

# SPECTRUM

JUNE/JULY 2010



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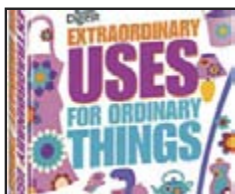
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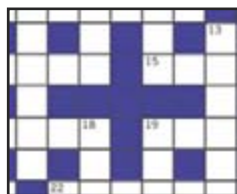
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Cover Photo: IBOA meets the First Minister and Deputy First Minister in Northern Ireland. Photo: Kevin Cooper/Photoline.





US President, Andrew Jackson, whose name was used by Morgan Stanley for a deal believed to be under investigation by US prosecutors.

## ‘Dead President’ deal at Morgan Stanley under investigation?

Morgan Stanley, one of Wall Street’s leading banks, is reported to be under investigation by US prosecutors over \$200m (£134m) mortgage derivative transactions known as “dead president” deals.

The bank was named by the *Wall Street Journal* as a target for a criminal investigation into the controversial practice of betting on a slump in home loans at the beginning of the global financial crisis.

Prosecutors are believed to be examining complex packages of mortgage-backed securities issued in 2006 named after two former US presidents – James Buchanan and Andrew Jackson. The bank was involved in designing the two instruments sold to investors but subsequently took “short” positions on them – effectively betting that they would fall in value.

Although banks are allowed to bet against such securities, they should inform clients about the roles played by all the participants in these complex deals.

The ‘dead president’ deals are similar to a Goldman Sachs product, that is the subject of a fraud prosecution launched recently by the US Securities and Exchange Commission.

Although Morgan Stanley has denied any knowledge of a justice department investigation, there has been a growing concern on Wall Street that the legal and ethical problems identified at Goldman Sachs may be replicated throughout the financial services industry.



Kenneth Feinberg

## Bonus culture over, says US banking pay czar

Enhanced supervision by the US Government should prevent a relapse into the “good old days” of excessive bonuses and extravagant perks among America’s major financial institutions even if bankers still “don’t get it,” according to Kenneth Feinberg, the man appointed by Barak Obama to keep a rein on executive pay in the banks bailed out by the US Government.

Feinberg said recently that he is not sure if bankers understand that the financial crisis and the US Government’s \$700bn (€568bn) bailout changed the rules.

“I don’t think they get it, but I’m not sure they’ll go back,” he said.

During his year in the role, Feinberg has pushed banks to reward executives with less cash and vested stock.

Under new regulatory laws agreed by the US Congress, shareholders are to have more power to question executives’ compensation packages.

With a greatly increased public focus on their activities, Feinberg said, “it will be very tough for Wall Street to go back to the good old days.”

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## Going Going Gone

### 500 euro note withdrawn from circulation in UK

Hundreds of millions of pounds' worth of €500 notes have been withdrawn from circulation in Britain to make it harder for criminals to launder money.

The high denomination note was particularly popular with criminals because an everyday object, like a breakfast cereal carton, could be used to carry €300,000.

A recent study by the financial crime intelligence teams at the Serious Organised Crime Agency (SOCA) lasting eight months found that the €500 euro note was central to money laundering in the UK. The reason is simple: it's easier to shift because it was worth around eight times more than the most valuable UK note, £50.

Analysis by the SOCA team of public demand for the note revealed that there was very little legitimate demand.

"The €500 note is really the note of choice among criminals," said Ian Cruyton of SOCA. "We estimate that more than 90% of the €500 notes that are provided in the UK have actually gone into the hands of serious organised criminals."

An exchange bureau suspected by the authorities – which was operating from an unidentified office premises – requested a total of €4 million worth of the €500 notes in one year from major banks and international currency suppliers. These orders amounted to more than the entire amount sold to travellers through the British Post Office's branch network during the same period.

The use of large denomination notes to facilitate this particular aspect of criminal activity pre-dates the euro, which first appeared in 2002. For example, the Canadian \$1,000 bill was shredded after law enforcement agencies said it was being used for money laundering and tax evasion.

Yet despite this warning, the euro project went ahead with the €500. The €500 note is not only attractive to British criminal gangs: last year the Bank of Italy warned that the mafia used the note for tax evasion.

Professor Richard Portes of the Centre for Economic Policy Research, says the Eurozone member States were warned of the risks posed before the first note rolled off its high-tech anti-forgery printing press.

SOCA's Ian Cruyton expects that gangs will probably switch to the lower value note – but as there are fewer €200 notes in circulation, their movements are easier to track.



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## No more Mr. Nice Guy

### Light touch era over as Central Bank promises more intrusive regulation of financial institutions

The Republic's enhanced Central Bank – which will incorporate the Financial Services Regulatory Authority (IFSRA) is determined to a new “intrusive” approach to financial regulation – promising to intervene in “poorly thought through” commercial decisions made by the banks.

Declaring that it will be “tenacious, but not pig-headed” in defence of the public interest, the new regime aims to prevent a recurrence of the near-collapse of the banking system by ranking financial institutions according to their potential systemic risk to the economy and developing an early warning system to alert the authorities.

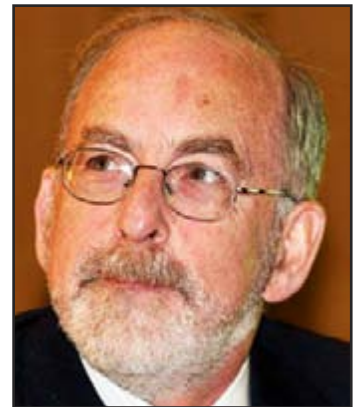
In a document circulated to banking executives, the Central Bank also warned that: “Where the stakes are sufficiently high, we will second guess commercial decisions as it is clear that poorly thought through business choices can later morph into prudential problems.”

The Central Bank is to set up a specialist team to examine banking business models for signs of risky practices.

Directors and senior executives who do not meet new standards of probity may be suspended for up to six months and barred from carrying out certain functions.

The Central Bank has targetted four major areas for immediate supervisory attention.

These are risk management, general bank strategies (including funding models), remuneration policies and new credit standards for mortgages.



Current Central Bank Governor, Dr. Patrick Honohan

### The Central Bank's new regime – in brief

- All financial institutions can expect a more intrusive and challenging approach to regulatory supervision.
- The Central Bank will make “judgements on banks’ own judgements” and will “tenaciously” defend the public interest.
- Directors of major institutions will be interviewed from time to time to assess their understanding of key risks.
- The skills and experience of bank board members will also be assessed – including the effectiveness of non-executive directors.
- Financial institutions will have to review the composition of their boards at least once every three years and to include more board members from outside Ireland.
- The Central Bank will suspend bank directors and senior management, if necessary, while investigating their “fitness and probity.”
- Bankers’ bonuses will be linked to the long-term performance of institutions under new remuneration rules.
- New lending limits will be set for consumer loans including maximum value or multiple of net disposable income.
- New insolvency procedures will be established to address the needs of distressed financial institutions.
- The Central Bank will recruit an extra 150 employees this year, bringing its total staff complement to 1,300. It will also be allowed to increase regulatory staff by a further 150 to 200 by 2012.



Former Central Bank Governor, John Hurley

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Hippocratic oath  
proposed for  
finance staff

# Bankers to have to take pledge?

Bank workers in Britain may be required to take a pledge to behave ethically under proposals for financial sector reforms developed by a cross-party Commission on the Future of Banking, set up by the consumer group, *Which?*

The concept of a Hippocratic oath for bankers is one of a number of proposals aimed at developing a new culture for the banking system – from the commission chaired by former Tory Minister, David Davis, and whose members included the Liberal Democrat Finance spokesperson – and now Business Secretary – Vince Cable.

“To bolster this cultural change we want to see bankers engage in the same sort of professional standards training undertaken in other professions, with the same remedies and sanctions applied where individuals fail in their duty of care.”

The Commission also proposes a code of conduct to require bankers to consider the impact of their activities on the wider economy and on society, rather than just focusing on making short-term profits.

Their performance should also be monitored by an independent supervisory body similar to the General Medical Council for doctors.

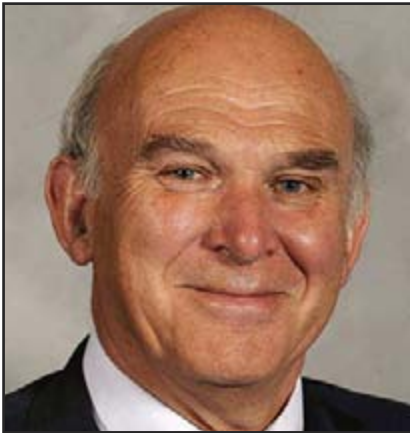
“A crucial element will be the power that this body should have to discipline



Future of Banking Commission chairman, David Davis

members who fail to uphold the code and in extreme cases remove their ability to practise,” according to the commission.

**‘Stop commissions to front-line staff’**  
Within this new “ethical culture” banks should also stop paying commissions to front-line staff. “To tackle mis-selling and the sales-based culture disliked by customers and branch staff alike, banks should ➤



Commission member and now UK Business Secretary, Vince Cable



Lloyd Blankfein of Goldman Sachs claimed to be doing "God's work."



Robert Khuzami of the US Securities and Exchange Commission

cease rewarding frontline staff for increasing sales. Instead they should receive bonuses linked to levels of customer satisfaction, the fair treatment of customers, and resolution of complaints," the report says.

The commission also believes that senior executives should only be rewarded for long-term business performance and shareholder return – rather than for meeting short-term profit targets.

Meanwhile in Scotland a leading fund manager, Angus Tulloch, told the Scottish Parliament recently that bankers should be required to swear a financial 'Hippocratic oath' to address the industry's battered reputation.

The aftermath of the recent financial crisis should be the trigger for a fundamental change of values in the way financial services are delivered.

The sector also suffers from the "extreme short-term outlook" of investors and companies. "As a result, the financial sector has become almost completely detached from the real world.

"At least three quarters of the three trillion dollars' worth of currency trades undertaken each day are unrelated to the buying and selling of goods and services – that is the real economy."

"The second reason why the financial industry stands for so little is more fundamental," said Mr. Tulloch. "There is a glaring absence of ethics within the industry."

hedge funds, Paulson & Co., in assembling the product's elements and the fact that Paulson's had then taken a short position against the product – effectively betting that it would fail.

"The product was new and complex but the deception and conflicts are old and simple," said Robert Khuzami, Director of the SEC's Enforcement Division.

According to the *Wall Street Journal*, the SEC is also "investigating whether other mortgage deals arranged by some of Wall Street's biggest firms may have crossed the line into misleading investors."

As suspicions have grown that some of Wall Street's biggest players may have deliberately misled clients into buying exotic – and ultimately toxic – financial products without

revealing full information about them, there has been a renewed interest in the issue of business ethics – sparked, no doubt, by the sense of embarrassment caused by the rather arrogant and cavalier attitude of senior bankers like Goldman Sachs chair, Lloyd Blankfein, who notoriously claimed to be "doing God's work."

Apparently the fringes of this year's Global Economic Forum at Davos were marked by conversations about the need to restore ethics in banking.

The idea of a Hippocratic oath for bank staff is not new. In a 2005 report on corporate governance, the American Academy of Arts and Sciences suggested that investment bankers should agree to abide by a new voluntary ethics code which, to quote *Wall Street Journal*, "like the Hippocratic Oath, might be taught in schools, framed and hung on office walls and called upon when arriving at life's ethical crossroads."



One former Goldman banker has described the culture as "completely money-obsessed. I was like a donkey driven forward by the biggest, juiciest carrot I could imagine. Money is the way you define your success. There's always room – need – for more. If you are not getting a bigger house or a bigger boat, you're falling behind. It's an addiction."

#### Ethics in banking: an oxymoron?

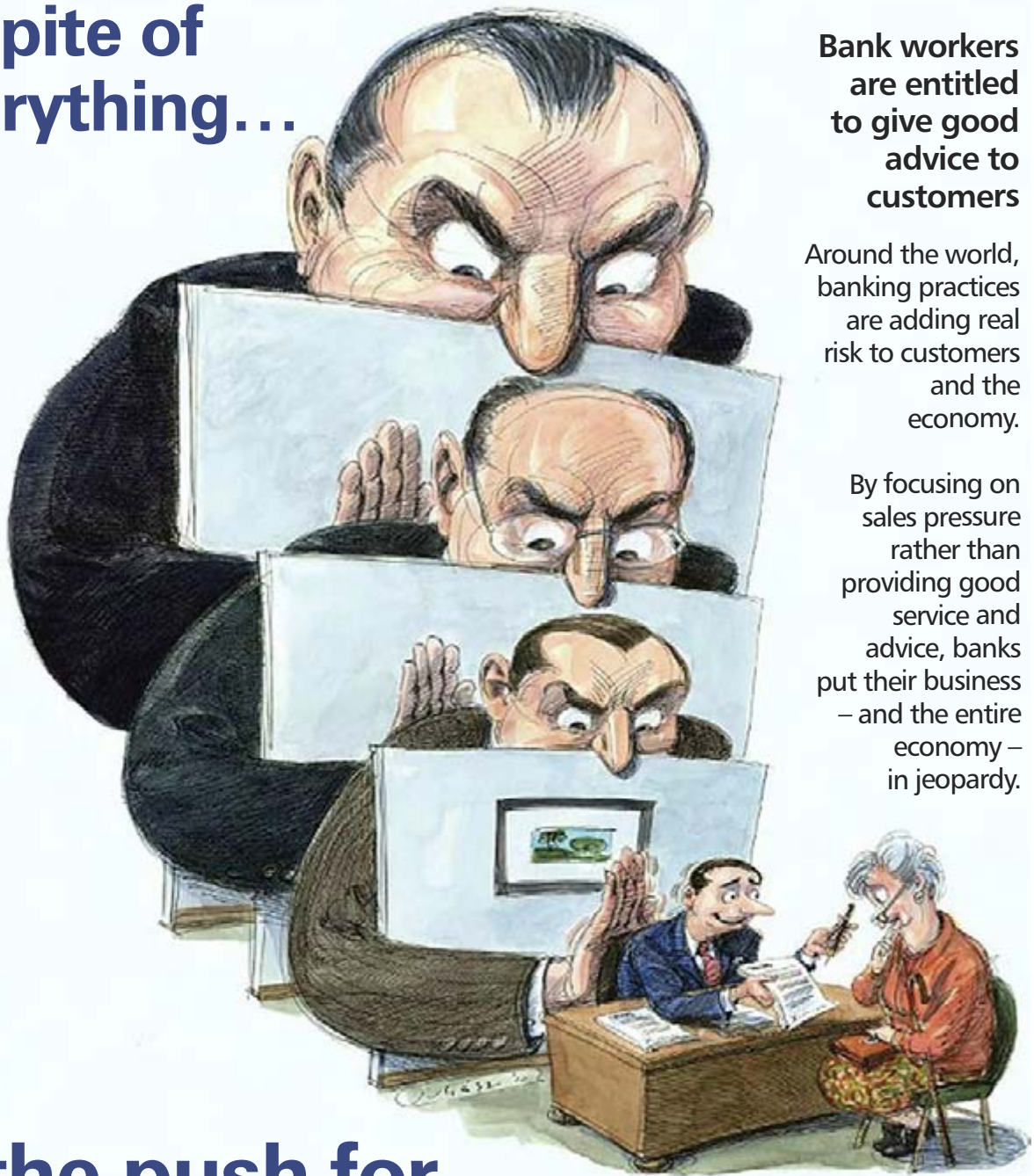
The renewed focus on ethical issues may also have been influenced by the recent decision of the US Securities and Exchange Commission (SEC) to charge one of the world's largest investment banks, Goldman Sachs, with defrauding investors.

According to the SEC, Goldman Sachs failed to disclose vital information about a product to investors, and especially the role that played by one of the world's largest

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**In spite of everything...**



**Bank workers are entitled to give good advice to customers**

Around the world, banking practices are adding real risk to customers and the economy.

By focusing on sales pressure rather than providing good service and advice, banks put their business – and the entire economy – in jeopardy.

**...the push for sales is unrelenting.**

**It's time to push back!**



# culture: shift

## “Hard sell” approach could lead to new sub-prime disaster

As the world economic crisis worsens and families struggle to meet their debt repayments, unions around the world are raising concerns about the impact of predatory lending and mis-selling of financial products.

Banks' continuing focus on short-term profits has negative implications for customers, workers, communities and financial stability at large.

Unfortunately the financial crisis has not changed the way banks are running their businesses.

The short-term focus of their activities is clearly highlighted in the results of a survey of 2,500 bank employees conducted by the German trade union, ver.di, on the subject of sales pressure.

The crisis has led to few, if any, changes – even though senior bank executives like to claim that the necessary lessons have been learned from the crisis.

Bank staff unions and UNI Finance Global Union have now developed key elements of a new business model that focuses on the sustainability of the finance sector.

They are demanding that this model is adopted by regulators and the industry worldwide.

### Incentives and sales pressure

Around the world, banks and other financial institutions have put in place incentive schemes which pay bonuses to staff who meet sales targets. Usually, sales of some types of products – including debt products such as credit cards or mortgages – earn bigger rewards.

This kind of approach has led directly to a shift from a service culture to a sales culture within banks and to conflicts of interest between what the customers really need and what the staff are trying to sell them so as to meet targets.

This is made worse by the fact that information about conflicts of interest and remuneration structures are not consistently provided by firms when selling financial products.

According to an industry survey by the Basel Committee on Banking Supervision, information about conflicts of interests is only provided in 63% of cases.



Information about the amount and structure of remuneration received by the firm for the sale is given only in 51% of cases.

In the current business environment, finance institutions are not decreasing pressure on sales volumes. Instead, they often push for different products, such as credit cards instead of home mortgages.

Sales targets are too high for this economy and bank workers across the industry feel pressure to sell products that will hurt customers and financial stability.

- In the **United States**, tellers, personal bankers and branch managers have reported that banks rely on dodgy practices to increase overdraft fees, monthly maintenance charges and transactional fees that customers are not made fully aware of when purchasing the product. They describe these as the new norm and a chief source of earnings.

- In **Brazil**, because of high individual sales targets, many bank workers end up making offers of bank services conditional on customers buying other products, which is called “coupled sale.”

Banks make it difficult for staff not to engage in this sales culture.

- In **Australia and New Zealand**, for instance, finance workers report that banks pressure staff to “sell” products to family and friends outside of work hours by producing things like *The Barbeque Guide* giving advice to workers about how to “sell” products at barbeques, and the *Summer Campaign* reminding staff taking annual leave not to miss opportunities to sell to friends and family.

- Employees in a medium-sized financial company in the **UK** report that the high-pressure sales culture has become so intense that they are reviewed on a weekly, monthly and quarterly basis through a point system.

The key feature of this scheme is not so much the potential for being rewarded by a bonus – but the risk of facing disciplinary action if targets are not met.

If employees do not meet their targets then they face the prospect of being “performance-managed” – which can lead to staff being ‘managed out’ of the bank within six months.

Unions around the world are concerned that some of the growth in household debt also reflects banks' aggressive sales practices. ↗↗

The level of household debt is at historical peaks in many countries.

- In the **United Kingdom**, it has increased 73% between 1996 and 2007. It is now equivalent to 100.7% of the country's Gross Domestic Product (GDP).
- In the **United States**, household liabilities have increased 48% in the same period and now amount to 100% of US GDP.
- In **Denmark**, household liabilities are even higher at 121% of the country's GDP.
- In the **Irish Republic**, household debt was estimated in 2008 at 198% of the country's Gross National Product.

Unions are particularly concerned that many financial institutions are selling financial products without adequate regard to clients' needs or understanding of the risks they are taking.

- In **Germany** a consumer association survey, Stiftung Warentest/Finanztest, has shown that often bank employees do not even meet the legal requirements for selling financial products – with adverse consequences for consumers.
- In the **Czech Republic**, the stress issue is becoming more and more significant. Pressure to sell products is so high and employees are exposed to such a significant level of stress that one of the Czech Republic's biggest banking companies, ČS, has set up an anti-stress programme on its intranet.
- One comment from the ver.di union survey in **Germany** sums up the conditions facing bank employees: *"the pressure to sell has become completely intolerable. With some managers, you have the impression that they would beat you if they were allowed to."*

Others speak of "sales hell" and "inhuman methods," and many say they wonder "how long I can take this pressure before I become ill."

Stress is also linked to the question of wages.

- In the **United Kingdom** a team leader in general insurance at Lloyds Banking Group says,



*For more information on stress in the workplace, see page 12*

"front line workers in branches and call centres throughout the sector are under constant pressure to achieve tough targets on sales and referrals.

"If we don't achieve them we lose out on bonus increases in our already meagre basic pay. In the end, if we fail on our targets, we will lose our jobs."

The problem is that many bank employees depend on bonuses to reach a living wage. Contrary to popular perception, ordinary employees in financial services are not paid well.

- In the **United States**, median hourly wage for bank tellers is \$11.02 (or \$23,629 annually). This is just above the US federal poverty guidelines for a family of four.

Another widespread problem reported by bank workers in several

countries is that front-line staff selling financial products often lack sufficient training to understand the risks for customers buying these products.

The growing complexity of financial products makes continuous training of finance workers an increasingly important issue.

- In a survey on advice and sales of 'structured products' – undertaken by the Financial Services Union in **Denmark** in May 2009 – 1177 advisors were asked how competent they felt to advise on structured products. 29% said they had given advice on products even though they felt they knew too little about them because of insufficient training.

This narrow focus on short-term profit was the primary cause of the global financial crisis. ↗

# culture

Now with falling incomes, rising unemployment and lower house prices in many countries, the continuation of sales pressure is unsustainable and will increasingly result in many individuals and working families experiencing severe financial problems. This could be the next subprime mess.

## Unions demand a new business model worldwide

Finance workers want to be rewarded for providing good service and advice to customers, not selling inadequate financial products.

What is needed is a new customer-oriented and risk-aware business model based on sustainable growth. To achieve this, unions demand that a bottom-up approach to supervision is developed and that finance institutions sign a charter on responsible sale of financial products.

## A bottom-up approach to supervision and risk assessment

UNI Finance Global Union and its members are calling for a bottom-up approach to supervision and risk assessment.

A bank's business model can only be assessed effectively if internal procedures and operational practices are taken into account.

Incentive schemes, remuneration structures and training of staff can all have an impact on the long-term sustainability of financial institutions and of the finance industry as a whole.

Who else could better provide this information to regulators than front-line finance workers? They are the people operating on the ground and they know how regulation is applied in practice. They can provide checks and balances, which could improve understanding and assist in risk management among national and international regulators.

Finance workers must be involved in



*Even though economic activity has fallen off dramatically in recent times, many financial services staff are still expected to reach sales targets largely unchanged since the height of the boom.*

supervisory and risk management processes through unions and other representative structures.

Information on the use of aggressive remuneration practices, the lack of training and the creation of extremely complex financial products could be useful tools provided by employees to supervisory authorities.

UNI Finance, as the only worldwide organisation representing staff in the finance industry, can gather extensive information on the operational practices of finance companies and provide an inside view of what is happening in the industry.

## New charter on responsible sales

As well as this new approach to the issue of supervision, UNI Finance and its members

are also calling for the signing of a charter on the responsible sale of financial products by financial institutions worldwide.

The objective of this charter is to promote fair and transparent sales practices and encourage a risk-conscious business model.

The culture within a company should be such that it enables staff to provide good advice to customers buying financial products.

The charter covers the marketing and sale of financial products, remuneration as well as incentive structures, training of staff and financial education.

It also addresses one of the main failings of the finance industry that led to the global crisis: the pressure on workers to meet excessive sales and performance targets – coupled with a focus on short-term profits.

Recognising that employees are key stakeholders with hands-on experience and knowledge of internal business practices, the charter aims to bring management and unions together – along with other stakeholders – to address these issues at company level.

Under the umbrella of UNI Finance, finance unions around the world aim to bring this model charter to financial institutions and regulators with a view to opening negotiations on company-specific policy agreements on the responsible sale of financial products.

*IBOA is affiliated to UNI Finance Global Union Federation.*





Alexander Italianer

## EU pursuing greater banking regulation

The EU Commission has launched a wave of initiatives on various aspects of financial regulation in recent weeks.

A Green Paper on Corporate Governance in Financial Institutions has been issued to encourage consultation on a number of issues including:

- how to improve board composition in financial institutions to ensure better supervision and risk management;
- how to establish a culture which is far more risk-aware;
- how to change remuneration policies away from encouraging excessive risk-taking, and so on.

At the same time the Commission has announced that a number of specific reforms are already in the pipeline covering:

- Packaged Retail Investment Products,
- Deposit Guarantee Schemes,
- Derivatives and Shortselling; and
- Capital Requirements.

### Credit Rating Agencies

Following sustained criticism of the role of credit rating agencies in endorsing toxic financial instruments at the beginning of the global financial crisis, the EU Commission has proposed new regulations for these agencies.

These reforms aim to ensure efficient and centralised supervision at European level by the creation of a new European authority (ESMA); and to enhance transparency by enabling all credit rating agencies to access the information given

by a financial institution to the agency it hires to provide a rating for a particular product or for the entire business.

The Commission has also invited comments on draft proposals for new taxes on banks which could be earmarked for a contingency fund for use in case of another banking collapse – rather than general taxation. Perhaps in deference to the Berlin Government's concerns that Germany could still be saddled with the lion's share of the cost of compensating for the recklessness of others, the draft proposals favour a network of national funds rather than a single European Fund.

However, while there is widespread recognition of the EU's good intentions in trying to ensure that taxpayers will never again have to pay for the irresponsible behaviour of senior executives in the financial services, some analysts have queried whether this particular approach might actually encourage excessive risk-taking since the fund would effectively provide a safety net for when the dare-devils fall off the high wire.

Although in this scenario, it would be other banks – rather than the taxpayer – who would bear the cost of a bail-out, it could be seen as unfair if institutions which behave in a prudent and ethical fashion would effectively be required to provide insurance cover for those that do not.

Questions like these should result in a much more refined proposal when the consultation ends in the autumn.

## IBOA meets EU Commission

An IBOA delegation met a senior official of the EU Commission recently to discuss the Union's concerns about the EU viability plans for the institutions covered by the State guarantee in the Republic.

The IBOA team comprising General Secretary, Larry Broderick; President, Margaret Browne; and AIB Group Officer, Claire Walsh, had a lengthy meeting with Alexander Italianer, the EU's Secretary General for Competition.

The IBOA delegation highlighted a number of factors which should be taken into account in the viability plans, such as:

- the impact on jobs in each institution (especially those where staff are represented by IBOA);
- the impact of changes to one institution on competition in the industry as a whole (such as AIB's proposed disposal of assets);
- the need for transparency and regard for local industrial relations agreements and legislation in each country;
- a review of culture in each of the institutions; and
- appropriate protection of jobs, pay and terms and conditions of employment – with a provision that individual contracts of employment cannot be changed unilaterally.

The meeting facilitated a useful exchange and provided a much better understanding of the Commission's approach to the viability plans.

IBOA has agreed to make a written submission – with clear guidelines for consideration by the Commission.

**E**mployees in the financial services sector have never been under so much pressure.

Performance targets – which might have been seen as a bearable source of irritation during the boom years – have become an endless nightmare haunting staff with demands to chase business that just isn't there any more by pestering customers who frequently hold frontline staff responsible for the devastation that has resulted from the recklessness of senior executives.

These work pressures have been compounded by the steady reduction in staffing levels – through natural wastage, non-renewal of temporary contracts, a squeeze on pay and pensions and, in some cases, redundancy.

**B**ank officials who, just a short time ago, enjoyed a degree of social prestige (which was not always reflected in their pay) and increasingly see themselves as social outcasts – afraid to mention work in public for fear of being abused outside – as well as inside – their workplaces.

So is it any wonder that work-related stress has become an increasingly common concern for workers in the financial services sector?

See also: *Too much overtime is bad for you and your employer* on page 16.

# CLOSE TO BREAKING POINT

## Work-related stress

According to the UK's Health and Safety Executive, work-related stress is:

*"The adverse reaction people have to excessive pressures or other types of demand placed on them at work."*

Stress is not an illness – it is a state. We all encounter stressful situations in life from time to time. However, if stress becomes prolonged or systematic, then it may give rise to mental or physical illnesses.

Work is generally good for people if it is well designed. But it can also be a great source of pressure. There is a major difference between pressure and stress.

Pressure can be positive and a motivating factor, and may often be essential in a job. It can help us achieve our goals and perform better.

Stress, on the other hand, occurs when this pressure becomes excessive. Stress is a natural response to too much pressure.

### Achieving the right balance

A person experiences stress when they perceive that the demands of their work are greater than their ability to cope.

Coping means balancing the demands and pressures placed on you (i.e., the job requirements) with your skills and knowledge (i.e., your capabilities). For example, if you

are forced to work to a tight deadline on a project for which you have neither the skills nor the ability to perform well, you may begin to feel undue pressure which could over time result in work-related stress.

Stress can also result from having too few demands, as people become bored, feel undervalued and lack recognition. If they feel they have little or no say over the work they do or how they do it, this may also cause stress.

### Factors in stress

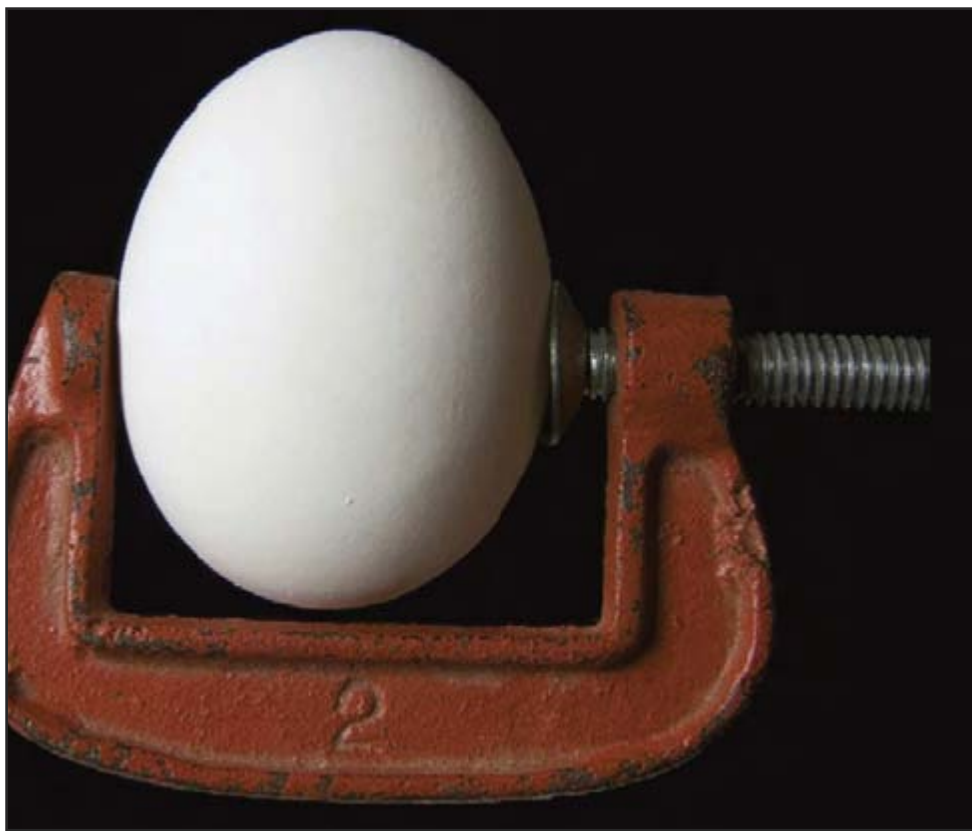
Stress affects people in different ways and what one person finds stressful can be normal to another.

With each new situation a person will decide what the challenge is and whether they have the resources to cope.

If they decide they lack the necessary resources, they will begin to feel stressed. Their response in this situation will depend on a range of factors, including:

- background and culture;
- skills and experience;
- personality;
- personal circumstances;
- individual characteristics;
- health status;
- ethnicity, gender, age or disability; and
- other demands inside and outside work.





Managers have a duty to ensure that work does not make their team members ill. So it is vital that they understand how to spot the signs of stress among their staff, and then apply appropriate strategies to reduce it.

### Signs of stress in individuals

If you are suffering from some of the symptoms opposite, it may indicate that you are feeling the effects of stress. If you find that work or aspects of your work bring on these symptoms or make them worse, speak to your supervisor/manager and your IBOA rep. It may be that some action taken at an early stage will ease the stress and reduce the symptoms.

While these are indicators of behaviour for those experiencing stress, they may also indicate other conditions. If you are concerned about yourself, please seek advice from your GP. If you are worried about colleagues, try to convince them to see their GP.

It is not up to you or your manager to diagnose stress. But you should recognise if behaviours have changed, be aware that something is wrong and take prompt action. Take care not to over-react to small changes in behaviour. You and your manager need to act if these behavioural changes persist. Use these symptoms (both individual and group) as clues.

### Emotional symptoms

- Negative or depressive feelings
- Disappointment with yourself
- Increased emotional reactions – more tearful or sensitive or aggressive
- Loneliness, withdrawn
- Loss of motivation and confidence
- Mood swings (not behavioural)

### Mental symptoms

- Confusion, indecision
- Inability to concentrate
- Memory lapses
- Changes from your normal behaviour
- Changes in eating habits
- Increased smoking, drinking or drug taking ‘to cope’
- Mood swings affecting your behaviour
- Changes in sleep patterns
- Twitchy, nervous behaviour
- Changes in attendance such as arriving later or taking more time off.

### Signs of stress in a group

- Disputes and disaffection within group
- Increase in staff turnover
- Increase in complaints and grievances
- Increase in absences through illness
- Increased reports of stress
- Poor performance
- Customer dissatisfaction or complaints

## Uncovering the “Union Safety” Effect

Like most other workplace issues, health and safety is subject to negotiation – it’s just when it comes to workers’ lives and health, unions won’t take no for an answer.

Sometimes just identifying problems and asking for improvements is enough. Other times it takes more – from tough negotiations to hard-nosed trade union action.

This “union safety effect” is very real and very pronounced. A classic study found that UK workplaces with an active union safety system had an injury rate of half that of workplaces without these systems.

Impressive you might think – but a recent re-examination of the evidence “led to results which are actually, if anything, a stronger confirmation of the mediated effects of trade unions on injuries at work.”

Another UK study found that “the proportion of employees who are trade union members has a positive and significant association on both injury and illness rates.”

It added unions “lower the odds of injury and illness when compared with arrangements that merely inform employees of OHS [occupational health and safety] issues.”

A recent evaluation of an accident prevention project in the printing industry – commissioned by the Health and Safety Executive (HSE) – found that a key factor in its success was the union role, and recommended “the encouragement of workforce involvement in health and safety, including involvement in the development of action plans.”

Making work healthier and safer the union way also has wider economic benefits.

A recent British Government investigation reported that the savings to society stemming from the activities of union safety reps – such as fewer sick and injured workers – runs to hundreds of millions of pounds every year.

## Too much overtime is bad for you and your employer

The Japanese call it – ‘karoshi’ – or death by overwork. The problem was highlighted again recently when the operator of a major restaurant chain, Nihonkai Shoya, and its four top managers were ordered to pay about ¥78.6 million (€700,000 or £580,000) in damages to the parents of a 24-year-old employee who died of overwork.

The Kyoto Court’s judgement set a new precedent in Japan by finding senior managers liable for damages in a case of ‘karoshi’ – after employee, Motoyasu Fukiage, died of acute heart failure after working an average of 112 hours of overtime per month.

The judge ruled that the company and its senior managers had failed to take proper account of its employees’ working hours, noting that its wage rates assumed that employees would work at least 80 hours of overtime a month in breach of Japan’s legal maximum.

Although the Fukiage case is an extreme example, the recession is creating added pressure on employees worldwide

to work longer hours. However, research published in Europe recently indicates that working just three or more hours’ overtime a day on a consistent basis could have major adverse effects on employee health.

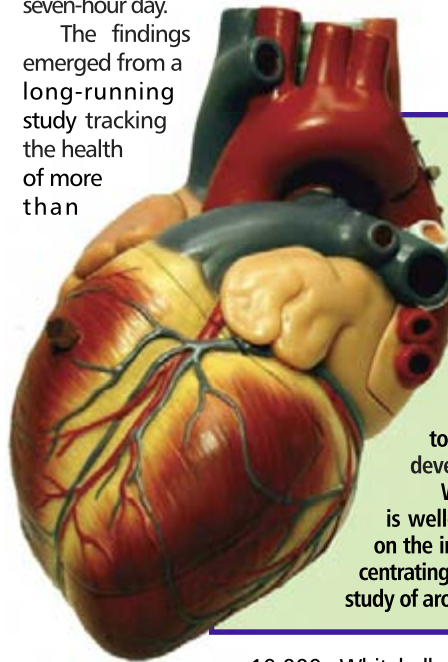
The report shows a 60% increase in heart-related illness such as non-fatal heart attacks and angina in those who work for three hours or more beyond a normal seven-hour day.

The findings emerged from a long-running study tracking the health of more than

described how the civil servants were given a battery of thinking tests in two time periods from 1997 to 2004.

The researchers found that those who worked more than 55 hours a week scored lower on vocabulary and reasoning tests than those who worked no more than 40 hours a week.

The results held true regardless of age, sex, marital status, education, occupation, income, physical diseases, psychosocial factors, sleep disturbances, and health risk behaviours.



### Work stress: a proven cardiac risk to women

Women in high-pressure jobs face up to twice the normal risk of developing heart problems as a direct result of work-related stress, according to recently published research in the journal, *Occupational and Environmental Medicine*.

Those who report feeling work pressures to an excessive degree are at increased danger of developing ischaemic heart disease.

While the link between stress and cardiac disease is well-known, most previous studies have focussed on the impact on men’s health. This new research concentrating specifically on women is based on a long-term study of around 12,000 female nurses in Denmark.

10,000 Whitehall civil servants since 1985. The most recent analysis, published in the *European Heart Journal*, looks at the working patterns of more than 6,000 employees, aged 39-61, over an average of around 11 years.

One or two hours’ overtime generally made no difference to their health, according to the researchers from University College London and the Finnish Institute of Occupational Health. But three or more hours led to a 60% increased risk of coronary heart disease.

Another study of the same group deals with mental function. Published in the *American Journal of Epidemiology* earlier this year, the research report

“This study shows that long working hours may have a negative effect on cognitive performance in middle age,” the researchers said.

One of the team leaders, Dr. Marianna Virtanen, of the Finnish Institute of Occupational Health in Helsinki, notes that long working hours are common worldwide.

“Long working hours have been found to be associated with cardiovascular and immunologic reactions, reduced sleep duration, unhealthy lifestyle, and adverse health outcomes,” the team notes. But the latest evidence also points to a negative affect on cognitive performance, grammatical acumen and alertness, they conclude.

### Small Ads Big Choice

#### Holiday Apartments to Rent

Adverts placed for IBOA members by IBOA members

Check out the IBOA websites:  
[www.iboa.ie/services/smallads.html](http://www.iboa.ie/services/smallads.html) or  
[www.iboa.org.uk/services/smallads.html](http://www.iboa.org.uk/services/smallads.html)





# safety:



## Play safe - work safe

The IBOA Safety, Health, Welfare and Security (SHWS) Committee aims to work with members and employers to create healthier, safer working environments for everyone.

IBOA has produced guidelines on your rights under health and safety legislation in the Republic and Northern Ireland. These can be accessed on the IBOA websites by following these links:

ROI: [www.iboa.ie/knowyourrights/yourrightsroi/healthsafety.html](http://www.iboa.ie/knowyourrights/yourrightsroi/healthsafety.html)

NI: [www.iboa.ie/knowyourrights/yourrightsni.html](http://www.iboa.ie/knowyourrights/yourrightsni.html) or [www.iboa.org.uk/knowyourrights/yourrightsni.html](http://www.iboa.org.uk/knowyourrights/yourrightsni.html)

If you have any questions or concerns about health and safety in your workplace, please contact a member of your local health and safety committee in the first instance.

If there is no health and safety committee in your workplace, please contact a member of the IBOA SHWS Committee below:

**Elaine Barker (BOI), Carmel Curran (FTB), Catherine Maher (Ulster ROI), Margaret Power (BOI-GB), Etain Ryan-Lyons (AIB), Jaynette Stirling (Ulster NI), Robert Thompson (NBL) and Kate Varley (AIB) – together with Senior Industrial Relations Officer, Steve Tweed.**

You can contact all of these by e-mail at [safety@iboa.ie](mailto:safety@iboa.ie) or by phone at 00-353-(0)1-4755908 or 00-44-(0)2890-200130.

# IBOA GOLFER *of* THE YEAR 2010



## MEN'S AND LADIES' STABLEFORD COMPETITION



GLASSON, ATHLONE, CO. WESTMEATH  
FRIDAY 20/SATURDAY 21 AUGUST 2010  
ENTRY FEE: €160\*

\*INCLUDES TWO NIGHTS' BED & BREAKFAST AND DINNER AND PRESENTATION OF EXCELLENT PRIZES ON SATURDAY NIGHT

### IBOA Golfer of the Year

Name.....

IBOA Membership No./Staff No.:.....

Employer: .....

Branch/Department:.....

Address for Correspondence: .....

.....

.....

Men's/Ladies' Competition (*delete as applicable*)

Handicap:..... (Maximum for men: 20; for ladies: 36)

Cheque enclosed: €.....

*Please return to Anna or Louise, Sports and Social Department, IBOA The Finance Union, IBOA House, Stephen Street Upper, Dublin 8. Closing Date for Receipt of Entries: Monday 19 July 2010.*



Central Bank Governor Patrick Honohan reviewed regulatory issues



Klaus Regling co-authored scoping report on Republic's banking crisis



Max Watson co-authored scoping report on Republic's banking crisis

## Reports on banking crisis broadly welcome

**IBOA The Finance Union has welcomed the broad thrust of the two preliminary reports into the banking crisis, writes Larry Broderick.**

Taking the two documents together, they clearly identify the key factors that contributed to the near collapse of the banking system in this country.

An inadequate and poorly applied regulatory regime, a Government tax framework which inflated the property bubble and a self-indulgent banking leadership which engaged in reckless competition with the most imprudent players in the market – all combined together to create a vicious circle which spiralled out of control and wrought havoc on the economy of this country and made the impact of the global recession immeasurably worse.

### Hysteria of greed and self-delusion

Underlying this hysteria of personal greed and self-delusion in these key aspects of our economic and public life was a short-term mentality that sacrificed the long-term stability of our financial institutions for personal gain.

But those who indulged in this highly irresponsible behaviour have emerged relatively unscathed – availing of generous golden parachutes and substantial nest eggs to comfort them in retirement.

Meanwhile the rank-and-file staff in the financial services sector – who on a number of occasions in the last decade warned of the dangers of the prevailing culture in the industry – are counting the cost of their senior management's calamitous lack of judgment as significant job reductions are prescribed as part of the price of rescuing these institutions.

### Failures of corporate governance

The investigation has also identified failures of corporate governance – including the absence of rigour at board level to question and challenge the disastrous lending policies advanced by senior management.

While these reports have highlighted the key issues contributing to the banking crisis, they will be of little more than academic value unless the Government follows up wholeheartedly with the necessary reforms to ensure that such a disaster can never again befall the Irish financial sector and with it, the economy.

The Government has begun to address many of the key shortcomings in the regulatory framework. But it must go further.

The blame game will only get us so far. But if we want to make a real and lasting difference we have to ensure that lessons are not merely acknowledged in lip service





# house: calls



**Brian Lenihan, Minister for Finance, to establish Commission of Inquiry**

– but genuinely learned and absorbed so that behaviours change decisively for the better.

For a number of years now, IBOA has sought to highlight the deficiencies in the culture of banking which not only enabled but actively encouraged the recklessness that led to the collapse.

We were largely ignored at the time. And while many more are willing to listen now in the light of subsequent events, we remain deeply concerned that many senior banking figures still haven't got it – and the same cynical short-termism that precipitated the crisis is still the basis for many of the responses to the crisis – with rank-and-file staff once again being viewed as the convenient scape-goats.

### Ongoing reforms necessary

It is vital, therefore, that the Commission of Inquiry to be established shortly should not only evaluate these two reports – but also set down a programme of ongoing reform for the future.

For its part, IBOA intends to contribute actively to the work of the Commission by highlighting the unique perspective of our members – who have a long-term commitment to building a financial services sector which would be primarily driven by consistent service rather than quick profit and which would seek to facilitate rather than dominate economic and social development.

## Prez to Sec ICTU post for Browne

IBOA President, Margaret Browne, has been elected as Secretary of the ICTU Women's Committee in the Republic of Ireland.

The Women's Committee aims to:

- co-ordinate policies and action by affiliated organisations catering for women workers on matters relating to the interests of women;
- investigate problems arising from the employment of women in industry, services and the professions;
- prepare reports on aspects of women's employment, conditions of work, pay and so on; and
- advise the Executive Council of Congress on issues relating to women workers.



**IBOA President, Margaret Browne**

## History in the Making IBOA's colourful story

Dr. Paul Rouse of the History Department in University College Dublin has been commissioned by the Union to produce a history of IBOA since its foundation in 1917.

A former journalist and researcher with the RTE current affairs programme, *Prime Time*, Paul Rouse is also an acclaimed academic with a particular interest in social history – which makes him ideally suited to the task of bringing the multi-faceted story of IBOA to life.

In addition to the Union's own archive, Paul is keen to see any documents, memorabilia and artefacts relating to IBOA's history which current or retired members may have in their possession.

All material identified will be returned after being photographed or photocopied for the IBOA archive.

Paul is also keen to interview members who may have been 'eye witnesses' to major events in our history. Members with



particular reminiscences of the Union are invited to share their memories either in writing or by recording them on video or tape.

If you are interested in taking part in this unique project, please contact the History Team at IBOA The Finance Union, IBOA House, Stephen Street Upper, Dublin 8, by phone at 01-4755908 or e-mail [history@iboa.ie](mailto:history@iboa.ie)

# Absolutely intolerable

## Targetting of bank staff in hostage raids

In the wake of media reports following recent bank kidnappings, IBOA General Secretary, Larry Broderick, has urged commentators to refrain from seeking to apportion blame before a thorough investigation of all the circumstances has been completed.

"It has been suggested that, if the raiders manage to get away with the cash, there must be a failure of the internal procedures for dealing with these situations.

"The inference drawn in some quarters is that this failure is the fault of the individual victim who, it is claimed, should alert the authorities while the kidnapping is in progress.

"Whatever about other procedures that may be in place to flag abnormal withdrawals of cash in bank branches, it is intolerable that a bank official under threat to his or her own life or those of loved ones or friends should also now be expected to take risks with their safety," said the IBOA leader.

"For some, it seems, it is not enough that bank officials should live in a state of near paranoia – trying to vary their daily routes to and from work in case they are



AIB's Crumlin Branch – the target of a recent kidnap raid (Photo: Photocall)

under surveillance and wondering every time there is a knock at the door in the evening if they could be facing a gun when they open it.

"Even in the most traumatic circumstances, bank officials endeavour to act responsibly and in line with established procedures. However, since few of us ever have to deal with situations where our families or colleagues are held at gunpoint,

I think it is extremely presumptuous to jump to conclusions about supposed staff failures before a thorough investigation of all of the circumstances has even been completed.

"Considering that senior executives in the banks managed to lose billions for nothing more than greed, it is a bit rich to criticise ordinary bank staff for handing over thousands under extreme duress when their lives and those of others are directly threatened by armed criminals.

"Apart from a review of the operation of internal procedures in this particular case, I believe that other pertinent questions should also be asked such as why it is still deemed necessary to hold such large volumes of cash in branch offices and why banks are still loath to make proper provision for the personal protection of their staff in their homes as well as in the workplace."

"For our part IBOA has contacted the retail banks and the Garda authorities for an urgent review of all aspects of security in order to ensure that our members' safety receives the highest priority," he declared.

## GLENNON'S CAR & HOME INSURANCE

Offering a range of discounts exclusive to IBOA members in the Republic of Ireland, Northern Ireland and Great Britain.

Phone: 00353-1-7075999

Email: [iboa@glennons.ie](mailto:iboa@glennons.ie) Web: [iboa.glennons.ie](http://iboa.glennons.ie)



# Saving Banks Campaign

## Union wants secure future for AIB (UK)

Following AIB Group's surprise announcement of its intention to sell off its UK Division – comprising First Trust Bank in Northern Ireland and Allied Irish Bank (GB) in Britain, IBOA has been engaged in a major campaign to alert public representatives in both jurisdictions about the possible implications of the Bank's proposals.

As we go to press, a delegation from the Union are preparing to meet the First Minister and Deputy First Minister at the Northern Ireland Assembly in Stormont on June 28 to be followed by a general briefing for Assembly Members and MPs the same afternoon.

A second briefing in the Houses of Parliament in Westminster has been arranged with invitations issued to all MPs with constituents employed by First Trust Bank or Allied Irish Bank (GB).

This latest round of briefings follows an earlier meeting with the Minister for Finance in Northern Ireland, Sammy Wilson, and an appearance before the Finance Committee of the Northern Ireland Assembly (see *video recording on the IBOA websites at [www.iboa.ie](http://www.iboa.ie) or [www.iboa.org.uk](http://www.iboa.org.uk)*).

AIB Group has put these businesses up for sale in order to raise capital towards its current funding shortfall so that it can reduce the level of financial support to be provided by the Irish Exchequer – which will be necessary to enable the Bank to reach an acceptable capital funding standard.

By disposing of these businesses and other assets in Poland and the US, AIB Group is trying to avoid the Irish Exchequer taking a majority shareholding in the Group.

However, most independent analysts believe that even if all of these sales are completed success-



**Meeting the Ministers: (from left) Deputy First Minister, Martin McGuinness; IBOA Executive member, Sharon McAuley; First Minister, Peter Robinson; and IBOA General Secretary, Larry Broderick (Photo: Kevin Cooper/Photoline).**

fully, the funds raised will not be sufficient to prevent the need for majority State ownership of the Group.

Under these circumstances, then, AIB's apparent determination to sell off First Trust Bank and Allied Irish Bank (GB) in what seem to be very depressed market conditions is causing major concern for staff in both businesses.

In a depressed financial market, there is a real danger that, if AIB pushes the sale through at virtually

any cost, the two Banks may be acquired in a "fire sale" by a company lacking the necessary commitment or experience to maintain or develop the businesses into the future.

Such a scenario would have serious implications for staff in terms of jobs, pay and other employment terms and conditions. It could also have major repercussions for the economy – especially in Northern Ireland – at a time when the supply of credit has never been more vital.

# THE IRISH BANKERS' CLUB

IBOA HOUSE, STEPHEN STREET UPPER, DUBLIN 8

## BAR OPENING HOURS:

Tuesday-Saturday – 4.30pm till late.  
Sunday-Monday – closed.

## Coming Soon: THE 25th BANKERS' CLUB DRAW

This will be a very special draw celebrating 25 great years in the Banker's Club.  
Watch out for the entry forms in late August/early September.  
The cost will again be €45.00 for ten monthly draws.

COMING UP IN AUGUST  
**Friday August 6, 2010**  
**BIG SUMMER CLUB NIGHT**  
Special Food Menu All Night  
All Pints €3.00 6pm-8pm  
Late Bar. Music & DJ.  
All welcome (including guests).



## UPCOMING CLUB DRAW NIGHTS

**Friday June 25:**  
1st Prize – Two-week holiday for two to the Algarve

**Thursday July 29:**  
1st Prize – Two-week holiday for two to Malta

**Friday September 24:**  
1st Prize – Two-week holiday for two to Austria

Each month:  
2nd Prize: €300, 3rd Prize: €250,  
4th Prize: €200,  
Draw 9pm. Bar Food: 6pm-10pm  
Attendance Prizes

## THE PLACE TO PARTY IN 2010

- Reduced room hire rates
  - 21st, 30th, 40th, etc parties.
  - Going away nights
  - Table Quiz Nights, Race Nights
  - Parties and Christenings
  - Catering and DJ facilities available
  - We can cater for numbers up to 120
  - Full bar licence – extension available
  - Why not book or call in and look around?
- Call 01-4758970 10am-12noon or after 5pm.
- ### THE PERFECT PARTY VENUE

## CLUB MEMBERSHIP

**New members welcome. Join now and enjoy free membership until September 2010 – cost then only €20 per annum.**

Facilities include:

- Special room hire rates
- Bar and meeting room facilities.
- Catering and DJ facilities available
- Big screen for all sporting occasions

**Don't miss out – Join today!**  
Copy, complete and return the application form to Honorary Secretary, Michael Martin at the address above.

## APPLICATION FORM

Name:.....  
Male/Female (*delete where applicable*)  
Employment:.....  
Branch/Dept:.....  
Bank Account Details  
Bank & Branch:.....  
NSC:...../A/c No.....  
I hereby authorise you to debit my account with the annual subscription for Club membership. I agree to be bound by the Rules of the Club and accept the appropriate annual adjustment when applicable. Notification will be forwarded in writing if I wish to cancel this mandate.  
Signed:.....Date:.....  
*Please return to Michael Martin, Honorary Secretary at the address above.*

Results of recent Bankers' Club draws are posted on the IBOA websites:  
[www.iboa.ie/services/sportsandsocial/bankersclub.html](http://www.iboa.ie/services/sportsandsocial/bankersclub.html)  
[www.iboa.org.uk/services/sportsandsocial/bankersclub.html](http://www.iboa.org.uk/services/sportsandsocial/bankersclub.html)



## Make sure you keep us up to date

All members should make sure that they inform IBOA House of any changes in their personal and employment data – such as changes in address, employment status, grade, etc.

This is particularly important since a change in employment status – such as moving to part-time hours, for example – could result in a reduced subscription rate.

Claims for a refund for any overpayment of subscriptions – which might arise in such cases – can only be backdated to cover a maximum of two years.

You can contact the Union's Membership Department:

- by letter to IBOA House, Stephen Street Upper, Dublin 8;
- by e-mail to [info@iboa.ie](mailto:info@iboa.ie);
- through either of IBOA's websites – [www.iboa.ie](http://www.iboa.ie) or [www.iboa.org.uk](http://www.iboa.org.uk); or
- by telephoning 00-353-1-4755908 or 00-44-2890-200130.

# Online exclusive

## New section on IBOA website for members only

The IBOA websites have been expanded to include a new "members only" section – which provides a range of information for the exclusive use of Union members.

Among the new resources which are only accessible to IBOA members are:

- pay rates for members in the major employments (including the Associated Banks) as well as key agreements between IBOA and these employers; and
- training documentation – including guidelines on preparing for promotional interviews.

Some content which has so far been freely available in the public area of the websites has been transferred to the members-only section. These elements include:

- the full text of Union circulars (only summaries are now available in the public area);
- specific details on how to claim the special discounts negotiated solely for IBOA members (only a description of the product or service is now available in the public area – but not information on how to claim it.)

The members-only section – which is password protected – will also provide exclusive

information on activities (such as petitions, letter-writing and other actions) to support Union campaigns – which may not be considered appropriate to be accessed by members of the general public.

It is also intended to use the facility of this confidential section to survey members' opinions on various topics from time to time.

"This is a significant development in our ongoing efforts to make the most of modern communications technology to provide members with essential and useful information," said Union General Secretary, Larry Broderick.

"We are also very conscious of the fact that our information services are only possible by virtue of our members' subscriptions: it is appropriate, therefore, that some material should only be available to members who are funding the service."

In order to access the members only section of the site, you will be asked for your IBOA membership number (which you can find on the address sheet that came with this magazine). Once your identity has been verified, you will then be able to set your own password with which you can access this section of the site in future.



## NATIONAL SEA LIFE BRAY

### Special Offer for IBOA members

- For individuals: **Save €3 off full admission price**
- For families: **Supersaver deal of €20 for family of 4 (normal price €35)**
- Offers may not be used in conjunction with any other offer or promotion.

National Sea Life Centre, Bray Seafront, Bray, Co. Wicklow. Tel. 00-353-1-2866939 [www.sealife.ie](http://www.sealife.ie)

## NIB in new deal with An Post over cash handling

Despite the comparisons with “the pub with no beer,” National Irish Bank (NIB) is going ahead with the introduction of cashless operations throughout its branch network by the end of the year.

However, in a move to avoid possible customer reservations about the development, NIB has concluded an arrangement with An Post, the Irish post office network, to handle cash for the Bank’s customers.

Cashless operation is one of a number of elements sought by management in the major restructuring plan which included proposals to close 25 branches with 150 voluntary redundancies on terms agreed by IBOA members earlier this year.



## Concerns over restructuring at NIB

IBOA may have to return to the independent mediator for further clarification of a number of issues that have arisen over the implementation of the restructuring plan at National Irish Bank (NIB).

The Union has engaged in a series of meetings recently with senior management in NIB to review progress on the Future Programme, which was accepted by IBOA members following the intervention of independent mediator, Kevin Foley.

The Union’s NIB Executive Committee is determined to ensure that all of the commitments contained in the Foley agreement will be implemented in full by the Bank.

### PENSIONS

Meanwhile, discussions have also begun between IBOA and NIB senior management on a review of the Defined Benefit pension scheme which was sought by the Bank.

Little progress has been made so far in these discussions. IBOA has totally rejected an opening proposal from management for the closure of the existing Defined Benefit scheme for future accrual of pension

benefits with all staff migrating across to the new hybrid scheme which has operated for all staff joining the Bank since 2008.

Management has confirmed that it remains open-minded and committed to working with IBOA to find a mutually acceptable solution.

IBOA has engaged a team of professional actuaries and pension advisers to assist the Union’s negotiators in this process.

## Northern Bank productivity talks continue

Talks on new productivity arrangements are continuing between IBOA’s Northern Bank Executive and senior management at Northern Bank.

While significant progress has been made during a series of meetings, some issues have still to be finalised between the parties.

### Encore...



## TAKE A BREAK

Special discounts for IBOA members on hotel breaks throughout Ireland. See [www.iboa.ie/services/discount.html](http://www.iboa.ie/services/discount.html) or [www.iboa.org.uk/services/discount.html](http://www.iboa.org.uk/services/discount.html) for more information on current offers exclusive to IBOA members.







Ulster Bank Head Office in George's Quay, Dublin (Photo: Photocall-Ireland)

## Ulster Bank seeks to extend opening hours

Senior management at Ulster Bank want to open a number of Branches on a Saturday morning and to operate all Republic of Ireland Branches on extended opening hours on Monday to Friday.

Management has proposed to IBOA that staff working on a Saturday would receive a day's leave as time off in lieu. However, the Union has rejected this as inadequate – arguing instead staff should be compensated for Saturday working by receiving either time off in lieu at the appropriate rate of overtime (i.e., double time for Saturday); or a weekend attendance allowance.

Talks are continuing between the two sides on this issue.

At the same time the Bank has also confirmed its intention to introduce a new contract for all new entrants and current staff being promoted that will include a commitment to work within the business hours Monday to Saturday, 8am to 8pm. This is an additional provision going beyond the controversial new contracts offered to staff at the end of 2009.

When asked by IBOA why this change was being sought, the Bank said that this level of flexibility would be a feature of all future Ulster Bank contracts of employment.

This U-turn by Ulster Bank confirms IBOA's suspicions during the contract row last year which were vigorously disputed by management at that time.

Although management has claimed that any change to the opening arrangements of any branch would be implemented on a voluntary basis, members have already reported to the Union that they are coming under pressure to volunteer for Saturday working – backed up with the threat of being transferred if they refuse to 'volunteer.'

IBOA has warned the Bank that this pressure on staff is completely unacceptable.

## Legal cases against Ulster Bank continue

Claims by IBOA members in Ulster Bank over the withholding of contractual pay elements such as PEF awards and an annual 10% top-up payment are currently in process with the Right Commissioner service in the Republic of Ireland and through the High Court in Northern Ireland.

In addition, a second case is also proceeding in Northern Ireland under legislation which prohibits an employer from seeking to offer incentives to encourage employees to forsake their right to trade union representation.

Make a date...

### GO WILD AT BELFAST ZOO

IBOA's Family Day at Belfast Zoo will take place on Saturday, October 2, 2010. On production of your IBOA membership card, you will be entitled to free admission at the main gate for two adults and four children or one adult and five children.

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Tallaght, Coolock, Phibsboro, Santry,  
Finglas, Ongar and Tyrrelstown),  
Dundalk, Gorey, Maynooth, Navan  
and Newbridge.

Don't forget...



## DAY OUT AT DUBLIN ZOO

IBOA's annual Family Day at Dublin Zoo  
takes place on Saturday, September 4,  
2010. On production of your IBOA  
membership card, you will be entitled  
to free admission at the main gate for  
two adults and four children or one adult  
and five children.



## AIB staff alarmed by proposed share dealing policy

IBOA has rejected an attempt by AIB Group management to introduce a new policy on share dealing by staff.

Under this new arrangement, all members of staff would have to seek permission from the bank if they wish to trade in any shares or other financial instruments of any quoted and publicly traded companies.

IBOA views this requirement as totally unacceptable as does the Union's legal advisors.

While IBOA and its legal advisors fully support all legal obligations on staff in dealing in financial instruments, the Bank's proposals are an unwarranted intrusion into the private affairs of staff – not only as shareholders in AIB but as citizens of the Republic of Ireland, Northern Ireland or Great Britain.

"This proposal is extremely heavy handed," said Senior Industrial Relations Officer, Steve Tweed.

"It is important to note," he added, "that under the relevant EU Directive, the 'permission to deal' requirement only applies to certain 'designated employees' who were identified as working in areas



Senior Industrial Relations Officer,  
Steve Tweed

where it was likely that they would have access to inside information about AIB or to any other quoted or publicly traded companies.

"Apart from these specific 'designated employees,' there is no legal basis for the Bank's proposals and IBOA is totally opposed to them," he declared.

## AIB should think again on plans for future

### General Secretary addresses AGM

IBOA General Secretary, Larry Broderick took the unprecedented step of directly addressing the recent AGM of AIB Group in order to articulate the concerns of employees over the future direction of the Group following the announcement that AIB intends to sell off AIB (UK); to dispose of its stakes in the Zachodni Bank in Poland and M&T Bank in USA; and to scale back its operations in the Republic of Ireland.

While recognising that the Group needed to raise capital in order to meet the more robust funding standards required by the Financial Regulator in the Republic, the IBOA leader warned that a forced sale of First Trust Bank and AIB (GB) in such depressed market conditions would be a bad deal for AIB's shareholders as well as for the staff directly concerned.

A near fire sale of the two businesses would not achieve a price reflecting their true economic worth. At the same time it would place the remaining business, AIB (ROI), at a major disadvantage compared to its two main competitors – Bank of Ireland and Ulster Bank – which both have well established networks in Northern Ireland as well as a presence in Britain.

The General Secretary urged the AIB Board to rescind their proposals for First Trust and Allied Irish Bank (GB) in order to enhance the long-term prospects for the Group and to offer a more stable future for AIB employees.

The full text of the General Secretary's statement to the AGM is available on the IBOA websites at [www.iboa.ie/aib/4](http://www.iboa.ie/aib/4) or [www.iboa.org.uk/aib/4](http://www.iboa.org.uk/aib/4)



IBOA General Secretary, Larry Broderick, addresses the AIB Annual General Meeting in BankCentre, Ballsbridge (Photo: Laura Hutton/Photocall-Ireland).

## IBOA initiates claims for contractual pay in AIB Group

IBOA is co-ordinating legal action against AIB over the Bank's failure to honour contractual pay awards to staff – such as increments, merit awards and performance-related pay – in all three jurisdictions.

The Union's attempts to engage with the Bank on the issue on several occasions in recent months met with a negative reaction from management.

"The Bank's approach is unacceptable," said Senior Industrial Relations Officer, Steve Tweed, "since it fails to acknowledge the contribution of staff without whom the situation facing the Bank would be very much worse.

"It is equally important that staff do not forfeit their contractual rights to annual pay increase at this time – especially if the current uncertainties about the future of AIB was to result in redundancies at some stage in the future – since this could affect the size of any severance payments.

"IBOA believes members are entitled to these payments in recognition of their ongoing efforts and continuing commit-

ment to the Bank. It is unfortunate that the Bank's attitude has left us with no alternative than to go down this route to try to secure our members' contractual rights. But we will not let this matter go," he added.

### Tony Mitchell

Members of the IBOA's AIB Executive Committee were saddened to learn of the sudden death of AIB's Group Head of Industrial Relations, Tony Mitchell, recently.

Aged 44, Mr. Mitchell is believed to have suffered a massive heart attack while attending a sports event involving one of his children.

IBOA was represented at Mr. Mitchell's funeral rites by the General Secretary, Larry Broderick, and the AIB Group Officer, Claire Walsh, who expressed condolences on behalf of the Union to Mr. Mitchell's widow and family.

## BOI members accept mediator's pension proposals

IBOA members in Bank of Ireland have voted by an overwhelming majority to accept pension changes recommended by the independent mediator, Mark Connaughton, Senior Counsel, having considered detailed submissions from Bank of Ireland and the Union.

The mediator's proposals had been recommended by IBOA's Bank of Ireland Executive Committee on the basis that they not only protect existing pension benefits for pensioners but also put in place new arrangements for pension increases for pensioners into the future.

"While these proposals reflect a change in the existing agreement with IBOA, they should be viewed positively compared to the alternatives put forward by the Bank during the negotiations," said Senior Industrial Relations Official, Gerry Hanna.

The Bank has also accepted the mediator's recommendation. The full text of the proposals is available on the Union websites at [www.iboa.ie/bank-of-ireland/](http://www.iboa.ie/bank-of-ireland/) or [www.iboa.org.uk/bank-of-ireland/](http://www.iboa.org.uk/bank-of-ireland/)



IBOA General Secretary, Larry Broderick, with the Union's Bank of Ireland Group Officer, Dave Keane (Photo: Tommy Clancy).

## Talks on job security, pay proceed at BOI

Negotiations on pay and job security between IBOA, the Bank and the agreed independent mediator, Mr. Mark Connaughton, SC, are well advanced. Mr. Connaughton is expected to issue a recommendation on these issues shortly.

IBOA General Secretary, Larry Broderick, told *Spectrum* that in view of the current uncertainty about the future of the Irish banking industry, "it is important that this recommendation is issued as soon as possible so that we can move forward to resolve these issues."

### Proposal to Restructure Northern Ireland Operations

Senior management at Bank of Ireland has engaged with IBOA on a restructuring programme for the Bank's operations in Northern Ireland – which has recently been reclassified as a region – on the basis of full consultation and negotiations with the aim of reaching a comprehensive agreement which can give comfort to members on the protection of their pay and terms and conditions of employment.



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## Concern for jobs at HP as BOI declines to renew IT contract

### Fear that new contractor may send work abroad

**IBOA is concerned that the jobs of up to 200 IT staff working on the Bank of Ireland contract at Hewlett Packard may now be in jeopardy after the Bank confirmed recently that it will not renew the contract with HP when it is due to expire early next year.**

General Secretary, Larry Broderick, said that IBOA members are fearful that, regardless of which of the two remaining companies – HCL and IBM – eventually wins the competition for the contract, some of the work may be exported abroad to the detriment of staff in Ireland.

“Our members would normally expect to transfer with the work – as they did when the work was originally contracted out of Bank of Ireland,” he said. “But they are seriously concerned that the new contractor may opt to use workers based overseas in low cost economies.

“As a trade union, IBOA naturally has major concerns for the livelihoods of our

members and their families – especially as many of them have considerable experience working for or on behalf of Bank of Ireland.

“But we also believe that there is a very important issue of public policy at stake here. The taxpayers of Ireland have made a considerable commitment at a very difficult time in order to support Bank of Ireland through its current crisis.

“It would be an unacceptable display of ingratitude if the Bank were to repay that support by contriving to export highly skilled work out of this country at a time of mass unemployment.

“Furthermore the latest Government-sponsored report on innovation highlighted once again the critical role of the ‘smart economy’ in driving employment growth into the future. But the foundations of the ‘smart economy’ have been laid already.

“The work undertaken by our members in HP on behalf of Bank of Ireland is exactly

the kind of knowledge- and technology-based enterprise which should be at the heart of the smart economy. Yet it seems that a major financial institution – in which the State is a major stakeholder – could now be instrumental in allowing a number of highly skilled jobs to disappear.

“Apart from the impact on these employees and their families, the State would also be short-changed in terms of lost revenues and increased expenditure – not least in the millions of euro that would have to be spent to source replacement industries.

“What we need in this instance is some joined-up thinking,” said Mr. Broderick. “That is why IBOA has sought engagement with both Bank of Ireland and with the Minister for Enterprise, Trade and Innovation, Mr. Batt O’Keeffe, TD, to ensure that appropriate commitments are in place to protect the jobs as well as the pay and terms and conditions of employment of the affected staff.”

## Planning for retirement?

The idea of retirement can take some getting used to. Most of us who plan for this milestone do so under one main banner – financial security. The crucial question is: how can we maintain a proper standard of living?

Most people reading this are likely to have made provision for some sort of occupational pension. Many may also have full or partial entitlement to a State pension.

But considering that a fall in gross income on retirement is also likely to involve a substantial fall in taxes and income levies, then the impact on our net income is likely to be far less damaging than we might imagine.

But planning for retirement involves much more than just making sure we have enough cash. With people living longer today, this is likely to be the first generation of retirees that, on average, may enjoy as many years in retirement as they have in their working life.

So crossing the threshold into retirement needs to be a planned adventure.

So what are the other issues that come with retirement? All of us, regardless of our position in life, have a certain status. We are identified with our job and the rank we hold within our employment.

Today you have a job that gives you a defined role and certain status, but once you retire this will no longer be the case. Nevertheless, you are the same person with the same talents that you had before; but you will not be using them in your future retirement in the same way as you do today. So the first thing to realise is that while our place in the world changes, the future is still full of opportunities.

Although people's experience of retirement varies enormously, the one certainty is that people who plan for their retirement find the experience more fulfilling, less daunting and full of opportunities.

Happy and fruitful retirements are based on preparation of mind, attitudes



and body – and the sooner preparation begins the better. Research has shown that those who plan for retirement live longer and are more content than those who do not. The Retirement Planning Council's



John Higgins

experience over the last three decades of helping people to plan for the changes that retirement brings is such that a planned retirement is a happy retirement.

*Founded in 1974, the Retirement Planning Council of Ireland has 35 years of experience of helping to smooth this transition to retirement. The Council knows the issues that concern would-be retirees who may be a little uncertain or maybe even fearful. It aims to dispel the myths about retirement.*

*The RPCI is a not-for-profit organisation with charitable status and is supported by more than 200 private and semi-State bodies. All our courses are presented by experienced professionals at various centres around the country.*

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- *Accept that change happens in many ways throughout our life*
- *Deal with the specific things that change in retirement*
- *Realise the opportunities that exist to enjoy an active retirement*
- *Remind us of the need to maintain a healthy lifestyle*
- *Inform us of our social welfare entitlements*
- *Deal with taxation and investment*

*Should you wish to know more about us you can visit our website at [www.rpc.ie](http://www.rpc.ie) or call our office on 01-6613139.*

*John Higgins is the Chief Executive Officer of the Retirement Planning Council of Ireland.*

# Tantalizing Tentations



❁ **Radiance Plus Cream Gel by Clarins** provides a natural healthy colour rather than a luminous orange glow – without streaks. Exfoliate first for best results.

❁ **FakeBake Airbrush Instant Self-Tan:** Probably the best of the many FakeBake tanners, the new 360-degree airbrush spray can deliver an excellent result.

❁ **St. Tropez Everyday Gradual Tan:** Still one of the best self-tanners around, it avoids patchiness and produces a natural shade.

❁ **Daly Sun Tan Bronzing Moisturiser:** Inspired by the shimmering TV celebrity, Tess Daly, and available from M&S.

❁ **Deep Bronze Luxe by Xen-Tan:** the cream's greeny-grey tinge belies the natural brown result.

❁ **Estée Lauder Radiant Firming Creme:** Tinted to make it easy to apply – gives very good consistent colour.

❁ **Rodial's Brazilian Airbrush Tan:** A light non-streak spray produces a darker shade of brown - suitable for olive complexions. Tinted for easier application.

❁ **Rimmel Instant Tan Bronzing Spray:** Sprays on easily, blends well and washes off easily.

❁ **Sisley Self-Tanning Gel No. 2:** Colourless so not for the novice, it leaves skin feeling smooth and nourished without being oily.

❁ **Dior Auto-Bronzant Self-Tanner Natural Glow:** does exactly what it says on the tube – natural bronze tan.

## Neil's divine discontent

The last thing you need when you are trying to rebuild your battered reputation is to be continuously confused with someone else who seems to be almost universally reviled.

But such is the fate of AIB (Allied Irish Bank) which continues to be mistaken by many people (especially overseas commentators) for the other 'AIB' – Anglo Irish Bank.

It is likely that this understandable confusion lies at the heart of comments by the Divine Comedy's Neil Hannon who, in a recent interview, described how a new song, *The Complete Banker*, was written when "the Allied Irish Bank was crumbling and the Irish Government were propping it up with our money, and I was thinking this is so unjust."

"It's one of the few songs I've ever written really angrily," says Hannon, the son of the former Bishop of Clogher.

While some have argued that rage does not appear to have been a particularly productive stimulus for Hannon's



Neil Hannon of the Divine Comedy  
(Photo: Leon Farrell, Photocall-Ireland).

composition skills, *The Complete Banker* seems to be getting more airplays than any other track on his new album, *Bang Goes the Knight-*

*hood*, which marks his return to the Divine Comedy banner – albeit as a solo performer – after his recent collaboration with Thomas Walsh of Pugwash on *The Duckworth Lewis Method* –

a concept album about cricket (the sport not the insect) which was released to much critical acclaim last year.

The new album combines the wry and quirky humour that has become Hannon's trade mark alongside wistful – almost melancholic – songs about a love that is usually far from the romantic ideal.

The title track tells the story of a City gent who frequents fetish parlours. Hannon has declined to confirm media speculation that the song was inspired by recent revelations about motor racing boss, Max Mosley – the son of former British fascist leader, Sir Oswald Mosley.

Another track, *At the Indie Disco*, acknowledges the Divine Comedy's beginnings – name-checking some of the band's musical contemporaries of twenty years ago such as Blur, the Cure, the Pixies, Morrissey, the Stone Roses, My Bloody Valentine and the Wannadies from Sweden.

*Down In The Street Below* is a very well crafted delicate ballad. But arguably the album's best track both musically and lyrically is *When a Man Cries* – as it contemplates various aspects of male vulnerability through Neil Hannon's highly evocative voice.

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# screen: saviour

The final chapter in the story of Shrek marks a welcome return to form for the Dreamworks team – after they rather lost their way in *Shrek The Third*.

In order to rediscover the freshness of the original film, the creators of *Shrek Forever After* avail of a plot device that effectively rewinds the tape by transporting the ogre into a parallel world in which the relationships established in the previous three films no longer exist.

After a blow-up at his children's first birthday party, Shrek goes for a stomp through the countryside and runs into Rumpelstiltskin (Walt Dohrn), who offers him a deal: one day from Shrek's life in exchange for one day for Shrek to go back to his original existence as a scary ogre.



## The Party's Ogre...

but Shrek franchise back to form for final instalment

But as Shrek is tricked into giving up the day of his birth, he has never rescued Fiona (Cameron Diaz) and never met Donkey (Eddie Murphy) or Puss in Boots (Antonio Banderas).

So Shrek has just 24 hours to save Far Far Away while somehow finding true love's kiss (again) which will activate the opt-out clause in his contract with Rumpelstiltskin.

Since this is the last Shrek movie, they say, it's fitting that the focus returns to Shrek.

An ideal movie to keep the kids entertained for an afternoon during the holidays!

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Cork (Mallow): Gate Cinema  
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Dublin (Swords): Movies@Swords  
Letterkenny: Century Cinemas  
Lifford: Eclipse Cinemas  
Listowel: Classic Cinema  
Sligo: GCG Cinema  
Waterford: SGC Dungarvan  
Wexford: SGC Enniscorthy

To avail of these tickets please send a cheque made payable to the IBOA for the value of the amount of tickets you require to IBOA Cinema Offer, IBOA House, Stephen Street Upper, Dublin 8.

Note: IBOA accepts no responsibility for lost or stolen tickets, or for tickets which have passed their expiry date.

The N1 highway snakes across the vast wilderness of South Africa's highveld, covering the 1,400 kilometres from Johannesburg to Cape Town.

Along the way it skirts the city of Bloemfontein, which is why, last Sunday, the going was slow. The World Cup caravan was on its way to watch Germany and England collide.

Between the vuvuzelas and the traffic mayhem, we'll long remember this World Cup. But there's been enough excitement in the football so far that, over time, the positives will surely outweigh the negatives.

Germany against England was a case in point. A great game, it also threw up all manner of issues, not least the stubborn intransigence of FIFA and its President, Sepp Blatter, to contemplate the use of technology to resolve controversial issues.

Not that there was anything remotely controversial about what should have been Frank Lampard's equalising goal for England. His shot struck the crossbar, and bounced well behind the goal line before spinning back out into the waiting arms of the German goalkeeper Manuel Neuer.

That would have brought England from 2-0 down to 2-2, at a time when the game was swinging back in their favour. Somehow the match officials missed this – though just about everybody else had seen it.

That decision is something else – like England's controversial goal against the then West Germany in similar circumstances in the 1966 World Cup Final – that will be long remembered too.

Controversies, though, only serve to mask bigger issues, one of which is the reason behind the early exit of England, and the even earlier departures of the two teams who contested the last Final in Germany four years ago, Italy and France.

In the case of the latter two, you don't have to dig too deep. Italy's coach, Marcello Lippi, harboured the mistaken belief that he could repeat the trick of winning the trophy with a

## The Cup That Cheers

(when it's not drowned out by the vuvuzelas!)



**Argentina's star, Lionel Messi and Mexico's Gerardo Torrado (left) in action at the World Cup in Johannesburg's Soccer City Stadium in South Africa (Photo: INPHO/Action Images/Carl Recine Livepic)**

heavy reliance on a core of the troupe that had been successful in Berlin. Nine of his squad of 23 were over 30. Only one of the eleven who began their opening game in South Africa against Paraguay was under 25.

The signs had been there in the Confederations Cup, the dress rehearsal tournament twelve months ago. They'd been embarrassed by Egypt. But Lippi wasn't reading the runes. He masterminded Italy's first first round exit since 1974, an ignominious end to the champions' defence of their trophy.

France were no better, though in their case, it was a matter of persisting with a manager for too long. Raymond Domenech had taken over as coach in the summer of 2004, but despite ending his first campaign as World Cup runner-up,

he'd run a dismal European Championship in 2008, finishing bottom of the first phase group, and it was something of a surprise that he retained his job.

The folly of the decision to keep him was laid bare when it became clear early in South Africa that he did not enjoy the confidence of his players. They were uninspired in their opening game – a 0-0 draw against Uruguay – and were looking clueless against Mexico when half-time was reached in that match, again at 0-0.

It didn't become apparent until after they'd been beaten 2-0 that Domenech has substituted his star striker, Nicolas Anelka, at half-time after a blazing row during the break. Anelka had exploded in a verbal tirade when Domenech had suggested he play further up the pitch, and effectively walked out of the World Cup.





The final ignominy was defeat by the hosts, who themselves had already been eliminated.

At least England managed to limp out of the qualifying group before being mauled by Germany in their worst ever World Cup defeat.

Having reached South Africa with an almost flawless sequence of results, it was widely expected they would be among the serious contenders, if not for the title, at least for a place in the last four.

Flattering to deceive has become England's stock-in-trade. This time it seemed their serial achiever of an Italian manager was afflicted by the malaise. Fabio Capello won the Champions League with AC Milan, and a clutch of titles in Italy and

Spain. But running a national team in a World Cup proved beyond him.

From his indecision, going into the tournament, about which goal-keeper to choose, ending up with the unfortunate Robert Green who gifted the USA a goal in England's opening game, to his blind faith in Emile Heskey, when England had just gone 4-1 down to Germany, he displayed ineffable confusion.

England's cause wasn't helped by John Terry's extra curricular activities earlier in the year, which led to him being stripped of the captaincy. This can't have helped his performances, nor can the strife he caused with remarks at a press conference that led to him being effectively silenced at a subsequent

**The Lampard "goal" which referee, Jorge Larrionda, did not give. (Photo: INPHO/ Action Images/ Peter Cziborra).**

team meeting. In the circumstances, is it any wonder players like Wayne Rooney underperformed?

It's often said that the real World Cup begins with the knock-out phase. The sixteen qualifiers seemed to carry a message about trends in the international game.

Of Europe's thirteen starters, only six – England included – made it out of the groups. Africa, which had such high hopes given its biggest representation yet, only Ghana, of the six who qualified for the World Cup, flew the flag in the last sixteen.

South Korea and Japan may have surprised by their emergence, Mexico and the USA less so, but the most significant statistic is that all five South American countries made it through to the last sixteen.

Brazil and Argentina would have been hugely fancied, and will also rank as potential winners, such is their tradition, and the rich seam of playing talent they are able to mine. But it is also significant that Uruguay and Paraguay won their groups and Chile qualified too.

Is it as much social as sporting? It's been suggested that rich and pampered professionals, earning big salaries in the top leagues, can't be bothered with an end-of-season outing in a national shirt, as their loyalties lie with their pay packets.

Yet Júlio César, Maicon, and the captain Lúcio, to name but three of the Brazil squad, must have done well as Champions League winners with Inter Milan. Their club-mate Walter Samuel plays with Argentina, alongside Messi of Barcelona and Tévez of Manchester City, who would be among the highest earners.

Forlán of Uruguay stars with Atlético Madrid. The squads of Chile and Paraguay feature those who earn their living in Europe.

In recognising their achievements so far, should we be looking to South America for a potential winner? Notwithstanding Germany's powerful performances, Holland's perfect record to the last sixteen, and Spain's momentum after their surprising defeat by Switzerland, that would seem natural. But nothing is won in the first two weeks, and knock-out football is another planet. This noisy, ebullient World Cup, so refreshingly different so far, could be one of the most memorable yet.

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better: read

# Beating the recession by the book

It's a sign of the recessionary times that a number of self-help books are suddenly appearing offering supposedly practical advice on how to make your cash go further or find additional uses for your existing possessions.

Two such publications from the redoubtable Reader's Digest stable are *How to Pay Less for Just About Anything* and *Extraordinary Uses for Ordinary Things*.



*How to Pay Less* offers a host of "thrifty tips" – or penny-pinching ideas – to make the most of limited cash.

This miser's manual is full of money-saving suggestions for big expenditures like cars, holidays and hotels as well as basic everyday items like healthcare, hobbies, food and drink.

Among these suggestions are a number of strategies to avoid having to stand your round at your local – a real example of how to be penny wise pound foolish as you

save money and lose friends at the same time!

The book is available for £12.99 – but, if you follow its basic philosophy to its logical conclusion, you'll save your money and borrow the book from the public library.

After reading *Extraordinary Uses*, you'll see many items of household junk in a completely new light. Cancel that skip and discover the hidden potential of more than 200 common household items.

This recycling bible outlines what can be cleaned,



fixed or saved with a sprinkling of baby powder, a pinch of salt or even by applying the skin of a banana!

*Extraordinary Uses* also offers lots of practical advice – including how to clean your diamond ring with toothpaste (before you pawn it presumably!) and how to revive a car battery with an aspirin.

With over 2,000 useful tips, this book should repay the £12.99 asking price.

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## 'Soccernomics'

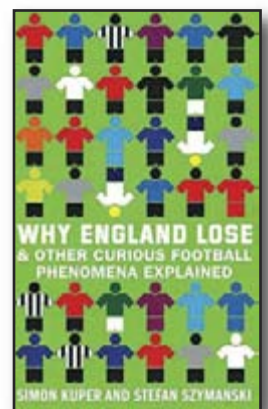
As England were failing to reproduce the near perfect form of their World Cup qualifying campaign when they got to the finals in South Africa, Simon Kuper and Stefan Szymanski – sports writer and economist respectively – attempt to find some logical – or at least plausible – justifications for some of the seemingly eternal yet unfathomable truths of soccer.

However, economics is not known as the dismal science without good reason – and although Szymanski and Kuper try to deploy reasoned arguments to unravel some of soccer's

more perplexing issues, few seem robust enough to withstand close scrutiny.

The academic rigour of some of their earlier work appears to have been deliberately dialled down for this more popular book.

However, despite that general health warning, the book still outlines a number of entertaining hypotheses as well as some quite thought-provoking analysis – especially about the remarkable managerial achievement of the late Brian Clough in bringing Nottingham Forest – an unfashionable club of very modest resources – to the pinnacle of European soccer.

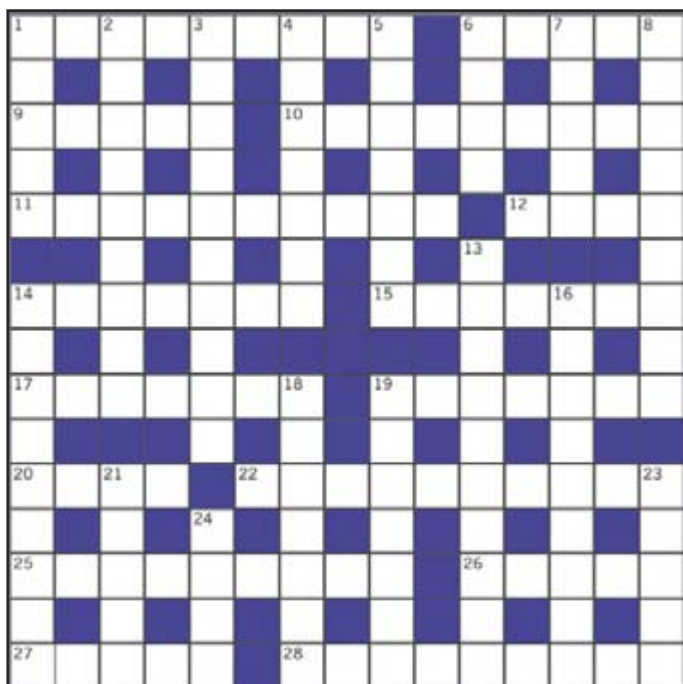


As for the enduring enigma of England, the issue is not so much that the team underachieves but it is burdened with unrealistic expectations by a highly jingoistic tabloid press.



# prize: crossword

A prize of €50 will be awarded to the first entry drawn from our post bag after the closing date.



### Across:

1. Dividing (9)
6. Filaments (5)
9. Saturn has some (5)
10. Assortment – often scented (9)
11. Ancient mathematician (10)
12. Joke (4)
14. Go before (7)
15. Aware (7)
17. Guest (7)
19. Short novel (7)
20. Bellow (4)
22. Childhood training (10)
25. Short-term (10)
26. Blaze (5)
27. List of contents (5)
28. Most energetic (9)

### Down:

1. Fight for a piece? (5)
2. Makes longer (9)
3. Wills or covenants (10)
4. Beg (7)
5. Heated up (3,4)
6. Peter Pan's adversary (4)
7. Celia \_\_\_\_\_, actress and long-time associate of Victoria Wood (5)
8. Minute trace (9)
13. Lacking drama (10)
14. Italian tenor (9)
16. Protest vigorously (9)
18. Italian artist (7)
19. Russian dancer (7)
21. Prepared for combat (5)
23. Client of a hotel (5)
24. Persuade (4)

Name ..... Union No .....

Address .....

.....

Employer ..... Branch/Dept.....

### PREVIOUS SOLUTION

**Across:** 1. Tasmanian; 6. Devil; 9. Earth; 10. Momentous; 11. Enterprise; 12. Last; 14. Achieve; 15. Saracen; 17. Caracas; 19. Bonanza; 20. East; 22. Attractive; 25. Institute; 26. Image; 27. Twist; 28. Amendment.

**Down:** 1. Theme; 2. Stretcher; 3. Abhorrence; 4. Immerse; 5. Nemesis; 6. Dane; 7. Viola; 8. Lusitania; 13. Grandchild; 14. Alchemist; 16. Candidate; 18. Satsuma; 19. Burmese; 21. Sushi; 23. Eject; 24. Mist.

The winning entry for the prize crossword competition in the last issue was submitted by Gill McIlmoyle of Portstewart, Co. Antrim.

A prize of €50 will be given to the sender of the first correct entry drawn from our post bag on July 30, 2010. Entries should be sent to Crossword, *Spectrum*, IBOA – The Finance Union, IBOA House, Stephen Street Upper, Dublin 8. A photocopy of the grid is acceptable if you prefer not to cut up the magazine.

# sudoku: challenge

A prize of €30 will be awarded to the first entry drawn from our post bag after the closing date.

|   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|
|   |   | 7 | 4 | 9 |   | 5 |   |   |
|   |   |   |   |   | 6 | 7 |   |   |
| 1 | 9 |   |   |   | 5 |   |   | 6 |
|   | 7 | 6 |   | 3 |   |   |   | 5 |
| 2 |   |   | 5 |   | 7 |   |   | 3 |
| 5 |   |   |   | 2 |   | 4 | 7 |   |
| 7 |   |   | 3 |   |   |   | 5 | 2 |
|   |   | 3 | 7 |   |   |   |   |   |
|   |   | 2 |   | 6 | 9 | 1 |   |   |

A prize of €30 will be awarded to the sender of the first correct entry drawn from our post bag on July 30, 2010.

All entries should be sent to Sudoku, *Spectrum*, IBOA – The Finance Union, IBOA House, Stephen Street Upper, Dublin 8.

A photocopy of the grid will be acceptable – if you would prefer not to cut up the magazine.

The winning entry for the Sudoku Challenge in the last issue was submitted by Rachel Barry of Navan, Co. Meath.

Name ..... Union No: .....

Address .....

.....

Employer ..... Branch/Dept.....

## The invisible hand of democracy

The outcome of the recent General Election in Britain provoked a great deal of comment in the media as the negotiations between the parties got under way on the formation of a new government.

As coalition governments are relatively rare at Westminster, it was understandable that this was largely uncharted territory for many in the media. But it seems that, rather like nature, the media abhors a vacuum.

In other countries where coalition government is the norm, it can take a number of days running into weeks or even months (occasionally) to put together governments – especially if the outcome of the negotiations has to receive a further democratic mandate from a delegate conference.

However, in the increasingly frenetic world of the British media – which seems

to march to the incessant beat of the Sky News drum – where the news cycle is calibrated by the minute, it seems that a week is not just a long time – but an absolute eternity – in politics.

To justify their demand for instant gratification from the potential Cabinet-builders, the British media looked for allies who might share their impatience – and so became fixated on the market's response to the "delay" in forming a government.

Instead of exploring the public's reaction to the options available after the 'balanced' outcome of the election, journalists were



assigned to find out the market's attitude – which, after all, would be far more important than the voters who created the mess in the first place!

How does the market feel about a hung Parliament?

How does the market view the "continuing uncertainty" (just a couple of days after the election)?

Even though business representatives patiently explained that the wheels of

commerce would continue to turn as usual regardless of the temporary absence of a Cabinet, an increasingly desperate media seemed to be trying to suggest that the sky (no pun intended) was about to fall.

Many members of the press had all the appearances of the bride's family at a shot-gun wedding – with the Liberal Democrats on this occasion being rushed into doing the "right thing."

### More false profits? Bank analysts have a crack at World Cup predictions

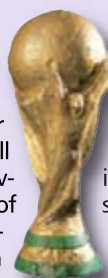
Trying to restore some street cred, no doubt, after getting so many financial projections so wrong in the last few years, analysts at Goldman Sachs, J.P. Morgan, UBS and Danske Bank have tried to predict how far each of the 32 qualifiers will go in the 2010 FIFA World Cup.

Apart from the more obvious factors such as the team's recent records and even host nation/continent advantage, the analysts also considered wider economic and social issues.

For example, UBS included a team's total salary package (with their clubs) in its calculation. Danske factored in population size and GDP – but strangely considered that a country's FIFA ranking could be a negative indicator of tournament performance.

Goldman opted to pay to the FIFA the betting

So, after analysis in all science involving a variety of question-most of them



and J.P. Morgan, closer attention rankings and market.

couching their kinds of pseudo-ing econometrics social indicators able relevance, seemed to take

the easy way out – and followed the market herd – taking their cue from the prices set by the bookies, as opposed to stock exchanges.

So it comes as little surprise, then, that the analysts at Goldman Sachs, UBS and Danske Bank have all predicted that Brazil will win.

The number crunchers at J.P. Morgan, on the other hand, have stuck their necks out by tipping England to win on July 11.

After J.P. Morgan's team also tipped Slovenia to finish fourth – ahead of Germany and Argentina, we could suggest that they just stick to the day job. But then again, they didn't do so well with the sub-prime crisis either!



## BELFAST BANKERS' CLUB

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Please call 02890-382866 any time after 5.30pm or e-mail: bankers.club@ntlbusiness.com

### JOIN THE CLUB:

To join the Belfast Bankers' Club, download the application form from one of IBOA's two websites – [www.iboa.ie/services/sportsandsocial/bbc.html](http://www.iboa.ie/services/sportsandsocial/bbc.html) or [www.iboa.org.uk/services/sportsandsocial/bbc.html](http://www.iboa.org.uk/services/sportsandsocial/bbc.html) – complete the form and return it to the club at the address above.

With a half-yearly membership fee of £12.50, the Belfast Bankers' Club offers excellent value for money.

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|   |       |             |
|---|-------|-------------|
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# IBOA GOLFER *of* THE YEAR 2010



## MEN'S AND LADIES' STABLEFORD COMPETITION



GLASSON, ATHLONE, CO. WESTMEATH  
FRIDAY 20/SATURDAY 21 AUGUST 2010  
ENTRY FEE: €160\* OR €50 (GOLF ONLY)

\*INCLUDING TWO NIGHTS' BED & BREAKFAST  
AND DINNER ON SATURDAY NIGHT  
WITH PRIZE PRESENTATION

### IBOA Golfer of the Year

Name.....

IBOA Membership No./Staff No.:.....

Employer: .....

Branch/Department:.....

Address for Correspondence:.....

.....

.....

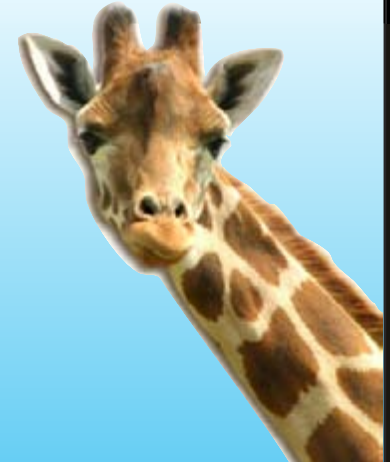
Men's/Ladies' Competition (*delete as applicable*)

Handicap:..... (Maximum for men: 20; for ladies: 36)

Cheque enclosed: €.....

*Please return to Anna or Louise, Sports and Social Department, IBOA The Finance Union, IBOA House, Stephen Street Upper, Dublin 8. Closing Date for Receipt of Entries: Monday 19 July 2010.*

Look us up...



## FAMILY DAY AT FOTA

IBOA's annual Family Day at Fota Wildlife Park, Little Island, Cork, takes place on Saturday, July 3, 2010. On production of your IBOA membership card, you will be entitled to free admission at the main gate for two adults and four children or one adult and five children.

Don't forget...



## DAY OUT AT DUBLIN ZOO

IBOA's annual Family Day at Dublin Zoo takes place on Saturday, September 4, 2010. On production of your IBOA membership card, you will be entitled to free admission at the main gate for two adults and four children or one adult and five children.