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e-research

The latest e-research newsletters from e-reward have been posted in the library on the SARA website. These newsletters are for paid-up SARA members and can only be accessed with a password.

Issue 35 - Case Study New Reward Framework at British Telecommunications

This in-depth case study, researched and written by in-house pay experts at e-reward.co.uk, investigates the key strands of British Telecommunications's new reward framework which has redefined the entire premise of how the company rewards its managerial and professional people. As part of its research, e-reward interviewed Kevin Brady the HR Director Reward and Employee Relations at British Telecommunications.

British Telecommunications plc is one of the world's largest telecommunications companies. It employs 102,100 people around the world, including over 90,800 in UK, where it is one of the largest private sector employers. The company has offices and facilities all over the UK and as well as in Europe, Asia Pacific and the USA. BT recognises two trades unions in the UK: the Communications Workers Union which represents 59,000 BT people in non-management grades; and Connect which represents 26,000 BT people, predominantly managers and professionals.

BT's new reward framework affects all managerial and professional employees in the UK and all employees outside of the UK. In the UK this includes all former personal

contract grade people, professional sales grade people, management and professional grades, and professional technical grades totalling 29,000 people. Outside of the UK, this includes all employees, where possible totalling 12,000 people. Covering more than 40,000 employees in total, the new reward framework is one the biggest change initiatives in BT's history.

Issue 34 - Seven Case Studies Examining Recognition Schemes

This study, researched and written by e-reward's in-house reward experts, seeks to provide an accessible and concise guide to employee recognition schemes. Aimed primarily at reward specialists, HR practitioners and all those concerned with reward management, the emphasis throughout is on the practical reality of developing and implementing a recognition scheme for your organisation.

Via a series of case histories, we learn first-hand from the practical experience of seven organisations with recognition schemes. What do these organizations hope to achieve by embracing employee recognition? How do you develop a recognition scheme and what should it cover? How well have they been received by employees? What are the main stumbling blocks? What factors determine whether one should offer employees online access? These case studies offer a unique insight into how organisations are putting employee recognition into practice.

To read more, go to: [e-research issues 34 and 35](#)

Tips for Effective Employment Recognition

How to Reward, Recognise, Award, and Thank People Successfully

Employee recognition is not just a nice thing to do for people. Employee recognition is a communication tool that reinforces and rewards the most important outcomes people create for your business. When you recognize people effectively, you reinforce, with your chosen means of recognition, the actions and behaviours you most want to see people repeat. An effective employee recognition system is simple, immediate, and powerfully reinforcing.

When you consider employee recognition processes, you need to develop recognition that is equally powerful for both the organization and the employee. You must address five important issues if you want the recognition you offer to be viewed as motivating and rewarding by your employees and important for the success of your organization.

- You need to establish criteria for what performance or contribution constitutes rewardable behaviour or actions.
- All employees must be eligible for the recognition.
- The recognition must supply the employer and employee with specific information about what behaviours or actions are being rewarded and recognized. Anyone who then performs at the level or standard stated in the criteria receives the reward.
- The recognition should occur as close to the performance of the actions as possible, so the recognition reinforces behaviour the employer wants to encourage.

- You don't want to design a process in which managers "select" the people to receive recognition. This type of process will be viewed forever as "favouritism" or talked about as "it's your turn to get recognized this month." This is why processes that single out an individual, such as "Employee of the Month," are rarely effective.

If you attach recognition to "real" accomplishments and goal achievement as negotiated in a performance development meeting, you need to make sure the recognition meets the above stated requirements. Supervisors must also apply the criteria consistently, so some organizational oversight may be necessary. The challenge of individually negotiated goals is to make certain their accomplishment is viewed as similarly difficult by the organization for the process to be a success.

People also like recognition that is random and that provides an element of surprise. If you thank a manufacturing group every time they make customer deliveries on time with a lunch, gradually the lunch becomes a "given" and no longer rewards.

There is always room for employee reward and recognition activities that generally build positive morale in the work environment. In one company, there is a "smile team" that meets to schedule random, fun employee recognition events. They sponsor ice cream socials, picnics, the "boss" cooks day, and so on, to create a rewarding environment at work.

Rewards and recognition that help both the employer and the employee get what they need from work are a win-win situation.

Article by Susan Heathfield - a management consultant specialising in human resource related systems, issues, and opportunities. [Read more](#)

SARA Conference 2005

"Reward Strategies and Tools that Drive High Performance" is the theme for SARA's annual conference which is being held on **10 and 11 November 2005** at the **Monte Casino Conference Centre** in **Johannesburg**. The registration process is well under way and members are encouraged to make full use of this opportunity to network with fellow Reward Strategists and learn from renowned international speakers **Andy Buergi** and **David Nickerson**.

- ❖ **Andy Buergi** is a founding partner of the Living Water Institute (Switzerland). He is a personal and corporate coach and consultant with more than 16 years of "hands on" experience. He served as the International Managing Director of a consulting network operating in 18 countries for seven years and from there went on to become a partner in one of the global "big four" consulting companies, with the primary focus on providing services in organisational development and human resources consultancy. His areas of expertise are in human resource consulting, organisational development, human performance improvement, as well as reward consulting. Andy is a faculty member of World at Work, regularly teaching their Global Remuneration Professional programs in Europe. He is also a member of the International Coach Federation and CoachU. Besides his professional activities, Andy is also strongly involved in charity work and serves as a member of the Swiss Board of the Mercy Ships Association.

- ❖ **David Nickerson** has worked in several industries in the UK as a Sales and Marketing professional with a particular focus on change management and market alignment. He joined the Hay Group's UK operation seven years ago and has since moved into the international arena. Currently he is the regional director for Hay Information Systems (HIS) Division for Europe, Middle East and Africa. David is involved with the provision of market information to global and domestic organisations in a mix of first and third world economies. He has been involved in the re-definition of the HIS Division Offerings to ensure they meet the fragmented needs of an electronically driven pay economy.

There will also be interesting presentations on prevalent remuneration themes by local Reward Strategists such as **Mpho Letlape MD (Human Resources) at Eskom**. SARA's 2004 Reward Strategist of the year **Sue Tosh, Head Human Capital Management at Old Mutual**, will present her real-life case study on *Supporting the Achievement of Business Strategy through an Innovative Rewards Strategy* while **Michael Mol** will be sharing his ideas on creative ways to attract, retain, reward and motivate your younger employees.

An expert panel has been put together to debate controversial issues facing today's reward managers such as pay for top executives and the merits of disclosing remuneration. Jeremy Maggs (TV and Radio Presenter) will be fielding tough questions along with fellow panel members Mark Bussin (21st Century Pay Solutions Group), Lindsay Williams (Financial Journalist) and David Loxton (Bowman Gilfillian Attorneys).

The SARA Conference 2005 is sponsored by the **Hay Group, 21st Century** and **Remchannel**. SARA members would like to extend their appreciation to these companies for their assistance in making SARA 2005 the highlight of the reward year.

Conference Fees - SARA Members:

Full conference package (inclusive of banquet for two people) – R3650
Day 1 – R2000, Day 2 – R2000, Banquet – R250

Non-SARA members:

Full conference package (inclusive of banquet for two people) – R4000
Day 1 – R2500, Day 2 – R2500, Banquet – R300

Register for the conference and attend **SARA's Annual Banquet** free of charge. Further details on the conference as well as the registration form can be found at: [Conference 2005](#)

Annual Banquet & Reward Awards

SARA's Annual Banquet will be held on **Saturday 12 November 2005** at La Toscana, Monte Casino in Johannesburg. During the course of the evening, SARA and Remchannel will be announcing the much anticipated **2005 Reward Strategist and Reward Practitioner**.

The finalists in the **Strategist Category** are:

- Kirk Kruger and Petrus Hendriksz from SAB Ltd
- Andrea Wiehahn from Edcon
- Barbara Parry from MTN

The finalists in the **Practitioner Category** are:

- Eljse van Schalkwyk from First National Bank
- Anusuya Govender from Cell C
- The Nedbank Eyethu Implementation Team

Winners in these categories will each receive a cash prize of R15 000 as well as the recognition of their peers. In addition the winners' organisations will receive public acknowledgement for employing award-winning reward practitioners.

People who nominated candidates for the awards have put themselves in line to win a weekend away to the value of R4000 plus R1000 spending money. The winner of this great prize, sponsored by Remchannel, must be present at the awards evening banquet to qualify for the prize.

On the evening, SARA will also be acknowledging members who obtained the Global Remuneration Professional Qualification during 2005.

SARA AGM Report Back

The **SARA Annual General Meeting**, held on **6 October 2005** at The House of Pharoahs in Bryanston, was attended by 60 members of the association. President of SARA, Ronel Nienaber, gave an overview of the year's events and thanked the Committee Members of 2004/2005 for offering their time to SARA thereby enabling it to grow from strength to strength. The complete version of the speech is available on the website at: [President's Speech](#)

Corporate Members submitted their nominations and voting then went ahead for the 2005/2006 Management Committee. Ronel Nienaber was re-elected as SARA President and the commitment and professionalism she brings to the position will be much appreciated by SARA.

Congratulations go to the following members who were elected onto the SARA Management Committee for 2005/2006:

Ronel Nienaber **(President)**
Nicolene de Beer **(Deputy President)**
Kobus Moolman **(Deputy President)**
Barbara Parry **(Deputy President)**
Mark Bussin
Mawethu Cawe
Peet Kruger
René Richter
Nazlie Samodien
Averile Ryder
Sue Tosh

SARA members wish the newly elected President and the Management Committee of SARA a successful year in office and hope they find the experience both gratifying and productive.

Retirement - Michelle Adams

Michelle Adams took early retirement in September 2005 to pursue a more leisurely life and is currently developing a Bed & Breakfast establishment in KwaZulu Natal. We wish her well in her endeavours and know that with her commitment and passion she will make a success of her new project.

Michelle started off her career at Drake Recruitment Services, moving later to Barnib and then First National Bank where she worked as a HR Manager in their IT Division. In 2000 Michelle joined Remchannel, just prior to the launch of the Remchannel system, bringing a wealth of knowledge with her which assisted with the testing and refinement of Remchannel.

Michelle was a corporate member of SARA at the time of joining Remchannel and was later co-opted to the executive committee. She supported the core values of both SARA and Remchannel and her ethics are beyond reproach. Michelle marketed SARA membership at every opportunity and in the time she was involved with SARA contributed to growing the membership base. She also provided valuable input to the SARA executive committee. Thank you, Michelle.

Branch News

Western Cape Branch

“Current Issues in Reward Management” is the theme of the Western Cape Branch event organised for **4 November 2005** at the Old Mutual Business School in Pinelands, Cape Town. Speakers at the event include Christo Bester from Sanlam, Dianne Auld from Pick 'n Pay and Sue Tosh from Old Mutual. For more details on the programme as well as directions to the venue, go to: [Western Cape Branch](#)

Please RSVP Gillian at Gillian@vdw.co.za before 1 November 2005.

Durban Branch

The Durban Branch hosted a very successful Excel Skills for Remuneration Workshop on the 3rd and 4th of October 2005, presented by Diane Auld. The trainee delegates all learnt many new excel remuneration and time saving techniques.

New Website Postings

- The presentation by **Lukas de Swardt** to the SARA AGM on 6 October 2005 entitled “Validating a Variable Remuneration Methodology” is now available on the website at: [Presentation](#)
- **Conference 2005** – The Brochure and Registration Form for this year’s conference can be found at: [Conference 2005](#)
- **Expatriate Remuneration Preferences** – The presentation by **Benoit Raffray** to the SARA Expatriate Management Group, on 24 August 2005, covering his research into expatriate remuneration is on the website at: [EMG Presentations](#)

SARA Events Programme 2005

Month	Date	Function
November	10 - 11	SARA Conference
November	12	SARA Year-End Banquet
November	14 - 16	GRP 7 Seminar (Johannesburg)
November	17 - 19	GRP 8 Seminar (Johannesburg)
November	18	EMG Event (Johannesburg)
November	21 - 23	GRP 5 Seminar (Cape Town)
November	24 - 26	GRP 6 Seminar (Cape Town)

If there is any information you would like to know about SARA Events, please contact Gillian at the Secretariat: gillian@vdw.co.za

EMG Events 2005

Month	Date	Function	Venue	Time
November	18	Psychometric Study on the Impact of Assignments (Marius van Aswegen)	MTN Building Fairlands	07h00 - 09h30

Please RSVP Gillian by 15 November 2005: gillian@vdw.co.za
For further details, go to: [EMG Events](#)

2005 GRP Programmes

Cape Town GRP Seminars

Date	GRP	Module
21-23 November	GR5	Performance Management, Strategy, Design and Implementation (Peet Kruger)
24-26 November	GR6	Variable Pay – Incentives, Recognition and Bonuses (Peet Kruger)

The GRP 5 and 6 Seminars will be held in Cape Town at the Greenways Hotel, No 1 Torquay Avenue, Upper Claremont.

Johannesburg GRP Seminars

Date	GRP	Module
14-16 November	GR7	International Total Remuneration (Andreas Buergi - Switzerland)
17-19 November	GR8	International Benefits (Andreas Buergi - Switzerland)

The GRP 7 and 8 Seminars will be held at the House of Pharoahs, Johannesburg. For more information on the GRP Seminars, please go to: [GRP Seminars](#)

HR Africa 2005

HR Africa 2005 – The second annual premier gathering of Africa's Human Resource Executives and Practitioners will be taking place at Vodaworld in Midrand, Johannesburg from **21 to 25 November 2005**. Acclaimed author Michael Armstrong; business leader, Mervyn King; and chief economist, Mike Schussler; will be speaking at the event along with HR masterminds from Egypt, Ghana, Malawi, Mozambique and South Africa. For further details go to: [HR Africa 2005](#)

e-reward Conference

“**Creating an Effective Reward Strategy**” is the theme of e-reward's one-day conference being held at “The Howard” Hotel in **London** on **30 November 2005**. It is a day dedicated to providing insight into total reward. We will look at how this integrated and business-aligned approach to reward management can play a part in ensuring you are 'an employer of choice'. One major focus of total reward is on the non-financial dimensions of the reward package, but we will look at the significance of pay as a means of attracting, retaining and providing tangible rewards to employees and give you expert analysis on strategy to implementation.

For further information, go to: [e-reward conference](#)

Employment Opportunity

PricewaterhouseCoopers – Human Resources Division is looking for a high-flying entry level consultant to work in a client facing role. A successful candidate would have top-class academic results, have excellent interpersonal skills.

Duties: Analysis of numerical data in spreadsheet format. Writing up results of analysis in the form of reports. Proposal writing and research into HR related areas. Client liaison and client relationship management. Facilitating workshops for the

collection of data. Act as subject matter expert within group. Follow up on client lead/s. Contribute to development of the business e.g. writing articles.

Skills and Attributes: Excellent numerical skills and familiarity with the use of spreadsheets. Good oral and written communication skills. Good organisation and time management skills. Team player with leadership qualities. Client service and results oriented. Good interpersonal skills and work towards team goals. Work to tight deadlines and has a sense of urgency. Self starter, motivator, enthusiastic. Thinks big picture. Pays attention to detail. PC literacy and excel spreadsheet capability

Qualifications: Honours B.Comm with Statistics and analysis of spreadsheets. In addition an HR related qualification would be an advantage.

Experience: 1 year general work experience essential. General exposure to aspects of HR or a field with numeracy experience would be an advantage.

If you are interested in fulfilling this type of role and feel that you are able to meet the requirements, please send your CV to Sally Turvey at the following e-mail address: sally.turvey@za.pwc.com

For other employment opportunities, go to: [Employment](#)

Consultant Members

Consultant members play an important role in SARA and we encourage our members to develop closer ties with them. SARA members can access the Consultant Members' websites for more information on the services and products they have to offer.

- **21st Century Pay Solutions**
Dr Mark Bussin – TEL (011) 447 0306
www.21century.co.za
- **Alexander Forbes Financial Services**
Tracy Reynders – TEL (011) 269 0318
www.aforbes.co.za
- **Averile Ryder Remuneration Consulting**
Averile Ryder – TEL (031) 262 2849
www.averileryder.co.za
- **Clé Human Capital (Pty) Ltd**
Marc de Chalain – TEL (011) 467 7813
www.clehc.co.za
- **Deloitte**
Louise Marx – (011) 517 4147
www.deloitte.co.za
- **Global Expatriate Management**
Rene Stegmann – TEL (021) 683 0750
Andrew Stegmann – TEL (021) 683 0750
www.gem-worldwide.com

- **Global Remuneration Solutions**
Gayle Witcher – TEL (011) 693 5003
www.globalrem.co.za
- **Hay Group South Africa**
Giles Robinson – TEL (011) 666 0987
Ginger Brown – TEL (011) 666 0996
www.haygroup.co.za
- **IBM South Africa**
Gerhard De Klerk – TEL (011) 302 6198
www.za.ibm.com
- **LMO Executive Services**
Melanie Trollip – TEL (011) 678 1158
www.lmo.co.za
- **Milestone Ventures**
Yusuf Mahomed
www.milestoneventures.co.za
- **Remchannel (Pty) Ltd**
Rene Richter – TEL (012) 662-2403
www.remchannel.co.za
- **Vasdex Associates**
Brendan Olivier – TEL (011) 884 0943
www.vasdex.co.za

Please note these details are also available on the website: [Consultant Members](#)

New Members

New Associate and Member Representatives

- Ms Diane Stuart
Remchannel (Pty) Ltd

New Corporate Members

- Ms N Mhlongo
NIKE SA
-

A Message to Readers from the Editor

Dear Readers

If you have any information or announcements that you would like to see posted in the bulletin, please forward them to me by the 20th of every month.

Kind regards

Clare

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