a week and not a single minute more.. -

**SmarterThanYou-**

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**Comment 2/28/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1700

Prior Yr Bonus = 2400

Message =

OK - who got my bonus? I thought we had a good year last year. I'm sure it wasn't retaliation for the disagreement we had over his PBC comments. Retaliation is not tolerated at IBM.. -

**IBMAustin-**

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**Comment 2/28/08:**

Prior Yr PBC = 2

This Yr PBC = 2+

This Yr Bonus = 3.5%

Prior Yr Bonus = 2.5%

Message = Pitiful. I work on average 36% to 42% a week OT, with many, many weeks of 50%+...only one person in our group ever gets a 1. I've gone years without a raise, because I am at or past the midpoint and when I do get one it is 2%. If I have a month with maybe 20% OT, because of vacation for instance, my manager calls and wants to know why I don't have more OT. I am stressed beyond belief and just plain exhausted. **-SickOfIt-**

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**Comment 2/28/08:**

Prior Yr PBC = 2

This Yr PBC = 2+

Message = As far as I'm concerned the PBC system is useless. Last year all we heard was "we don't have the money" from mgmt. IBM had a great year last year, and even Sam said

employees would benefit from the success. So, I was elated when my mgr told me I got a 2+. With all the positive news, I thought I would surely get \$1k more than last year. But I found out today that my higher rating, IBM's great year, and Sam's email amounted to only \$300 more than last year. Whoo-hoo! Good to know IBM thinks so highly of my efforts. If I see Sam this year, I'll give him my \$300 as it appears he needs the money more. **-Anon-**

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**Comment 2/27/08:**

Prior Yr PBC = 2+

This Yr PBC = 2+

This Yr Bonus = 6.2%

Prior Yr Bonus = 4.4%

Message = Prefer a pay raise to this GDP stuff. IBM owes us more after 2007 results and years of weak prior payouts. **-RecordProfits2007-**

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**Comment 2/27/08:** Why am I not surprised IBM screwed the payout for PBC "1"s? If the bonus payout for a RECORD PROFIT year was significantly increased then why the low end or even below the 9-12% for PBC "1"s as advertised for this first GDP which replaced our variable pay program? There just wasn't enough put in the pool for managers to allocation so they had to skew it for the PBC 2+'s and PBC "2"s to get something "respectable" to reflect a RECORD PROFIT RESULTS year by IBM See my 3/6/2008 and comment. I wasn't that far off now was I? **-GDP?-**

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**Comment 2/27/08:** marbles: I didn't believe I said that a 1 performer meets the requirements but if I did then I was not clear. You are correct and a 2 "meet" the requirements. Also if you are on the 3 track you will get counseled and if you don't improve you are out. No transfer just fired . You don't need to get two 3's . You are also lucky that you got a fair bonus because there must not be to many 1's or 2+ people in your group otherwise they would have used up the bonus money and 2 performers would not have received much. So my bet is your group has no 1's and very few 2+'s. Remember the plan is to push 2's out of the business in the future so you better get up to a 2+ level or your next PBC will be a 3. Good luck , I know a lot more about this then you might think. **-big blue-**

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**Comment 2/27/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 4900

Prior Yr Bonus = 3130

Message = to big blue, if you meet all your objectives, you are a 2, not a 1. To be a 1 you must exceed them, relative to your peers. (But if I can't see my peers' numbers, how am I to know if I succeeded 'relative' to them?)

To R: All new employees get a 3 the first year, it's an unwritten rule. You should be fine next year. FYI, here are the PBC ratings:

1 Among the top contributors this year

Achieves exceptional results; as a 1 performer, clearly stands out from the rest; is a role model for the IBM values.

2+ Above average contributor

Goes above and beyond job responsibilities; outperforms most peers; finds ways to grow scope and impact.

2 Solid contributor

Consistently meets job responsibilities; is reliable in doing job; demonstrates appropriate level

of knowledge, skill, effectiveness and initiative.

3 Among the lowest contributors this year, needs to improve

When compared to others:

\* does not fully execute all job responsibilities, or executes responsibilities, but with a lower degree of results, and / or

\* does not demonstrate as high a level of knowledge, skill, effectiveness, or initiative

Consecutive PBC 3 ratings are unacceptable in IBM's high performance culture. Improvement is required and separation from IBM will result, if performance is not improved. **-marbles-**

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**Comment 2/27/08:**

Prior Yr PBC = na

This Yr PBC = 1

This Yr Bonus = 7%

Prior Yr Bonus = na

Message = The manager's tool recommended 7.6 - 10% for a PBC 1. My bonus was pushed down because there wasn't enough money to go around. Pretty lame excuse for punishing a top performer **-Still Wondering-**

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**Comment 2/26/08:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = 7.66%

Prior Yr Bonus = 4%

Message = Happy to get it, was hoping for 8% **-Anon-**

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**Comment 2/26/08:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = nada

Prior Yr Bonus = \$700

Message = Things are really going down the hill at this place. More productive hours worked in 07 and a lower rating. I figure it is just a way for the company to save some money. It sure is hard getting out of bed in the morning knowing your efforts are meaningless and worthless to those who should care. I'm outta here ASAP, **-Not Happy-**

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**Comment 2/26/08:**

Prior Yr PBC = 1

This Yr PBC = 1

This Yr Bonus = 8%

Prior Yr Bonus = 7%

Message = Yet again the annual bonus pool is grossly underfunded and first line managers are left to explain how top performers cannot be paid at the top of the 0-12% range. What a negative incentive this has become. **-BOHICA-**

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**Comment 2/26/08:** anon 1 : The 9-12 is a range that the manager uses as a guide. The manager gets a budget so in order to spread the money around to the others he skims the ranges. Plus he also gives back some money to the 2nd line so they can spread it to the other managers. So maybe a few 2 employees got theirs. **-big blue-**

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**Comment 2/26/08:** Payouts on the High End was 9-12% for a 1. They never did quantify (that I have seen) how well we did, just stating we did sign. better than last year. I heard 7-8ish for a 1. I am curious what the full % range the manager tool called for 1. **-Anon-**

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**Comment 2/26/08:**

Prior Yr PBC = n/a

This Yr PBC = 1

This Yr Bonus = 7%

Prior Yr Bonus = n/a

Message = I heard of the 9-12% but only received 7% for a PBC 1. Sounds like I need to follow up w/my manager **--Wondering--**

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**Comment 2/26/08:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = 8.6%

Prior Yr Bonus = 5.8%

Message = Just wondering, being rated a 1 this year, I thought the payouts for 1 were between 9-12%. Receiving 8.6% (no complaints, feel fortunate), anyone know why it was under the 9% threshold? Also, any others willing to state the percentage they received for their rating? Management just states "that is what the payout came to"....hmmm -

**Anonymous-**

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**Comment 2/25/08:**

Prior Yr PBC = NA

This Yr PBC = NA

This Yr Bonus = 5720

Prior Yr Bonus = 6840

Message = Just to provide a frame of reference. I left IBM in Oct 06. My first year with my new company, I earned \$6,840 in bonuses. My salary plan calls for 4 quarterly bonuses of \$1040 each, and an annual bonus of \$1580. Our organization overachieved in 2007, and we were compensated for it. PS: When I left IBM, I realized a 6% raise in base pay at my new job (Doesn't count bonus), and I have not been called one time off hours. My last two bonuses at IBM were \$2300, and \$2100 (as a first line manager).. **-Anonymous-**

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**Comment 2/25/08:** R : escalate to your 2nd line. do we assume that you were not consueld during the year and were told that you were on a 3 track. If you were then hr will support mgmt. If not you stand a chance of overturning the 3. Go plead your case with the 2nd line. - **big blue-**

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**Comment 2/23/08:** *tulsa*: Do we assume that your manager has sent all of the team members a copy of his PBC? Also does he have the 10% statement included in his and does his manager also have this in their PBC. You should be using the managers PBC to construct your own and you should take a copy of the rough draft and sit with him to make sure you are in agreement with your goals. Also write it as a 1 performer and make sure he knows that if you meet your commitments that he will give you a 1. That puts them on the spot and requires them to make sure that the PBC is specific enough. Then after you are done make sure you get a written acknowledgement from your manager that he agrees with your PBC. That's all there is to it. I suspect that at the end of next month the management team will be looking at how to counsel all of the 3 performers.4 **-big blue-**



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**Comment 2/22/08:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = 0

Prior Yr Bonus = 2000

Message = I did my PBC, I met my PBC - manager says I met all my deliverables on time, but I needed help as I was new. Well, got a 3, so need improvement, show leadership ? He gave me a stretch assignment evaluated me on stretch assignment - but stretch assignment was never on my PBC and what was on my PBC, I met and delivered - what am I missing ? What do I do for 2008 ? Already contacted HR - manager says he is helping me find a new job in his dept. - freaking as I bought a condo 6 months ago and angry - this is all a scam. **-R-**

---

**Comment 2/22/08:**

This Yr PBC = 2

Prior Yr Bonus = 4%

Message = I have been with IBM over a year now. I keep reading about taking the package. I have several questions (please respond if you know the answer):

1) What is the package and is this voluntary layoff?

2) What is the eligibility?

I am considering leaving IBM due to sitting on the bench and watching others in my practice group get assignments that don't have the qualifications (experience/degrees) but placement is solely based on sex/race. Thanks in advanced. **-Anonymous-**

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**Comment 2/22/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1958

Prior Yr Bonus = 1224

Message = We received an email from our manager the other day about completing our PBCs for 2008 by the end of the month.

I found it interesting that the following directive was in the email, "-All PBCs should have the comment : Contribute up to 10% overtime, as needed, to meet organizational goals."

This is my 2nd full calender year with IBM (been here about 2 1/2 yrs) and this is the first time I've been told in writing (or verbally) by mgmt that 10% OT was needed. I believe I'm going to edit my PBC line to be something like, "Contribute up to 10% overtime, as needed, to meet organizational goals. Overtime worked will be exchanged one for one in additional time off work." **-Tulsa\_member-**

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**Comment 2/22/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1958

Prior Yr Bonus = 1224

Message = Found out my bonus for the year. OK, I guess. It's free money though so I can't complain. Now if I can find out about getting a raise..... **-Tulsa\_member-**

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**Comment 2/21/08:**

Prior Yr PBC = N/A

This Yr PBC = 2

This Yr Bonus = 1000

Prior Yr Bonus = N/A

Message = I've been here for about 5 months last year, as a band 6 out of college, it's not bad. **-Eli-**

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**Comment 2/18/08:** Over the years I had given this some thoughts but come up short on trying to devise a better system. If you go to the pass/fail method the problem you have is determining who gets the raise or promotion . You would leave this up to the manager and then the lobbying factor comes to pass. So looking at this it seems that a marking system that sorts out how you rank vs. your peers seems the best way. Although how political you are plays an important part on how you get rated , overall you will still fall within a normal distribution. So unless someone has a better way I don't see a change. Don't all major corporations have some form of PBC system? It would be interesting to see how the ROW does theirs. Oh I received another "1" PBC just one of many in my career. Good luck **-John-**

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**Comment 2/17/08:** wicki: The PBC system was called the appraisal system and had been in place in IBM for more then the 45years that I worked there. So before you hit up lou go back and check the history. In the beginning there were 4 ratings , (1,2,3,4) and this was later changed to (1,2,3 and the 2+ kicker). So the 4's were but on the measured mile and let go when they didn't make the requirement. Now they burn the 3's and the 2's usually don't get a raise or promotion. So The manager used to write the appraisal and now the employee's write their own PBC. The manager gives them the final grade. So if you don't play ball you get burned. Simple process. **-Big Blue-**

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**Comment 2/16/08:** The PBC process was started under and probably by Gerstner. So don't blame Randy MacDonald for it. A Mr. Tom Bouchard was the HR chief during the start of the PBC program. He was replaced by MacDonald and rumor has it Gerstner axed Bouchard ,since not only was IBM employee morale at a marked low point , but Bouchard flopped with the 1999 pension conversion and during his remarks in the Congressional hearings about the pension conversion.) So little Louie retired and moved on with approximately \$700M raided from IBM added to his own fortune and also left his legacy with this stupid subjective evaluation and performance rating or grading process. **-Wickidpedia-**

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**Comment 2/12/08:**

Prior Yr PBC = 3

This Yr PBC = n/a

This Yr Bonus = 41000

Prior Yr Bonus = 2500

Message =

Last year Salary, \$110k

This year Salary, \$140k

I got a PBC 3, took a package, and went to work for someone else. Wish I had left "a long time ago" **-Anonymous-**

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**Comment 2/11/08:** GDP I bet you are right with the PBC ratings but the bonus pool will be larger for the 1 performers. Those and the high 2+ folks will get most of the bucks. Remember the manager gets a budget and he has to split it among the troops so 3's get nothing and 2's get crumbs as well as some low ranking 2+ folks. The rest of the \$'s go to 1's and high ranking 2+'s. **-big blue-**

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**Comment 2/6/08:** We hear of about 7600 USA IBMers getting hit with a 15% pay cut. The news will just get worse for most all of us come March. The news that is going around that the Growth Driven Profit bonus pay (the "new improved variable pay"), despite a RECORD IBM earnings year with profit and revenue (confirmed by 2007 quarterly reports and Sam Palmiselloff himself), is not much better than it was as last year's bonus payout was. Will IBM significantly increase the payout pool based on RECORD results? Hardly. IBMers: don't expect much more if any more over 1% more this year. Don't be surprised if you get even more less than last year, especially if you were dropped from a PBC "2+" to a "2". IBM purposely made more people "2's" to save money on this bonus payout. One would figure with a RECORD YEAR by IBM we should have not more PBC "2"s" but PBC "2+"s and "1"s. All that for your labors that gave IBM a RECORD EARNINGS in 2007. **-GDP?-**

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**Comment 2/5/08:**

Prior Yr PBC = 2

This Yr PBC = 1

This Yr Bonus = ?

Prior Yr Bonus = piddle

Message = I got a 1, thanks to working too many hours to have a life and having been lucky (?) enough to catch the eye of the leadership team. My reward? To be told (unofficially of course, since they can't risk documenting it) I should target even higher ute this year, in addition to giveback, travel, coaching, and presales. By my calcs it'd add to a 70-hour week. Ok, 65 if I don't take vacations... How to demotivate your employees in one easy lesson. -

**Anonymous-**

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**Comment 2/4/08:**

This Yr PBC = 2

This Yr Bonus = ??

Message = I received a PBC of 2 in my first year with IBM. Not sure if I will get a raise or bonus. I am in GBS, the problem I have with the PBCs is that you don't know well you are performing compared to others in the department since we work from home or at client site. It is very difficult to rate people from remote location. I thought I did a good job - meeting all of the objectives and tasks for the year. **-Anonymous-**

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**Comment 2/2/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = ???

Prior Yr Bonus = 0

Message = I've been here almost 2 years. Decided from the beginning that I'll do only what I need to. It's not in my blood to kiss behind to move up. Got a 2 last year because I was "new", apparently I am still new this year because I still got a two. Didn't get a bonus last year because I make too much (or "above market value"). I expect another song and dance this year. After a recent shake up in my team, my manager basically told me to make sure I pick up more work from the remaining team members. I won't. I'll just do my share and no more. Deadlines may need to be pushed back but I won't be working 50,60,70 hr weeks. I work to

live, not the other way around. Fortunately I'm in a position that I don't have to support a mortgage, spouse or kids. So if the time comes when I have to tell IBM to shove it, I will gladly do it :) Knowing what my true "market value" is, I know I won't have a problem finding a job with better pay. **-Anonymous-**

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**Comment 2/2/08:** The PBC system is a joke. You get the same rating whether you bust your a\$\$, or surf the net all day long. From now on, I'll do the minimum to not get fired. I'll make sure that IBM gets its money's worth out of me, ha ha ha... **-Anonymous-**

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**Comment 1/30/08:** Alliance:Yep I remember getting a copy from my manager back when it was pitched. It was interesting about "managing out the 2's" part and I suspect that this would be the case when there needed to be another cost cutting layoff. So once again the ranking is the thing that determines who goes and who stays. That presentation was back in 06 and nothing has changed since so they are still using the ranking as the basis for layoffs. I'll give you that once they pair down the 3's they will attack the 2's but I bet they will be PBC 3's first and then out the door. This looks like the old GE model. Time will tell. **-John-**

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**Comment 1/30/08:**

Prior Yr PBC = 2

This Yr PBC = 2+

Prior Yr Bonus = 3.5%

Message = Somehow managed a 2+ this year, and was told they weren't giving many out. Of course, the last two times I got a high evaluation, the stock tanked (the first was around the time they made Sam CEO), and I got piddling variable pay and almost RA'd as well. (Time to short-sell? ) Only times I received a 3 was when I first started, and when I upset (I think their term is "concerned") a manager. Another colleague recently got RA'd with a 3, despite several 100+ hour weeks because he also didn't tell management things they wanted to hear. Go figure. **-anon-**

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**Comment 1/30/08:** If you look at normal distribution it goes like 5-10% are 1's and 3-5% are 3's with the rest made up of 2's and 2+'s . Department size should be in the 15-20 people range which is normal span of control for a manager. So do the math. Most 1st level managers have the ability to play with the 2's and 2+'s. That usually goes 60-40%. So the expectation is that the 3% are managed out the door and backfilled. In case of a layoff the bottom 5-10% go usually. So if you are on the bottom the likelihood of you climbing back up the ladder is slim unless you are coming off of a promotion. I get this info when I stop for a drink with my boss. Politics works. **-John-**

**Alliance Reply: Just an FYI...Have you had a chance to read this information? Here are the links to the 'PBC 2 Managed Out' presentation. One link is a pdf format, the other is power point format:**

[PBC 2 Managed Out Update in pdf format](#) ::::: [PBC 2 Managed Out Update in PPS format](#)

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**Comment 1/29/08:**

Prior Yr PBC = 2+

This Yr PBC = 2

Message = I was told my a IBM second line manger that not to take a two rating personally because upper management has directed a 30% increase related to a two rating from last year. Replacing your former 2+ rating. Three ratings are up 10% compared to last And a one rating is almost unheard of unless you are a good butt kisser or your first Name is Sam. What

a slimy way to reduce US labor head count and be managed out ! Welcome to the two or Three get out club !! **-twos-**

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**Comment 1/29/08:**

John - yes, if you're in the bottom 10-15%, it may indeed be too late for you. However, I haven't seen a better strategy to survive in IBM than to constantly evaluate where you are, determine where you need to be and work to maximize your value to the company. Yes, it's not a guarantee that you won't get a lousy PBC and it's not a guarantee that you' will remain employed. but I have yet to see anyone post any better strategy. **-Frank-**

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**Comment 1/29/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = ?

Prior Yr Bonus = 2100

Message = Totally agree with John. PBC planning starts in 1Q and it changes little by year end. The changes are mostly folks in the 2 and 2+ range. If you were a 3 performer you should have had a interim review (HR rule). HR mandates a certain percentage for each rating. With most folks ending up with a 2 performance. Can't our overpaid HR personnel come up with a better system than PBCs. Maybe when McDonald gets ousted or retires it will change. Didn't he bring this whole dumb process on board? **-innovation station-**

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**Comment 1/29/08:**

Prior Yr PBC = -

This Yr PBC = 2

This Yr Bonus = ?

Prior Yr Bonus = -

Message = First year at ibm and just got pbc rating 2. What does it mean? should i feel comfortable or worried? **-ibm\_employee-**

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**Comment 1/28/08:** To Frank. I see both of your exercises and I just need to comment. In the 1st one based on what I have heard is you are toast. You will not have time to recover. Your PBC ranking is done in 1st qtr. and usually you are not told where you sit unless you ask or are on the 3 path. On the 2nd once again it would be interesting to see how you would rank vs. your manager. But once again the ranking is done earlier in the year and once this info has been discussed with the 2nd line the ability to move up is tough unless someone really screws up. So you can either play the game and make your manager look good or you can take your chances and hope your management team likes you. This all assumes you are doing a good job. Good luck it looks like the PBC's are starting to hit. I think the ratings have been fixed in stone back in Sept/Nov timeframe and they don't look too much different than when they were done back in 1st qtr. Good luck. **-John-**

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**Comment 1/28/08:**

Prior Yr PBC = 2

This Yr PBC = 2

Message = So I just got my results. Great job this year love how ya have take leadership in activities, good teaming based on input from others; however overall relative contribution ( BS way of saying you don't kiss ass ) your a solid 2. Than the usual why this is a good appraisal etc. Just a way to save some dollar out of that great big pool of money that Sammie says has been set aside for bonus payouts. I am sure all the execs are getting 1's and the people sucking up to them as well. **-Its that time of year-**

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**Comment 1/28/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1200

Prior Yr Bonus = ?

Message = Well, I just got out of my PBC review. I got a 2 as I was anticipating. Now we'll see if a 2 is deserving of a bonus since the "...company's employee bonus pool is being increased." as Sam said in his 4th quarter email. But my manager stated in my PBC feedback that my contribution beyond a 40 hour work week was significantly less than my peers thus the reason for my 2. Hmmmm, in 2006 I work 50-60 hours, took on a lead position in a special project and I got a 2. In 2007, I worked ONLY 40 hours a week and I got a 2. Where's the incentive to work extra hours? Like to moderator keeps saying - join the Alliance so that united we can stand up to IBM and require them to deal with us on a reasonable level. - **tulsa\_member-**

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**Comment 1/27/08:** Anon: I would go back and check your PBC. It says "relative CONTRIBUTION" and not value. So if you think the bottom three is more value than the overpriced guy than the overprice should go. The problem is does your manager think the same as you and if he does then he should stand up and put the overpriced guy on the bottom of the list. I'm guessing from your note that your manager would be wrong in your opinion. Sorry to say but there is always a top and always a bottom guy. **-John-**

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**Comment 1/27/08:** I'm not sure what to believe re first line mgr not responsible for your rating, I ask a good friend of mine which I help got into IBM 10yrs ago who is now a 1st line mgr about rating coming from upper management, his response was that it is completely false, he said it's solely up to the 1st line manager to rate his employees.. He mentioned 2nd line mgr may try to influence an employee's rating, however, 1st line do not have to comply if he feels the rating is justified. **-Anonymous-**

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**Comment 1/26/08:** John - it's not supposed to be relative contribution, but rather relative \*value\*. The top contributor in the dept may be overpriced, a lower contributor might be a great bargain at that band and pay scale. My lifeboat exercise might keep what you call the bottom three \*contributors\*, if they are a good value. You shouldn't have to be the department stud to get a "1", just perform well above your band expectations. **-Anonymous-**

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**Comment 1/26/08:**

Message = John - You make a good point from the manager's point of view. Let me suggest a pair of exercises.

Exercise #1

You are in a department with 23 people. You just were directed to layoff 3 employees. Who would you choose and why? This exercise helps you see things from a management perspective. Now to bring it close to home, if you are one of the three, or are close to being one, what are you going to change to increase your value to the corporation to ensure you're not one of the three?

Exercise #2

Rank the employees in your department in order of criticality to the business of the department, from most critical to least critical.

Hint #1 - whose skills and deliverables are most important to the department's success?

Hint #2 - which people in your department are the easiest and which are the most difficult to replace? Why?

In the list - where are you?

Now considering your position on the list and the skills and deliverables of the people who rank higher on the list, what can you do to work your way up the list?

What unique value and critical skills can you add to your personal portfolio to move your position up the list? **-Frank-**

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**Comment 1/26/08:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = n/A

Prior Yr Bonus = 2000

Message = Promoted to band 4 last year. given all kinds of thank you awards, video games, play station 3 etc.. rated a 2 last pbc. Left the DEPT and was rated a 3 this year. Said I took too much personal time off yet every email I sent to manager asking I recieved a reply of "OK" and "No problem" what a joke.... **-screwed-**

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**Comment 1/26/08:** Why don't they just go with a pass/fail type of rating. This would cure the 1,2,2+,3 thing. The only thing that I don't know how they will decide is who gets a raise and how much. Also when ut comes time to promote or layoff how do you do that. What does the rest of the world do? **-bill-**

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**Comment 1/26/08:**

Prior Yr PBC = -

This Yr PBC = -

This Yr Bonus = -

Prior Yr Bonus = -

Message = To -Eh- IBM must have some way meeting the executive-level mandate for Diversity quotas. That's where "outside" contribution often comes in to play. The code word I often heard was 'networking' events which add no value to the job at hand (ie Spirit Committees). When you hear the word "networking events" or "outside activities", rest assured that while they are off networking on company time, folks like you will be left absorbing their work. And also rest assured that they will CLAIM the time they spent out networking, hence driving up their utilization. The following may sound like sour grapes, but so be it. It's true. In my former department, we had two people who carried the place. They sacraficed for the team, even to the point of loosing shift differential and OT pay in order to take a leadership role. It was well known to everyone. We also had a young lady whose relative contribution would at best be middle of the road. She 'hid out' on night shift, missed work frequently, regularly came in late/left early, abandoned her team on day shift, where she was most needed, in order to draw night shift differential, and worked the least challenging accounts even though she had more tenure than the majority of her team mates. Come PBC time, her manager overlooked the two who were carrying the place, and gave the 1-PBC rating (she was allotted one PBC-1 rating) to the night shift operator. Her relative contribution? She helped drive up the diversity numbers. Disgusting as this may sound, it's a true story and a way of life at IBM. **-Anonymous-**

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**Comment 1/26/08:** The problem is the statement "relative contribution" which is a ranking of the people in same job codes within the department. As everyone knows but can't imagine them being on the low end there is a ranking from top to bottom employee. That usually supports the so called "distribution" that everyone believes. So if you ever did a "lifeboat" exercise you will need to make difficult decisions on who stays and who goes. We all like to believe that we are 1 performers but it ain't so. Also now days just because you are a 1 today it doesn't mean you will be a 1 tomorrow. So even if you got rid of the PBC scale you would still need to determine who is the best and who is the bottom. Unfortunate fact of life. You rank your fellow co-workers every day so if you want to do an exercise make a list of your department and rank the people. Now if costs only allow you to have 15 people in the department and you have 18 then the bottom 3 get RA'd. I saw my managers ranking one day and was surprised. **-John-**

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**Comment 1/25/08:**

Prior Yr PBC = 2

This Yr PBC = ?

This Yr Bonus = 0

Prior Yr Bonus = 0

Message = Glad to be resourced in June. I was a manager with both hands tied behind my back. Don't blame your PDM (oops I guess there are no more of those left), he/she is only following orders. **-former manager-**

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**Comment 1/25/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = lol

Prior Yr Bonus = nada

Message = to answer "another 2 rating" - same here. Worked 60+ hours for what? big fat 2. overall not surprised because I live in the usa. It is easy to level the ranks this way. pbc = a useless morale-killing-soul-crushing-fools errand. **-just a number-**

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**Comment 1/25/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = ?

Prior Yr Bonus = 0

Message = Was told that my client work merited a 1 or 2+ but received a 2 due to the fact that some in our practice apparently have no lives and spend the weekend working and have >100% utilization and many "outside" contributions. I thought the most important thing was how you did on your actual job? Seems a tad off to me. Demotivating. **-Eh-**

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**Comment 1/25/08:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = haha

Prior Yr Bonus = minim

Message = Nine years straight 2's. This year a 3 out of the blue (pun intended)! Not a clue it was coming either... **-Needs Improvement ?-**

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**Comment 1/24/08:**

This Yr Bonus = less



Message = Doesn't matter what your PBC rating is if you are in the exempt to non-exempt employee group in regards to base pay. IBM "pay based on performance" is supposedly part of the PBC. Now they CUT their BASE PAY. So now it is "pay based on the whim of the company". How pathetically sad. **-doesn't \_pay\_ anymore-**

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**Comment 1/24/08:**

Prior Yr PBC = 2

This Yr PBC = 2

Message = another 2 rating this year. I am very interested in hearing from others who have gotten a 2 rating and whether reducing your work effort changed your rating the following year. not far to drop, is it. And given no raises nor bonuses for a 2, and the possibility of severance (HA) for a 3, why bother? **-another 2 rating-**

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**Comment 1/24/08:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = ????

Prior Yr Bonus = 2400

Message = You know the PBC is a useless piece of junk. The old PBC 360 made more sense. My manager doesn't even know what it is I do on a daily basis, hell I meet with her once a week just to tell her what I've done and what I have planned and she can't even keep that straight half the time. So how can she tell me I'm a 2 (and need some improvement to avoid being a 3 next year) when I've got positive customer feedback, cross teaming feedback and even executive feedback documented and on file? She doesn't consider that to be "note worthy" with regard to my job performance. Typical IBM management. Feedback from people that actually know what you do means less than the opinion of an untried manager who's got no idea what you do. **-Anon-**

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**Comment 1/24/08:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = ?

Prior Yr Bonus = \$4000

Message = Here's what you get for a "1" appraisal from IBM, after 50-60 hour weeks all year, supporting a company that raked in \$10.4 billion in profits in 2007: A 15% pay cut. Way to go Sam. There's a very special place awaiting you and your band of cronies. I just wish I was there to watch you burn. **-Shafted again-**

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**Comment 1/23/08:**

Prior Yr PBC = 2

This Yr PBC = 2+

This Yr Bonus = 0

Prior Yr Bonus = 0

Message = PBC is just for fun. Managers are missusing this policy. They never rate as per his/her performance. They just rate by face. IBM Pune is big example. If you are good in buttering then you will got rate 1 without fail. That's it the policy is. If managers are reading this scrap then plz think on this. **-Anonymous-**

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**Comment 1/23/08:**

Prior Yr PBC = 2+

This Yr PBC = 2

This Yr Bonus = ?

Prior Yr Bonus = \$3500

Message = Hard work at IBM does not pay-off period... Management only looks after the ones that Kisses their behind or who they like. PBC is the biggest waste of time any employee can spend with his/her manager, I worked twice as hard as the prior year due to new projects at the customer, the customer spent \$7.5M in 2007 on System x servers compare to the \$4.5M the previous year and I was told by my manager that the customer was not happy with me because I refuse to worked the 60 hours weeks (Days/ Nights/ Weekends) anymore. Instead of IBM trying to sell the customer another x resource as I recommended I was insulted by management... Well No more loyalty from me IBM, work to rule from now... - **Underrated-**

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**Comment 1/20/08:** *ConfusedByMessage*, Your manager is trying to tell you to RUN not walk. She cannot say much but 2008 will continue to be a blood bath. She is giving you a 1 to help you in your marketability. The only problem is where do you run to? All of IBM is f%\$#\*d - **screw blue-**

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**Comment 1/18/08:**

Prior Yr PBC = 2 +

This Yr PBC = 2

Message = PBC's are a hill of beans ! Were else do you have to write in a nut shell what you did during the whole year ? I utilized all allotted 8,000 characters in my PBC results. Had the biggest work scope ever ! Worked my ass off !! Obtained a 4 Year college degree and was rated by a new manager that has never been in the field with year end rating of only a 2. What a slap in the face and still a band 4 for the last 22 years.. Second line manager mentioned that I should be happy were I am as if I were promoted I could be considered for resource action ! A true story !! All you new guys ... Bands 9,8,7,6,5,4,3,2, 1 Wake up and smell the coffee !! There are no set standards at IBM Business Policies vary from department to department . Site to site ... Need union unity **-PBC IS A JOKE-**

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**Comment 1/18/08:** This is how I am going to comment on my PBC when I get it for my review and "signature" if I receive at least a PBC "2" appraisal and when I find out I am affected by the exempt to non-exempt reclassify action:

*"I do not agree that IBM through it's PBC or appraisal process differentiates pay correctly or fairly as they state in IBM Human Resources documentation based on job classification. If IBM differentiate fairly then why I am moving closer to my band's minpoint (lowest pay for band) due to a -15% yearly pay adjustment by acknowledging this appraisal".*

I advise all IBMers regardless or whether they are in the Alliance to strongly consider adding this reply to their upcoming appraisal before 1/31/2007. **-anonymous-**

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**Comment 1/14/08:**

Prior Yr PBC = N/A

This Yr PBC = 2

Message = What is the average PBC ranking a new hire can expect to receive? I've been with the company for less than a year, was told that I should be happy that I got a 2 instead of a 3. **-Anon-**

**Alliance reply: What you were told is probably accurate. Read all of the comments on this page and the archives. You will soon understand that you have no bargaining power and should not expect a fair PBC or evaluation. The thing to do is to organize and fight for a union contract; that could be constructed with a better performance evaluation system. One that is agreed to by all the union members.**

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**Comment 1/13/08:** Dead Man walking: What a dispicable appraisal you got from your manager! If I was you I would make sure I have all my documentation in order and fire an Open Door against your manager and second line regarding your recent PBC. What do you have to lose now? You were a 2+ in 2006 and dropped to a 3? Did your manager give you any warning or a midterm grade and hints on what improvement is necessary? At the very least your manager failed miserably in people management here and should be taken to task because of it. Your manager should be the "3" or "4". I guess it just goes to prove to all you PBC "2+" performers this year out there you are not safe either! I wouldn't doubt PBC "1" are that much safe either. **-opendoorthis-**

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**Comment 1/12/08:**

Prior Yr PBC = 2+

This Yr PBC = 3

This Yr Bonus = 0

Prior Yr Bonus = 0

Message = 2% salery increase last yr. Dead Man walking in 2008.. **-Dead Man walking-**

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**Comment 1/8/08:** *-RA'd bear-* Yeah, that's why we are tied to obeying Sarbanes Oxley to a "T" and the executives still aren't accountable! **-IBM\_unethical-4\$ure-**

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**Comment 1/7/08:** re: IBM\_unethical-4\$ure- BCGs only applies to peon's. Do you really think VP's and above care about that kind of stuff. In the accounting world, this kind of stuff is done all the time. That's why you should have dutiful external auditors to catch and restate the numbers. Of course for them to do that, the fudge has to be "material", In this case, the numbers are not significant enough and they just fly under the rader. **-RA'd bear-**

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**Comment 1/7/08:** crystal\_ball\_blue was right. Management held our staff meeting before lunch today. We were told IBM did poorly in 4th quarter, just look at our declining stock price. PBC ratings will be low and those seeing any sort of a bonus should be extremely happy as they will be far and few in between. We were also told it would be near the end of the month before we're told anything on what we got. **-Anonymous-**

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**Comment 1/6/08:** "Message = to: crystal\_ball\_blue - I expect the high 4th qtr numbers were the result of sucking 1 qtr sales into 4th quarter and cutting expenses to the bone" We all had to certify in BCG that this is unethical and unlawful. But, yes, I wouldn't put it past Big Blew management to do this! Especially if they can get away with it. **-IBM\_unethical-4\$ure-**

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**Comment 1/5/08:**

Prior Yr PBC = 3

This Yr PBC = none

This Yr Bonus = none

Prior Yr Bonus = 35k

Message = to: crystal\_ball\_blue - I expect the high 4th qtr numbers were the result of sucking 1 qtr sales into 4th quarter and cutting expenses to the bone: Typical IBM fare! 1st qtr will probably be bad because the questionable sales will have to be unbooked as usual. I don't think the bonus will have anything to do with the PBC 2 and 3 numbers. I've heard that it's a management directive to increase the number of 3's this year as a setup for more head count reductions. **-RA'd bear-**

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**Comment 1/5/08:**

Prior Yr PBC = high

This Yr PBC = low

This Yr Bonus = less

Prior Yr Bonus = more

Message = Supposedly IBM has had a pretty bang up 4th QTR 2007 and will report a nice 2007 overall so expect management to now be instructed to give out more PBC "2"s and PBC "3"s than originally planned. If you haven't gotten your PBC yet don't be surprised if you don't get it until after the Jan. 17th quarterly announcement. 1st QTR 2008 probably might not be as good so IBM wants to limit whatever payouts doled out in March under the new bonus plan (whatever they called the thing) to help out the 1st QTR 2008 numbers by conserving the payout pool.. **-crystal\_ball\_blue-**

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**Comment 12/19/07:** *"Managers will read enough of your PBC to be able to articulate your results":* Some managers in IBM truly are dimwits who just don't know how to really read, let alone write. My manager, whom I never have met or seen in person, called me up for my PBC and couldn't get my first name right! But then again since I am just a resource, who cares what my first name is. Since the PBC ratings are already decided in February, does it really matter what your results are? **-I(ve) B(een) M-**

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**Comment 12/18/07:**

Prior Yr PBC = 1

This Yr PBC = 2+

This Yr Bonus = ?

Prior Yr Bonus = 3500

Message = Can't complain, got what I thought I deserved. Also got promoted this year. Heading off to at&t with the NS teams. Wondering how at&t will use pbc info for figuring out raises/bonuses. **-Anonymous-**

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**Comment 12/17/07:**

Prior Yr PBC = 2+

This Yr PBC = 1

This Yr Bonus = ???

Prior Yr Bonus = 3500

Message = I just received my PBC rating for 2007. I received a 1 rating this year. Makes me feel comfortable - however my manager also stated "let me know what release date you want since you have been asking for one". Funny that I receive a 1, I run this team and she knows it and couldn't do it without me, but is willing to let me go. I have been blocked 3 times already from other positions b/c of "our need for you in this position".. Now they are trying to be nice?? Or is it that cuts are coming and she is trying to save my butt. **-ConfusedByMessage-**

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**Comment 12/12/07:** Managers will read enough of your PBC to be able to articulate your results. Your feed back will have no effect on the rating. That was determined in February at the 2nd line level during calibration sessions, and loaded into the tool in October. - **Anonymous-**

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**Comment 12/11/07:** Doesn't matter what you put in your PBC. I bet if you put in the same almost verbatim PBC results as last year you'll get probably the same rating. I bet managers will not even read one word of it to know about it. I don't waste my time on this BS process anymore. I think the managers will not pay attention to it either anymore. **-Anonymouse-**

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**Comment 12/10/07:** Concerning skews, everyone is exactly right. There is definitely a skew with percentage for PBC 1 and for PBC 3. During my last year in management, in my organization, it was a 7% skew for 3 performers (at the 2nd line level). The important point here is that the CALIBRATION SESSIONS TOOK PLACE IN FEBRUARY. YOUR RATING IS SET IN FEBRUARY AT THE SECOND LINE LEVEL. **-Former 1st Line Manager-**

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**Comment 12/08/07:** In our org, typically the PBC skew is 5% 1's and 15 to 20% 3's. The skew varies with the org and also year to year. Regardless, combined with the pitiful salary plan allocations and the grid system, it's a game which ensures to keep minimal pay and bonuses for the vast majority of IBM employees. **-screwed-**

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**Comment 12/08/07:**

Prior Yr PBC = 2

This Yr PBC = ?

Message = you're exactly right RA Bear. There is a skew and every manager needs to pony up at least one (depending on dept. size, etc.). 3 performer. I do think every organization has different skew percentages. Basically though, all the managers gets together (example: first lines with the second line leading) and do what is called a calibration session. Employees are 'ranked' into the four rating buckets: 1, 2+, 2, and 3. About 10% are 1, 2+ and 2 are about 80% (with more 2 than 2+) and about 10% being 3. It's a mandate by HR. Very few managers get out of giving a 3 even if they have to pull the old standby "relative contribution" out of the hat to achieve it. **-Innovation Station-**

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**Comment 12/06/07:** When I first started at IBM years ago, one of my first meetings was talking about the new performance evaluation system. All the experienced employees asked about rating skew. One of them was a manager. Skew is a fact of life in IBM PBC's. If a manager didn't give a 3, he was deficient. But what I've heard is there is a percentage of 3's in every department. One team may not get a member with a 3. But it is expected that the department (at second line managers level) will have a certain percentage of 3's every year. **-RA'd bear-**

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**Comment 12/06/07:** For those of us left who survived the RA, the news is not good going forward. I heard that mgrs have to give out 10% 3s this PBC cycle so we are all now getting closer to the 3. In addition, this will lead to another big layoff in 2008 with 50% of those 3s targetted to go for starters. Fun place to work - Not. Good luck to you all on your PBC review and rating. I so hate the politics involved pitting worker against worker for a better rating. Got to get out. **-usingNonIBMmachine!-**

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**Comment 12/05/07:** IBM HR says there is "no quota" or "bell curve" on PBC distributions. Sam Palmisano or Randy McDonald: can you swear on your life about this being true and take a lie detector test to attest to it? Of course you two won't. But why is no one surprised? **-Anonymous-**

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**Comment 12/03/07:** to: -no one- You take yourself too serious. Not to realize my tongue in cheek response. BTW, I am doing private consulting work now, spending time with my children and living a healthier life style. I don't need to make the consistent income I had at IBM and I surely don't need the stress. Actually I am very happy to be away from the Blew

Fig. I only stuck out the last couple years because it was easier to stay rather than leave. I gave up trying to care after three years of 2's without a raise. Then wham, bam - I was a 3 performer with a target on my back. I ended up getting 6 months severance which I banked and am now living on my wits and grins. Really feels good to feel like I can do something positive and my clients actually say thank you. Who I really feel sorry for are the poor suckers left behind. They work 60 hours a week minimum, have to show a positive attitude to keep their lousey jobs and dread the consequences of the getting a PBC 3. Especially since those of us who knew our stuff are gone and not there to bail their incompetent managers arses out anymore. **-RA'd bear-**

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**Comment 12/02/07:** I should really apologize for my earlier comment which was insensitive. That 26 weeks must have been severance. I also know that going through a job loss is extremely stressful. and can disrupt an entire family. I don't want to imply that getting this 'bonus' was to be envied. I suppose it can be a windfall if you already have a job lined up. Thanks for posting your experience, and best of luck.. **-no one-**

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**Comment 11/30/07:** Sorry to be blunt. 26 weeks' pay makes up for a lot of deferred compensation. Given 50% of a year's salary... compare that to a 3-4-5% annual pay increase, which (I imagine) you did not get consistently. Assuming you have marketable skills, you've recouped a lot. **-no one-**

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**Comment 11/29/07:**

Prior Yr PBC = 3

This Yr PBC = NA

This Yr Bonus = 26wks

Prior Yr Bonus = 0

Message = Last year my manager called me in over Christmas break to give me my PBC rating of 3. On top of that he included a lot of bull crap justification in the write-up how bad an employee I had been. My previous year it had been glowing. I knew given the write-up that I was a marked person and had at most 15 months left with Big Blew because of the two three rule. I am assuming that every 3 in the company should have gotten RA'd this year. If not, you had better expect a 3 on your rating this year and bye, bye by March. A three means "dead man walking" at IBM. **-RA'd bear-**

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**Comment 11/28/07:**

Prior Yr PBC = 3

This Yr PBC = ?

Prior Yr Bonus = 0

Message = Bad communication with mgr. Was told with my Southern accent I would have a hard time being accepted in a cross-site team. At one point she ever ask if I read books. So for a whole year I attended college classes .. all A. I hold two assoc degrees and a 4 year degree in Engineering. But this mgr does not like the way I talk. .. please do not take away this section on PBC. If anyone has any advise, I am open to receive it.

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**Comment 11/28/07:**

Prior Yr PBC = <3

This Yr PBC = <3

This Yr Bonus = 0

Prior Yr Bonus = >0

Message = Let's see how many more folks IBM wants to deny paying the profit based bonus (or variable pay they used to call it) despite giving a PBC in December that should qualify for

the bonus. Those who are RA'ed and leave before 1/1/2008 get no pro-rate of it I understand. Real fair IBM. Not! The conversation over the PBC could go like this:  
IBM dirt bag manager: "Oh, we know you have been RA'ed but PBC's are due this month and I had to give you yours. You got a PBC of \_\_\_ (something other than a "3"). Happy Holidays and best of luck out on the street, kid"  
IBM mentions your severance makes up for not getting the bonus that comes out in March based on your PBC and your group results. What BS! Just another take away for a discarded resource **-Anonymous-**

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**Comment 11/27/07:**

Prior Yr PBC = 3

This Yr PBC = 3

This Yr Bonus = what?

Prior Yr Bonus = huh?

Message = What I suggest to any employee who is a PBC "3" and has been told such by their manager already. **DO NOT FILL OUT YOUR PBC THIS YEAR!** Your manager might have a PBC commitment to "process 100% of your employee's PBC in a timely fashion before deadline" If your manager is going to screw you, screw them this way! If you are a PBC "3" then what do you have to lose anyway? **-Anonymous-**

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**Comment 11/27/07:** Can't wait this year to fill out that worthless piece of paper called a PBC. Toilet paper has more value. **-Poopy\_Bull\_Crap-**  
**Alliance Reply: Should we discontinue the PBC comments section? Is it relevant to IBM employees' situation anymore? Please let us know.**

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**Comment 11/15/07:** To -pbc ratings are decided in February-: "By the way I once sat in front of a manager who told me that I had the best customer satisfaction on her team and I actually performed more work than anyone on her team but she still rated me a 3. I still have no idea why."

I think I know why:

You are victim of IBM matrix management. Do you work for a business area manager (BAM) but the manager that appraises you is a PDM? Your PDM doesn't know what you actually do and goes on what your BAM might say and then your PDM forms their own conclusions.

You are right: no matter what you have done this year your manager already had you pegged for a "3".

You do a great job. So it's expected you had great customer sat. You can't further impress. So if you can't impress more that is to your disadvantage.

You trust in being appraised fairly for your work. You should have asked your manager for a "mid term grade" to avoid the surprise of a "3".

You are a good moral person. Nice people finish last in this IBM. Respect for the individual is totally gone and forgotten.

Your appraising manager doesn't appreciate you or doesn't like you. But he/she will tell you you are doing a good job nevertheless.

You are not a squeaky wheel or toot your own horn enough or brown noses. These folks that toot their own horn and brown nose hardly ever get a "3".



Any or all of the above can easily give you a PBC "3" in this Big Blew. Sorry to be blunt. -  
**ibm\_PBC\_joke-**

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**Comment 11/07/07:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 2200

Prior Yr Bonus = 2200

Message = It is no secret that in Global Services PBCs are used as a vehicle to suppress American wages and "manage out" American workers. Although HR espouses equal opportunity and diversity, IBM discriminates against American workers. Your customers can all be very happy with your performance but you can still get a poor evaluation due to 'relative contribution' when compared to your peers (What is really being compared is your salary relative to a GR salary.) I don't think this specious reasoning would exist in a customer driven company nor would it exist in a company that valued its employee. Sadly, IGS is almost totally cost driven and it treats its employees as commodities. **-Anonymous-**

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**Comment 11/06/07:** Well it is almost that time of year again when we go through the inane practice of trying to convince our managers of how good we were over the past year. When it does not really matter because the ratings were already done and confirmed back in the first week of february. Since that time managers have just been gathering data that will be used to justify the rating they arrived at in February. By the way I once sat in front of a manager who told me that I had the best customer satisfaction on her team and I actually performed more work than anyone on her team but she still rated me a 3. I still have no idea why. **-pbc ratings are decided in February-**

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**Comment 11/04/07:**

Prior Yr PBC = 2

This Yr PBC = 3

This Yr Bonus = 0

Prior Yr Bonus = 1200

Message = to: RankingsTheName - It's been discussed in this forum and confirmed by managers. PBC rankings are already graded on realative contribution in the managment teams eye's. You could be doing a bang up job and have your co-workers viewing you as a lead resource. Yet managers rate you as a minimal contributor and bang - you get a 3. My last couple years was only for the money and I was RA'd last summer. Now I realize there is more in life than just IBM money. **-RA'd Bear-**

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**Comment 11/02/07:** HR partner says for PBC all will be now be graded on "relative contribution". Not how much work you actually do, but how much more than your peers you do. Do they really teach turning worker-on-worker in management these days? Idiots, no one will want to work here (I'm only here for the money). **-RankingsTheName-**

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**Comment 10/24/07:** RE:"To Loki: Go eat some cheese". Wow. Whether or not I agree with those who run this website or the opinions expressed here I fully respect their integrity and passion for their viewpoint. In short, I admire them, even if I differ with them and I extend them the courtesy of my considered counterpoint. Which I believe in. Your comment sincerely depresses me; criticism such as you offer is no good for IBM and not much use to Alliance@IBM either. Also, it's argumentum ad hominem, but I expect you know that. **-Loki-**

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**Comment 10/20/07:**

Prior Yr PBC = 2+

This Yr PBC = ?

This Yr Bonus = 0

Prior Yr Bonus = tiny

Message = PBC ratings have NOTHING to do with PAY! Nothing to do with raises. Nothing to do with promotions. I have been an "old" PBC "2" and a "new" PBC 2+ for over 10 years now. My pay as a band 08 is still about 30% below midpoint. It seriously lags market pay in USA NE and mid atlantic regions. If your salary is so low even with any TCA (if you are lucky to even be able to get one or your job classification is part of it) it will never allow you to catch up. I can forget about getting a PBC "1" since that is reserved for those that are paid well already and brown nose their management! A chance to get promoted to the next band? Forget it. I can't since even with a "huge double digit raise" will not even get me into the minimum pay for the next band. And that chance for a "double digit raise" is a farce since we know that doesn't happen anymore in this Big Blew unless you are an IBM Director or higher or an IBM Executive or Mr. "I got a 29% raise in 2006" CEO Palmisano **-why\_workin\_IBM-**

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**Comment 10/20/07:**

Prior Yr PBC = 2+

This Yr PBC = 2+

This Yr Bonus = 3.8K

Prior Yr Bonus = 3.5K

Message = Long story short - if you've got a decent salary and you're making a living then to heck with it. What many in my group have realized is that the raises are so damn insignificant that its not worth the effort trying to attain a 1 so why bother? Sit back, relax, do the bare minimum take your 0 and go home at the end of the day. On the other hand you could work your butt off for a lousy 1 or 2 %. To me this is the main thing IBM is missing. Every year they dangle the carrot for you and never follow through so there's no point in trying. My goal now is to do as little as possible so that I can say relatively speaking I get paid well. **-Chauncy-**

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**Comment 10/19/07:**

Prior Yr PBC = 2+

This Yr PBC = 2

This Yr Bonus = ?

Prior Yr Bonus = ?

Message = I don't know who Loki works for, but it's sooooo not the IBM I left back in July. I was not RA'd. TOP performers on my team were RA'd. The PBC ratings mean NOTHING. True story: An executive-type buddy of mine received a letter from his 2nd line manager CONGRATULATING him on a great job, his numbers (sales, customer sat, whatever) were all great. Two weeks later, he receives a letter from the same 2nd line manager... informing him that he's been RA'd. WTF?? So, PBCs, performance ratings, meeting your metric obligations (whatever they may be) is meaningless at Big Blew. Don't think that by virtue of anyone being a 1 (= Supastar!) means you are safe. All it means is that you may be incredibly surprised a month after you receive that rating. **-Mistressofthei5-**

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**Comment 10/17/07:** To Loki: Go eat some cheese. **-Anonymous-**

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**Comment 10/13/07:**

Prior Yr PBC = 2+

This Yr PBC = 2+

This Yr Bonus = 2,000

Prior Yr Bonus = 2,100

Message = As the year starts winding down, my thoughts are beginning to turn to the upcoming PBC ratings. After our group was 'leaned', the remaining managers were each given 50+ people to manage. Even my new manager (My old mgr was RA-ed back in May) told me that there is no way he can appraise everyone. So now what happens? Does he just use the same pbc rating as last year, or does he pick favorites and give everyone else a lower rating? Maybe IBM is planning on RA-ing most of the workers before the next pbc comes due? **-time to go-**

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**Comment 10/05/07:**

Prior Yr PBC = NOYB

This Yr PBC = NOYB

This Yr Bonus = NOYB

Prior Yr Bonus = NOYB

Message = re: comment "05/14/07: How PBCs really work". Of course there is comparative ranking - how else could it work? What should one's performance be judged against? The universal constant? The Golden Mean? And when there is a resource action, while horribly unfortunate for the people involved, who is supposed to be let go? The TOP twenty performers of a peer group? I sense in your post a frustration that the rankings are assigned according to managers' 'pets', office politics etc. I don't know what to say...All I know is in my org these ratings have to be backed up by solid data; performance, project completion success etc. A TL/leader/manager who would try to rank a pet highly without foundation would be shot down in a New York second. **-Loki-**

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**Comment 10/04/07:** We heard today that PBC ratings are going to be compared between other people with similar band ratings and different job descriptions. Also, up to 5 different managers that don't know your job may have input in your final PBC rating. And Your variable contribution payment if you get one will solely be based on IBM's Year end profit margin .. As usual, main concern is the shareholder not the employee .. Good Luck ! **-PBC Joke-**

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**Comment 09/25/07:** I hear rumors that many IGS orgs are doing interim reviews of their employees. I suppose this is an indicator that more cuts are coming. **-fred-**

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**Comment 09/09/07:** seems all talk. strike now!! **-jp-**

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**Comment 09/09/07:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = pnuts

Prior Yr Bonus = pnuts

Message = I was a solid 2 for 8 straight years. No matter what I did I could never get better than that. Resourced out this spring. It just came down to the manager kept his favorites. PBC rating was never a factor. **-BIG\_BLOW-**

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**Comment 09/03/07:** PBC's were a joke for the last 5 years before I left - I retired with over 30 years. I had been in management but left it due to the B-S involved and I wanted time for me and family. I exceeded my numbers every year and got penalized for doing so, not rewarded. As a band 8, I made over \$150K and was told, YOU MAKE TOO MUCH. My quota was doubled and I exceeded it, via use of my brain and I made \$140K. Same thing next year and I made \$128K, the so called cap on the band. Complained with documentation and a cc to the

local press, got an AWARD which upped my yearly and RETIRED. It was not worth the effort to work for IBM. Am enjoying retirement and should have retired a few years earlier. LIFE IS GOOD FREE OF THE IBM FLEA ! \*\* I call IBM a flea because it is a blood-sucker \*\* Last PBC was a 2+ with NO RAISE. **-hadda-go-**

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**Comment 08/19/07:** Don't be surprised if only PBC "1" employees have a chance for a raise in 2008. **-Anonymous-**

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**Comment 08/18/07:** To survivor (7/5 post): Insightful comments -- check out this fellow's strategy for surviving & climbing the ladder at Big Blue ([www.trafford.com/06-1721](http://www.trafford.com/06-1721))....You may find Chapter 6 of particular interest.... **-Anonymous-**

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**Comment 08/06/07:**

Prior Yr PBC = 2

This Yr PBC = 2

This Yr Bonus = 1000

Prior Yr Bonus = 0

Message = *-CapitalismBecomesCorporatism-* I got a bonus this year but - I too took on more work, more responsibility, more travel, longer hours - no raise & no promotion. So now I'm just doing 40 hours and going home. I'm not agreeing to helping with anything extra in exchange for something unless it's in writing. **-Troubled in Tulsa-**

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**Comment 08/06/07:** Anon - Be happy you got something. I took on more work, more responsibility, worked harder, worked longer hours, and received more recognition from the year before. The result? No bonus, no raise, and no promotion. It doesn't take a rocket scientist to see how hard I'll be working this (or any other future) year. -

***CapitalismBecomesCorporatism-***

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**Comment 08/04/07:**

Prior Yr PBC = 2

This Yr PBC = 2+

This Yr Bonus = 3400

Prior Yr Bonus = 4500

Message = Look at the math. 2005 was horrible for IBM, 2006 was great. I got a higher PBC this year too. And I got 1100 less. Lesson from IBM? Your performance has nothing to do with your bonus. Guess I'll aim for a low rating from now on. **-Anonymous-**

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**Comment 07/18/07:** PBC "2" (or even worse)= 0% raise 2007 = you "helped" IBM make 2nd qtr. profit results that will give Sam and the rest of the executives more \$\$\$ -

***not\_so\_fuzzy\_IBM\_math-***

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**Comment 07/14/07:**

Prior Yr PBC = 2+

This Yr PBC = 2

This Yr Bonus = 3,000

Prior Yr Bonus = 7,000

Message = If you want to get ahead at IBM, I recommend taking acting classes. Don't bother with improving your technical skills. I see many people who are accomplished in their field

and get things done remain in the same spot year after year. However, those who can evade their workloads, write meaningless reports, smile and say positive things get promoted. The stage is the thing! **-Anonymous-**