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e-research

The latest e-research from e-reward has been posted in the library on the SARA website. These reports are for paid-up SARA members and can only be accessed with a password. To view these informative documents go to: [e-research](#)

- **Issue 43 - Case Study: British Library Modernises Reward Despite Public Sector Pay Restraint** In this case study, written and researched by e-reward, we see how an organisation with a very traditional public sector pay structure, and

experiencing pay restraint by the Treasury, managed to adopt total reward. Our report describes how it has modernised pay, benefits and recognition, introduced quality of working life initiatives, such as well-being benefits and flexible working, and used learning and development policies to increase skills in a rapidly changing environment.

- **Bonus Summary** - e-reward conducted a major three-part research project covering a wide range of organisations on every aspect of bonus scheme development to find out more about their application in today's organisations. The research investigated the main forms bonuses take, why they are used, what organisational benefits they can bring and trends in design. It also examined how they are developed, managed and maintained. A summary of the key findings to emerge from this survey of employers is available on the SARA website. (The full, unedited study can be read in research report no. 42)

It's Not Just About The Money

There is a significant disjoint between what young black talent in South Africa wants and what most corporates are delivering. Recent research reveals that this mismatch is contributing to the damaging culture of job-hopping in corporate South Africa.

The research – a qualitative survey carried out by Cape Town-based market researcher, the Consumer Insight Agency (c.i.a) – involved in-depth interviews with over 60 black individuals drawn from a pool of corporate talent at entry, middle and senior management level. It delves into the psychology of job hopping in order to reach a deeper understanding of how and why personal drivers are clashing so badly with what corporates offer.

“The research was sparked,” says project manager Claudia Cruz, “by corporate complaints that black talent in South Africa is hard to hold onto.” Few studies exist to prove or disprove this perception although recent research by the Unilever Institute at the University of Cape Town found that a significant 65% of black employees had changed their jobs at least once within the last three years.

“In fact it is hardly ever money on its own that is driving these individuals,” said Cruz. “While money is considered to be important – particularly as it relates to being properly recognised for a job well done – our investigations found several additional factors that contribute to restlessness among black talent.”

Top of the list is the spirit of entrepreneurship. The research found that almost all of respondents dreamed of starting their own business. Driving this are a series of complex motives which include the desire to “call the shots” and to set the tone of the organisational culture as well as the desire to give something back to their communities and to create a legacy.

“Many respondents voiced the feeling that as black individuals they had been previously barred from accumulating significant wealth or resources for themselves and their families and communities. There was a strong sense that giving back is a major

contributor to the desire for success and, in particular, the desire to start and run their own successful business,” said Cruz.

What is startling about this response is that few are dreaming solely of climbing the corporate ladder to become the CEO or the Chairman of the Board – the conventional career path that most corporates offer. “This is not a typical Western dream of individual career success. It is a different headspace entirely – one that is informed by our unique history of discrimination and the spirit of ubuntu,” said Wendy Cochrane from the c.i.a.

Personal growth also plays a key role in people’s desire to move between jobs said Cruz. “They want to be constantly challenged – to gain skills across a broad range of disciplines – often because they see themselves skilling up to the point where they will be able to start their own business. Moving between roles is also a good way to build networks and cement ties which are also perceived to be useful in the longer term for going solo.”

Both of these factors are exacerbated by the perception that there is a finite window of opportunity in which to gain this experience. “Many respondents reported that they felt they had no more than 10 years left before 'black goes out of fashion' and the opportunity to gain maximum experience is lost,” said Cruz.

In addition to the pull of self employment and self actualisation, black employees also experience significant “push” factors within corporates that lead them to switch jobs. According to the study, there was a strong message from those interviewed that culture clash, hostility at work and lack of recognition are also big contributors to job hopping.

“Stifling corporate cultures that seek to stamp out difference, accusations of tokenism, open resistance from line managers, and being sidelined are all issues that we encountered in the research,” said Cruz. “Many spoke of a fear of failure – they feel that where white colleagues are allowed to fail – their own failure is taken as proof that they are just token appointments. This places undue pressure on individuals.”

This situation is clearly intolerable to ambitious young black individuals who are keen to make their mark and to prove themselves, and are eager to be recognised for doing a good job.

“The challenge going forward will be to take these insights back to the corporates so that new solutions can be found to enable them to hold onto black talent long enough to recoup their investment,” said Cochrane.

Consumer Insight Agency

UK Executives Shun Staff Pension Plans

Britain's top executives including BP Plc's John Browne and Vodafone Group Plc's Julian Horn-Smith are amassing pensions worth a billion pounds while curbing benefits for workers, revealed a study by the Trade Union Congress, which represents 7 million British workers.

Unions are pressing for fairer pension plans as Prime Minister Tony Blair prepares to overhaul British retirement saving rules to grapple with a funding shortfall set to occur as the workforce ages. The government in January backed away from limits on executive pay, saying shareholders are responsible.

"Investors should demand uniform and open reporting of staff and executive pensions," TUC General Secretary Brendan Barber said. They should ensure shareholders' money isn't "being lavished on luxury pensions that have no link to performance."

BP Chief Executive John Browne, who is set to retire in 2008, will receive a pension worth 20 million pounds, while Julian Horn-Smith, deputy chief executive of Vodafone Group Plc, will receive one worth 13.2 million pounds.

Among the UK's 109 largest companies, directors will receive an average defined-benefit pension of 168,000 pounds annually, almost 24 times the average for workers, the TUC said. The companies surveyed are a combination of those in Britain's FTSE 100 share index and the country's largest employers.

About 80 percent of directors have retained pensions that pay out amounts linked to their final salaries, even though other employees are increasingly being switched to defined-contribution plans that pay out on the basis of investment performance, the union said. About a third of UK companies offer final-salary plans to all employees.

[Bloomberg](#)

Fringe Benefits Interest Rate Increases

The official rate of interest for calculating fringe benefits has increased by 100 basis points with effect from 1 September, following increases in the Reserve Bank's repo rate.

The SA Revenue Service (SARS) reports that Finance Minister Trevor Manuel has approved the rate's increase from 8 to 9 percent.

In terms of the seventh schedule to the Income Tax Act [1962], fringe benefits arise where an employee receives a loan from their employer where either no interest is payable; or where the interest payable is lower than the "official rate of interest", specifically prescribed by the Minister of Finance for purposes of determining the value of this type of fringe benefit.

The fringe benefit is calculated as the difference between the amount which would have been payable on the loan if interest was charged at the official rate of interest and the amount actually paid by the employee.

Government had published a notice in the Gazette on 31 August, giving effect to the increase of the rate. The increase follows the most recent increase of the SA Reserve Bank's repo rate earlier this year, SARS said.

Reserve Bank governor Tito Mboweni announced last month that the repo rate would be increased by 50 basis points, which saw the central bank's lending rate to commercial banks climbing up to 8 percent.

Last year the official rate of interest for calculating fringe benefits was reduced by 50 basis points from 8.5 to 8 percent.

BuaNews

Survey: Short-Term Incentive Schemes

In a recent survey that was completed by 48 organisations as part of a Masters Degree study, it was found that 77% of organisations use short-term incentive schemes at middle management level. The scheme that is most used by organisations is a bonus scheme, where payout on the scheme is not guaranteed and the company or division is required to achieve their performance targets first.

Most organisations introduce short-term incentives at middle management level to drive business performance and to reward superior employee performance. The perception still largely exists that the participating employees perceive these schemes as being subjective and unfair, while most organisations still design these short-term incentive schemes with very little or no employee consultation at all.

The development, communication and implementation of these schemes are mostly still the responsibility of the Remuneration Manager and HR in conjunction with the top management of the organisation, whereas line management seem to be involved very little/not at all.

Interestingly, the use of short-term incentive schemes for middle managers is not a new practice as most organisations in the survey have had these schemes in place for more than 3 years.

The preferred method of measuring performance criteria in a bonus scheme is through the use of a structured performance management system, with at least 3-5 performance measures that count towards payout on the scheme. 88% of organisations have performance triggers or moderators in place that need to be achieved before the scheme can pay out.

Profit-sharing schemes seem less popular at the moment - only 14% of organisations use these schemes at middle management level, and only 3% of the organisations surveyed have a gain-sharing scheme in place.

The participants in the survey believe that a bonus scheme is the most effective short-term incentive scheme for middle managers, and that they are most effective with regards to influencing individual employee performance targets over the short-term, and that the scheme motivates participating employees to achieve the required performance targets. Participants however, have divided views on whether the scheme actually assists in retaining key staff.

To view the full presentation entitled “Current practice with regards to Short-Term Incentive Schemes for Middle Managers”, go to: [Event Documents](#)

SARA Exco Feedback

The SARA Exco made a commitment this year to extend the promotion and development of reward management beyond its membership. This undertaking resulted in two initiatives; the SARA Internship program managed by 21st Century Pay Solutions and an open invitation to universities around the country to offer short courses in reward management to post graduate students. The aim was to introduce reward management to the students in order to incite some interest in the profession, and hopefully encourage them to choose remuneration management as a career which will, over time, address the shortage of skills in the reward profession and also to equip them with a basic level of competence which they could use once they formally enter the job market.

Ronel Nienaber and Nicolene de Beer developed a program covering the basic components of total rewards, using input from a number of our remuneration consultants. The program has been presented at the Tshwane University of Technology and the Nelson Mandela Metropolitan University. It will also be offered to Honours degree students at the University of Pretoria in October 2006.

Anyone interested in finding out more about the program can contact Gillian le Cordeur at the SARA office: Gillian@vdw.co.za

Reward Awards 2006

Nominations for the SARA Reward Awards 2006 have been streaming in with the following companies putting forward candidates for the award categories of **Reward Strategist**, **Reward Practitioner** and the new **Team Award**.

- ABSA
- Bell Equipment
- Dimension Data
- First National Bank
- Nedbank
- Professional Provident Society Insurance
- Sapref
- Sasol Ltd
- South African Breweries Ltd
- Standard Bank Group Limited
- Vodacom

Judges for this year's awards include Ronel Nienaber (Nedbank and SARA President), Nazlie Samodien (Edcon and SARA Exco), Bheki Shongwe (Remchannel Chairman) Francois Vorster (University of Pretoria), Reuben Olifant (Remchannel), and Martin Hopkins (Value Analytics). Step one involves nominees going through a short list process. Candidates making it onto the short lists are then required to make presentations to the panel of judges on the project/programme they created or

implemented. Winners of the 2006 Reward Awards will be announced at the SARA Annual Banquet scheduled for **11 November 2006** at the **Indaba Hotel** in Johannesburg.

Last year's winner of the SARA Remuneration Practitioner Award, Anusuya Govender reports that:

“Winning the Remuneration Practitioner award has given me increased confidence, visibility, commitment and motivation to pursue greater heights in the reward profession. A special thank you to SARA for making this possible and for so pro-actively promoting and elevating the rewards profession in Africa.”

Previous winners of the Reward Awards are listed below:

- **Kirk Kruger** and **Petrus Hendriksz (SAB)** - Reward Strategist 2005
- **Anusuya Govender (Cell C)** - Reward Practitioner 2005
- **Sue Tosh (Old Mutual)** - Reward Strategist 2004
- **Willemien van der Merwe (Business Connexion)** - Reward Practitioner 2004

Their reflections on winning these professionally prestigious awards can be viewed at: [Reward Awards](#)

Sponsorship for Reward Awards 2007

The South Africa Reward Association is calling for proposals of sponsorships for its highly acclaimed Annual Reward Awards 2007. Over the past three years, the SARA Reward Awards has established itself as a prestigious annual event aimed at recognising South Africa's top reward professionals.

A close and active working relationship between past sponsors and SARA has assisted in setting and maintaining a consistently high standard. These standards are recognised amongst peers in the industry as credible and are widely respected. If you are interested in learning more about becoming a sponsor for Reward Awards 2007: [Click here](#)

SARA AGM 2006

The SARA Annual General Meeting and breakfast presentation will be held on **11 October 2006** at the **Sandton Sun Grayston**, in Johannesburg. The presentation will focus on the issue of “Using Grading Structures (or not?) to Support the Implementation of HR Strategies” and Mark Bussin will be one of the speakers. In addition, three representatives from large organisations will share their case studies with the audience.

SARA members are asked to consider who they would like to nominate to be on the SARA executive committee next year. A formal invitation will be issued to SARA members shortly.

Update: SARA Internship Programme

The SARA interns, Deborah Lehaha, Tebogo Llale and Lucette Muila, have been continuing their exploration of the world of reward. Recently they spent time at **21st Century** where they learnt about:

- Long term incentives and the effect that Section 8c of the tax legislation and international accounting reporting standards (IFRS2) have on existing long term incentive schemes. The interns conducted research into how companies are dealing with these changes and the different types of schemes available in the market.
- How expatriate remuneration is packaged, the considerations to be taken into account while calculating the packages and the various ways of calculating expatriate remuneration.
- The Stratified Systems Theory job evaluation method.

The interns have also attended an Excel course with an external service provider, participated in the WorldatWork GRP courses and visited PAYCON 2006.

Deborah, Lucette and Tebogo then moved on to **Medscheme** where they have been very helpful in assisting the business in terms of organisational design. They have been interacting with the managers within the business via telephone to gain feedback on the changes needing to be made to the Oracle hierarchy or establishing confirmation regarding vacant positions within these areas.

Going forward **Medscheme** hopes to get the SARA interns involved in:

- Training & Development: Enrolling learners in training and capturing training feedback using the Oracle Learner Management system.
- Performance Management: If time permits, the interns will assist with the quality checking of performance contracts drafted by the business against specific quality requirements.

Sponsorship for Conference 2006

SARA invites members to sponsor items for the delegates at the SARA conference scheduled for 9 and 10 November 2006 at the Indaba Hotel in Johannesburg. Any company providing sponsorship to the conference will receive acknowledgement for their contribution at the conference. The following sponsorship opportunities are available:

- Conference satchels
- Paper, rulers, erasers
- A refreshment break or lunch
- Gifts for lucky draws during the conference
- Executive pads
- Items that can be included in the conference bags

- Lanyards

Should you wish to sponsor an item, please contact Gillian le Cordeur, at the SARA Secretariat. Tel: (011) 789-1384 or email: Gillian@vdw.co.za

SARA Conference 2006

The SARA Conference with its theme of “Attract, Motivate & Retain: The Rainbow Reward Challenge” will be held on **9 - 10 November 2006** at the **Indaba Hotel Auditorium** in Johannesburg. A variety of cutting-edge presentations have been put together to provide delegates with information on the latest developments in the reward profession. Sessions to look out for include:

- **The New Total Rewards Model: How to Attract, Retain and Motivate the Best and the Brightest** - John Rubino, President of Rubino Consulting Services, USA. Rubino is a WorldatWork faculty member as well as the author of two compensation books. He has over 20 years experience designing and implementing HR programmes for a wide variety of organisations.
- **Winning the Talent Wars** - Aloysias Maimane from TomorrowToday.biz will be conducting this follow up to last year’s dynamic presentation “Bright Young Things”.
- **Talent Management: Today’s Crisis Tomorrow’s Opportunity** - David Conradie, Senior Manager: Human Capital Services, Deloitte
- **Panel Discussion** - This popular session will once again be facilitated by the very capable Jeremy Maggs (Radio & TV Personality). The expert panelists who will be answering a range of difficult questions from the cream of South Africa’s reward professionals include: Mark Bussin, (Remuneration Consultant); Rob Gentle (Financial Journalist); Vuyo Bahlekazi (Legal Advisor); and Pinky Moholi (Financial Manager).

The **Business Day** newspaper will be providing coverage of the 2006 SARA Conference.

SARA Banquet 2006

The highlight of the reward year - the SARA Banquet - will be held at the **Indaba Hotel** in Johannesburg on **11 November 2006**. South Africa’s top reward professionals will be in attendance to hear the outcome of **SARA’s Reward Awards for 2006**. The banquet is sponsored by **Remchannel** and is certain to be a glittering affair. Articles and photos of the Reward Award winners will be published in the first **Business Day** edition following the year-end banquet.

SARA Events 2006

SARA Meetings & Function Schedule 2006			
Date	Function	Venue	Time
11 October	SARA AGM & Presentation “Using Grading Structures (or not?) to Support the Implementation of HR Strategies”	Sandton Sun Grayston	07:00 -11:00
25 October	SARA EMG Function	TBC	
9/10 November	SARA Conference	Indaba Hotel	
11 November	SARA Banquet	Indaba Hotel	
14 November	Committee Meeting	Randburg	16:00 - 18:00

Research Supervisors Required

SARA members are needed to act as supervisors for students doing research on reward related issues. Earlier this year SARA decided to develop a database on research in South Africa relating to performance and reward, to counter the lack of empirical research available to assist with decision making. Several universities were approached to provide a selection of research topics for Masters and Doctoral students to assist in closing some of these knowledge gaps.

Any SARA members willing to volunteer as supervisors to students doing research for their masters degrees are asked to please contact Gillian le Cordeur at: Gillian@vdw.co.za

GRP Graduate - Sam Hlabati

In just five months, **Sam Hlabati** managed to sit for and get first time passes on all courses for the WorldatWork Global Remuneration Professional® (GRP) certification. Due to a demanding job, he only managed to attend pre-exam seminars for Total Remuneration (GR1) and Performance Management (GR5). He sat for the other six examinations without attending pre-exam seminars; at one stage handling the pressure of three exams in two days. Sam excelled even further by attaining the Certified Compensation Professional® (CCP) certification in only two months. Being a family man, Sam had to delicately balance studies with family time and personal interests.

“The WorldatWork certifications have opened doors in my career. The course work enlightened me on thought leadership in remuneration. To colleagues formulating remuneration strategies, take heed, these courses are your compass in the wilderness,” said Sam as he prepared to take on his new challenge as Remuneration Specialist with the University of Pretoria.

Sam Hlabati has had extensive exposure in various areas of human resources management both as generalist and specialist. He has worked in the Southern African region in the financial services, information technology and manufacturing sectors.

Congratulations Sam!

GRP Angola

I spent the week from 11 to 15 September in Luanda, Angola where I presented GR1 to 9 BP HR and Compensation Practitioners. BP Angola is taking the training very seriously and is prepared to act as the sponsor in Angola. The company intends working in partnership with SARA to ensure that the 8 GRP modules are presented on an on-going basis in Luanda. BP Angola hosted a presentation, which I did on behalf of SARA, to market the GRP programmes to other interested parties/organisations in Luanda.

Companies like Total, showed a real interest and have indicated that they will also spread the word and try to involve colleagues from other companies in the industry. At a concluding discussion with BP Angola representatives, I was informed that they have decided to continue with the roll-out of the training regardless of whether more organisations come on board. I will work with SARA to plan the programme for the roll-out of the programmes. This relationship with BP in Angola could open the door for SARA to start expanding their service offering to other African countries.

Peet Kruger – Reward Partnership

GRP Programme 2006

The GRP Seminars for 2006 are outlined in the table below.

Date	City	Course	Module
13-15 November	Johannesburg	GR7	International Total Remuneration (John Rubino)
16-18 November	Johannesburg	GR8	International Benefits (John Rubino)
20-22 November	Cape Town	GR7	International Total Remuneration (John Rubino)
23-25 November	Cape Town	GR8	International Benefits (John Rubino)

For all the details on the GRP courses, go to: [GRP](#)

The registration form is available at: [GRP Registration Form 2006](#)

Should you require further details please contact Gillian at: Gillian@vdw.co.za

Consultant Member News

Hay Group is launching a dynamic Reward Survey for Kenyan Top Companies. We have determined that Kenyan companies require a survey that will enhance HR Management's strategic impact in Nairobi. If your organisation is interested in participating in this survey and would like more information, please contact the Hay Group at: ZA_reward_information@haygroup.com

Employment Opportunity

Survey Manager - Remchannel

Remchannel requires a Survey Manager for the Gauteng region. Are you passionate about quality, customer-focused, self-managed and deadline driven? Then you will thrive in this highly motivated team.

This role will suit a numerate, analytical individual experienced at intermediate level of general reward management with solid survey methodology and job evaluation background. Applicants must be comfortable doing presentations to user groups and prospective clients. Microsoft Office skills, particularly Outlook, Excel and Word are required whilst Access experience is a plus. Join this exciting, ethical team which thrives under pressure. Remchannel operates in a fully virtual environment and the incumbent must be able to work from a home office.

Skills Required

- Analytical and numerate.
- Ability to work under significant pressure.
- Attention to detail.
- Presentation skills.
- Communication skills (written & oral)
- High level of computer literacy.

Competencies

- Customer-focused and deadline driven.
- Performance driven
- Team worker
- Self-managed.
- Results driven and achievement orientated.

The appointment is urgent and applications close on **30 September 2006**. If you are interested, please send your curriculum vitae for attention René Richter to rene.richter@remchannel.co.za

Website Postings

The SARA e-bulletin for August 2006 has been posted on the website at: [Library](#)

Update Your Membership Details Online

SARA members are encouraged to access the SARA membership database on the website and edit their personal details online when it becomes necessary. To make use of this new facility, go to: [My Membership](#)

WorldatWork Survey

WorldatWork, in conjunction with Buck Consultants and Corporate Voices for Working Families, is conducting a survey on the “The Real Talent Debate: Will the Aging Boomers Deplete the Workforce?”

The questions deal with how organisations see the issue today, what practices they are following to understand or prepare for the future, and how they are involving their mature workers (those aged 50 and above) in this societal and business challenge. Please use the link below to access and submit the survey by Friday, October 20, 2006.

Click here to begin the survey:

<http://www.worldatwork.org/survey/awf06c.jsp?mid=30201070>

As always, the information you share will be kept strictly confidential and will only be reported in aggregate. If you have any questions or comments, please contact our survey department at: surveypanel@worldatwork.org

[Ryan Johnson - WorldatWork](#)

Total Rewards Conference - Europe

WorldatWork is holding its first European **Total Rewards Conference** from **26 - 27 October 2006** in Brussels. Among the speakers are world-renowned experts who have driven the human capital discussion to the top of the public agenda. The conference chairman is Xavier Baeten, director of the Executive Remuneration Research Centre and the Strategic Rewards Research Centre at Vlerick Leuven Gent Management School (Belgium). He is known for his expertise in executive remuneration, strategic reward management, employee benefits and stakeholder management.

The conference keynote speaker is Professor Prabhu S. Gupta, head of the Centre for Organisational and Executive Development based at the Wolfsberg Executive Development Centre of UBS AG (formerly the Union Bank of Switzerland). He is also the founder and chairman of Advance, a London-based management training and consultancy firm. For additional information, visit: www.worldatwork.org/brussels2006

HR Africa Summit

HR Africa Summit 2006: This premier gathering of human resource practitioners will be held from **27 - 30 November 2006** at the Southern Sun Grayston in Johannesburg. There will be an extensive range of expert speakers including experts from Botswana, Ghana, Malawi, Namibia, Nigeria and Zimbabwe. The presentations for the 2006 programme are guaranteed to be more interactive, more case study focused, more practical, and more strategic than ever before. Topics to be discussed include: using HR as a strategic alliance in your business; remuneration strategies, career development and talent optimisation; HR measurements and performance KPIs; and standardising HR practice in Africa.

We are proud that three SARA members will be presenting papers at this conference:

- Ronel Nienaber
- Nicolene de Beer
- Herman Nieuwoudt

For further details go to: www.hr-africa.com

e-reward Conference

e-reward.co.uk is organising a major one-day conference, entitled ***New Realism on Reward Strategy***, to be held on **30 November 2006** in central London. An impressive panel of speakers has been lined up to discuss and explain current trends in reward strategy. The event has been planned to coincide with the publication of a new book *Strategic Reward: Making it happen* – a collaboration between e-reward's Michael Armstrong and Duncan Brown, Assistant Director General of the Chartered Institute of Personnel and Development. For more details on this event go to: e-research

New Members

New Corporate Members

- Samual Tsimba – Motorola Southern Africa
 - Samantha Doolabh – Volkswagen South Africa
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Editor's Note

Dear Readers

I welcome input from readers of the SARA Bulletin and encourage you to forward any information or announcements that you would like to see published in the bulletin. Contributions need to be forwarded to me by the 20th of every month and SARA reserves the right to edit content for clarity and/or brevity.

Please note that the views expressed in this newsletter are not necessarily those of the South African Reward Association.

This is the last SARA Bulletin that I will be putting together and I just want to let SARA members know that I have enjoyed learning about reward and I wish you well with your work in this area.

Kind regards

Clare

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