Whatever Happened to Profit-Sharing?
by Concerned Crocker Employees
We don't need a union pension plan at Crocker because we have profit-sharing. Right? Wrong. What Crocker giveth, Crocker can take away at any time, and profit-sharing, you can say, is a good example.
Back in 1964 Crocker created a Trust Fund "for the purpose of enabling employees to secure retirement and other benefits by sharing in the profits of the Bank and through voluntary contributions."
It seemed like a good idea at the time. Under Article III of the Profit Sharing Plan, Crocker was to contribute 4% of its annual income as of November 30 of each year to all employees with three years service. Half was to be paid in cash, half would go to the employee's profit-sharing account.
For example, if in 1969 you were a Plan participant making $750 per month, you would receive $30 in cash and have $200 go into Profit Sharing. In 1972, if you were earning $1,000 per month, you would have received $75 in cash and $250 in your account.
But by 1974 something happened—an employee making $1,000 only received $25 in his or her profit-sharing account and in 1977 only about $5. What happened? What happened is that the bank simply backed off its original commitment to contribute 4% of its annual income. Look in your employee handbook under Profit Sharing, page 1. It says "the bank's contribution is determined by the Board of Directors."
This year, Crocker contributed a grand total of $280,900 to Profit Sharing. As we figure it, that's nowhere near 4%. The way the plan was set up, their contribution should have been $1.5 million.
For five years now the bank has been claiming that it is not in a position to pay a 4% contribution. Wrong. What Crocker giveth, Crocker will take away. By 1974 something happened. Are you suddenly overawed by Crocker's Profits Way Up?
For the first nine months of 1977, Crocker's profits came to $37,380,000 or $3.06 per share, up 14.6% from last year when profits were $32.1 million, or $2.65 per share.
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Season's Greetings
to all employees at Crocker Bank
JAMES R. HERMAN, President
RUDY RUBIO, Vice President
GEORGE MARTIN, Vice President
CURTIS MCCAIN, Secretary-Treasurer
Union Busters in Three-Piece Suits
Is your supervisor going through some changes lately? Are you suddenly overwhelmed by coffee, donuts, pat lunch queues, frequent informal conversations? If you want to know why, read on. Then, take a trip up to the 7th floor and seek out the offices of Modern Methods Management, a consulting firm employed by Crocker. If you could get into the conference room and sit through one of the continuing classes attended by your supervisor, you will understand what is happening at NOCC.
Modern Methods Management is one of hundreds of firms which have come along in recent years as a potent weapon in our employers' anti-union arsenal. Almost gone are the old strong-arm anti-union tactics. Now we have the man in a three-piece suit, sporting a briefcase and perhaps a Ph.D. in industrial psychology or a law degree. He is the labor relations consultant.
BEAT THE UNION
Two of the most publicized of these consultant firms are Advanced Management Research (AMR) and Executive Enterprises, Inc. Their bible is a manual entitled "Labor Unions—How to Avert Them, Beat Them, Out-Negotiate Them, Unload Them." They are essentially traveling supervisors, putting on "seminaries" for management people on how to avoid unionization.
The union-busting techniques of the labor relations consultant of the 1970s include a double-barreled shotgun: one barrel is manipulation of the National Labor Relations Act; in the other is manipulation of the minds of workers. Neither leaves a mark on their target but each is effective in accomplishing the goal—kill the union.
In the course of doing their job, they use a variety of techniques, such as "strategies for preserving non-union status." The seminar is limited to management and supervisors and costs $650 a head. For $6,000 Charles Hughes of AMR will spend two days on the company's premises to develop a long-term policy program for management.
The jargon of Hughes and his ilk is not unlike the conversation one might hear a social psychology graduate student at any university—terms like positive reinforcement, organizational and individual effectiveness, employee value systems, negative feedback, problem-solving orientation, and performance through motivation. But it is this consultant's highly sophisticated ability to manipulate language and people that makes him such a potent threat. His goal is to teach employers the use of the techniques of psychology to control the minds of their employees. And the beauty for the employer is that he will never con...Continued on Page 2
Will We Ever Be Allowed To Vote?
Don't hold your breath. For eight months now Crocker Bank has been using every stalling technique in the book to prevent workers at the Northern California Operations Center from having the opportunity to vote on whether or not they want union representation.
Crocker attorneys are expected to wrap up their case before the National Labor Relations Board by the end of January—that is, provided the board decides, as we expect, that you have the right to an election, the bank may appeal to the NLRB in Washington, and then even to the courts.
In a recent letter to a Senate Committee considering Labor Law Reform legislation, ILWU Vice-President George Martin pointed out that Crocker had "used loopholes and weaknesses in the existing law and its administration and bamboozled and intimidated three different hearing officers. The picture is, if you wish to see one in the theory that a long delay will exhaust the enthusiasm of the employees, the more so as they become convinced that neither the government nor the union are able to protect their rights."
We have been through this before. Crocker's not the first company to try this tactic, and we will not allow NOCC to keep the faith. Time is on our side.
Southern Cal Clericals Think ILWU Is OK
We recently received the following letter from a group of office workers at Zim-Aaron, an Israeli shipping Company in Los Angeles.
"Last summer, after many years of working for standard and union wages, and under poor conditions, we decided we needed union representation. We went to ILWU Local 63 for help, because we knew of the excellent job they had done for other office clericals in the Los Angeles/Long Beach area.
Last month we won our first ILWU contract. We will enjoy an average wage increase of 17.8% in the first year. By the expiration of the contract our wages will have gone up by a fantastic 81%, bringing us up to just 5¢ less than the scale of the other shipping company offices which have been in the ILWU for many years.
Any office worker who is not union should have the opportunity to learn how great it is to be represented by the ILWU. We thank all of you sincerely."
Fraternally,
Zim Negotiating Committee
Have You Heard This?
One of our major problems at Crocker is favoritism in promotions. How would a union contract deal with that?
Seniority is the principle granting preference in regard to promotions, layoffs, rehiring and other conditions based on length of service. The primary aim of a seniority program is to afford the maximum security and rewards to those who have given the longest service. A seniority system, embodied in a union contract, provides an objective standard of selection, thus eliminating the possibility of favoritism and discrimination. A seniority system is a standard item in any new union contract. It might be negotiated on a company-wide or plant-wide basis, or on a departmental basis.
Today's Union-Busters Wear Tidy Suits

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Book Review

The Banking Industry Is Changing

The Bank Book, by Morgan Irving as audited by Charles Sopkin, Copyright © 1973, by Quantum Media, Inc.

The Bank Book is not a technical book with step-by-step instructions on organizing your own bank; it is written for the general public to dispel confusion about how the bank profits and how the customer may or may not benefit by using the bank. It's hard to imagine that the subject of banking can be amusing, yet the author has included entertaining anecdotes and stories without interfering with his goal to inform.

Of special interest to "Dispatcher" readers may be the chapter about how influential banking clerks can easily be replaced—we have no special educational background, (never mind years of directly applicable on-the-job training). But if you can be of comfort to those who aspire to the higher position of an officer, that a bank's attitude towards officers is charitable. "We do get rid of officers with sticky fingers..." etc., etc., etc.

Morgan relates the case of a pyromaniac, who was fond of burning the office furniture. After celebrating a Christmas party by setting fire to the Christmas tree, "he ended his career as the manager of a remote (but fireproof) branch out on Long Island, which did not have a single curtain."

This two-class system is emphasized by Morgan's description of a bank vault with "just one new guard—...and who's to say the Vault Officer."

"The day ever arrives when the unions decide that perhaps it's time to organize bank workers, banks are going to have to revolutionize their thinking in a hurry. Up till now, banks have got by on the absolute blind and dumb devotion to them by their workers. But this devotion has been eroding in the past five years or so. A new breed of bank workers has come into the bank..." etc., etc., etc.

As if this were not enough, this employee also suffered humiliation by being underpaid, but when the problem was taken through the bank's so-called grievance procedure, everyone except this young woman, the only minority worker in the department, was increased. And finally, to make sure this employee never go over that line.

"...I would like to describe the case of one employee, a Latina, who suffered outrageous and humiliating discrimination of Crocker's hands."

Last August, this employee was promoted to the BWY accounting department. She was asked by the assistant manager of the department that she would be a grade 67, even though when she was promoted the job was unclassified. Finally, in October, the job was classified, but at grade 66, if you know, the minimum wage for a grade 66 is $820. But this young woman was making only $620.

At first, everyone in the department was being underpaid, but when the problem was taken through the bank's so-called grievance procedure, everyone except this young woman, the only minority worker in the department, was increased to the minimum wage.

As if this were not enough, this employee also suffered humiliating verbal abuse by the senior clerk who used to call her "cucaracha"—Spanish for cockroach—because the senior clerk thought this was "cute."

And finally, to make sure this employee would not receive equal pay, the supervisor of the department put her employee on "disciplinary cycle" for absence. Up until this point, this employee had received excellent write-ups. At this point, she refused to sign the disciplinary letter, attempt and an election, the more discouraged employees become.

Employers are instructed to refuse to stipulate that the organizing union is a "labor organization"...