

SARA Bulletin

January 2007

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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 47 - Organisational Redesign Separate from New Pay Structure at Orange.](#)

In 2005, Orange was facing increased competition and organisational challenges as mobile telephony, broadband and TV started to “converge”. But the rapid expansion of the company, which had led to growth in the number of reporting levels and pay structures, had resulted in an unwieldy structure which frustrated almost everyone. An organisational redesign and an accompanying new reward structure were needed to help the organisation become more agile and responsive to the market, as well as more cost efficient.

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Emerging Market Jitters -Impact on Salary Movements in 2007

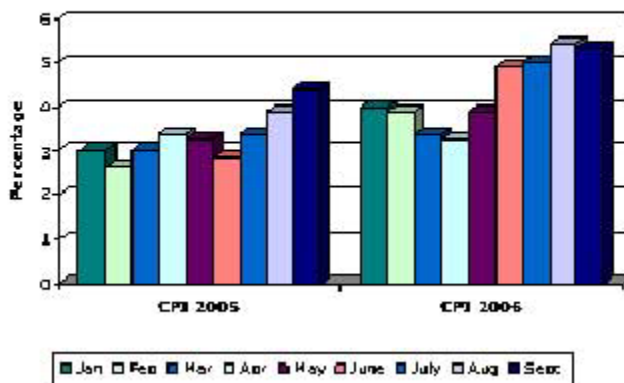
The March 2006 Salary and Wage Survey report commended the historic milestones achieved by the South African economy. Since the March 2006 publication the financial environment has been rocked by a depreciating currency, interest rate hikes and a rather strong dose of “emerging market jitters” with South Africa being one of the countries faced with a current account deficit measuring 6.4% of GDP during the first quarter of 2006.

The question now is how these developments will impact the domestic economy over the short term. The BER (Bureau for Economic Research) publication, Economic Prospects third quarter 2006, reports that real GDP growth is projected to come in at a lower rate than previously forecast but remains positive that a sustained growth of 4% over the short term remains a realistic prospect.

The reality is that the majority of Remchannel participants (63%) utilise CPI or CPIX as a key factor in determining salary and wage increases. The exchange rate, oil and food prices may contribute to higher inflationary figures and therefore also influence budgeted increases.

The movement of both the CPI and the CPIX indicators for the period January to September of 2005 and 2006 clearly indicates an upward trend. If the increases in CPI and CPIX continue for the 1st quarter of 2007, salary and wage increases may also have an upward trend. Although this is anticipated, the recently published survey results of the Remchannel October 2006 Salary and Wage Survey do not reflect this trend as yet. The BER is projecting CPI to accelerate to 6.3% during the first quarter of 2007. This is based on the assumption that the Rand does not depreciate further and that oil prices remain stable.

Key Economic Indicators 2005/2006



It should be noted that the actual increases in items such as the petrol price which has increased with 21.5% and food which has increased with 8% over the past 12 months is not necessarily reflected in the Consumer Price Index. The [October 2006 Salary and Wage Movement Survey](#) has been published and collection for the [March 2007 Salary and Wage Movement Survey](#) will commence in February 2007. If you require further information please contact Margie Manners at (011) 468 2639.

Remchannel

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General Accepted Reward Practices Development Programme (GARP)

The management committee of SARA recently approved a project to develop protocols for reward practices along the same lines as GAAP in the Accounting profession. In the case of Reward, it will be referred to as – GARP (General Accepted Reward Practices).

The Development of GARP for South Africa will ensure minimum acceptable standard practices. At least one third of a country's GDP goes through the payroll. This is a great opportunity for the Reward Profession to optimise its contribution to the economy.

The Association is currently in the process of putting together teams to participate in this project and has had many responses.

It is anticipated that the initial project will stretch over more than one year. Initially, it may be slow as we learn how to develop the framework. Priorities to develop protocols will be driven by public demand, SARA priorities, own skills in a particular field, changes to legislation etc.

If you would like to participate, kindly contact Gillian at 011-789-1384 or at Gillian@vdw.co.za
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SARA Launches Bursary Programme

SARA has launched a new initiative to assist members with their professional development. This bursary will offer assistance to Master's or Doctorate students.

Application forms and criteria will be posted on the SARA website soon. Students will need to provide the Association with the key focus areas, objectives and anticipated research methodology of the research.

Mark Bussin has kindly agreed to offer assistance to students with the completion of the forms.
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Student Assistance

SARA has always been clear that in its commitment to the professional development of members. As part of its active support of member development, SARA has initiated yet another programme to help members achieve their career goals - The Member Study Support Programme.

This programme is designed to provide support and assistance to members who are furthering their studies and working on their reward related dissertation or thesis. Senior members have volunteered their time and expertise to this end and those members seeking support are encouraged to contact the association at 011-789-1384 or at Gillian@vdw.co.za.

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2007 Internship Programme

The 2007 internship selection process is underway. Applications are now closed and we have received some excellent candidates.

The 2006 programme was hugely successful, but SARA still needs a sponsor for one more intern in 2007. Please take advantage of this opportunity to participate in the growth of the reward talent pool and increase the supply of (black) talent in South Africa.

Become a sponsor and have the first opportunity to appoint one of the 3 individuals at the end of the internship programme.

Please contact [Samantha Fletcher](#) or [Rozanne Finnemore](#) at 21st Century Pay Solutions (Tel:011 447 0306) or call [Gillian le Cordeur](#) at SARA (Tel: 011 789 1384) for more information on this great opportunity.

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GRP Programme 2007

The 2007 GRP Programme has been finalised. SARA would like to make members aware of an important change to the 2007 curriculum. The GR8: International Benefits course will be discontinued this year. GR9: Strategic Communications will replace this course as the eighth requirement for the GRP certification. Members that have already taken GR8 will not need to take the GR9 course. If members need to rewrite the GR 8 module, they will still be able to do so.

The details for Cape Town are as follows:

Date:	Function:	Venue:
March 12-14	GR 1 – Cape Town	TBC
March 15-17	GR 9 – Cape Town	TBC
May 28-30	GR 3 – Cape Town	TBC
May/June 31 – 2 June	GR 4 – Cape Town	TBC
August 20-22	GR 5 – Cape Town	TBC
August 23-25	GR 6 – Cape Town	TBC
November 19-21	GR 7 – Cape Town	TBC
November 22-24	GR 2 – Cape Town	TBC

The details for Johannesburg are as follows:

Dates:	Function:	Venue:
March 5-7	GR 1 - Johannesburg	House of Pharaohs
March 8-10	GR 9 - Johannesburg	House of Pharaohs
April 19-21	GR 2 - Johannesburg	House of Pharaohs
May 21-23	GR 3 - Johannesburg	House of Pharaohs
May 24-26	GR 4 - Johannesburg	House of Pharaohs
August 13-15	GR 5 - Johannesburg	House of Pharaohs
August 16-18	GR 6 - Johannesburg	House of Pharaohs
November 12-14	GR 7 - Johannesburg	House of Pharaohs
November 15-17	GR 2 - Johannesburg	House of Pharaohs

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GRP Angola Programme 2007

After the spectacular response from the 2006 training, SARA is once again proud to be able to offer GRP training in Angola.

SARA would also like to thank BP Angola for their invaluable assistance throughout this process. The training details for Angola are as follows:

Dates:	Function:
January/February 31-2	GR 3
March 21-23	GR 4
May 16-18	GR 5
June 20-22	GR 6
August 1-3	GR 2
September 12-14	GR 9
November 26-28	GR 7

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Certification Institute

In 2005, SARA hosted the Certification Institute, with huge success, and decided that the association would host this every two years.

SARA is proud to announce the launch of the 2007 programme to be held in Johannesburg in **March 2007**.

As a Certified Professional, you've attended the WorldatWork courses and learned how to design and administer programs; now it's time to put your training into practice at the higher levels of your organization and become a strategic business partner.

Redesigned for today's compensation, benefits and total rewards professionals, participants will generate creative and competitive solutions to challenging strategic business issues. Participants will use a case study of a fictional company to explore business challenges faced by today's HR professionals. Together, you and your peers will solve these challenges:

- Build a total rewards program using a strategic approach
- Identify business issues and communicate on a strategic level
- Learn strategies for implementing and managing change
- Practice design, analysis and communication skills
- Build skills for executive presentations
- Participate in one-on-one networking opportunities with facilitators and participants

Further details will be sent to members soon.

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Work/Life Balance

Worldatwork has launched a new certification series in the Work Life area. By empowering employees to make decisions based on their unique work and life realities, companies have the opportunity to reap the benefits. Truly engaged and committed employees typically are more loyal and productive than those who are over-whelmed and lack focus. Work and life responsibilities shouldn't clash; they should coincide.

A company that defines, plans and executes its work-life agenda is in a position to achieve the proverbial win-win situation: Employers and employees working hand-in-hand to accommodate each other's needs and accomplish their objectives. To make this non-traditional arrangement work, employers need to consistently manage and communicate their work-life programs, policies and practices.

Improve both your organization's bottom line and the lives of your employees with work-life effectiveness programs. The work-life component of total rewards is now officially represented in our selection of course offerings with the establishment of our first three work-life effectiveness courses developed in partnership with our affiliate, Alliance for Work-Life Progress (AWLP).

Dates: October 1-3 October 4-6	Function: W1 – Introduction to Work-Life Effectiveness W2 – The Flexible Workplace	Venue: House of pharaohs House of pharaohs
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Annual Tax Update

The **Annual SARA Tax Update** will be held in Johannesburg on **28 February 2007**. Keep your eyes open for more information on this critical event in your calendar.

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WorldatWork Events

Work-Life Conference & Exhibition

Presented by Alliance for Work-Life Progress and WorldatWork
Feb. 21-23, 2007 - Phoenix, AZ

WorldatWork Total Rewards Conference & Exhibition

May 6-9, 2007 - Orlando, FL

WorldatWork 2nd Annual European Total Rewards Conference

Oct. 3-5, 2007 • Brussels, Belgium

WorldatWork Asia-Pacific Total Rewards Conference

Oct. 31- Nov. 2, 2007 • Singapore

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Consultant Member News

The ultimate reward – choice!

HR Managers know what they need to award their staff with, and sales managers know how to motivate their sales teams. But it's always an issue isn't it, trying to get that cheque signed by finance department, send someone to the retail store with a list and a car big enough to squeeze the TV set or microwave oven into the back seat without damaging it – let alone the time it takes,

and then they still have to be distributed correctly, to each person in each office, in each branch or region!

Now there's the easiest way to recognise & reward staff, customers, suppliers, in fact anyone, with exactly the right item they always wanted. Yes, the new e-wards™ gift card is available for the first time in South Africa, and is designed specifically for corporate use. It is the globally proven answer to giving incentive achievers their ultimate reward – choice! Winners can redeem their cash reward loaded into their e-wards™ incentive debit card almost anywhere at all.

For long service awards, end of year bonuses, monthly achievers, or just as a Thank You, the e-wards™ gift card is your ultimate solution to giving your achievers what they really want. What a win. They can even be personalised with your winner's names, your company name, or the campaign name. Get a share of their mind, in a share of their wallet, with your brand name on the card. Choose from other re-loadable card options too. You could SMS your thanks for their efforts or achievement while telling them how much has just been loaded into their card!

e-wards™ The easy, safe and motivating answer to rewarding winners with cash.

For all your incentive needs - travel, merchandise, experiences, vouchers, giftcards, awards, catalogues and online web solutions, administered & fulfilled by you or for you, contact Geoff Saner at Creative Incentives.

Tel: 011 577 8300

Fax: 011 577 8301

Cell: 084 566 2240

Email: info@creativeincentives.co.za

www.creativeincentives.co.za

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Member Involvement

SARA is an association with a proud history of member involvement. There are many projects in which even the most junior can participate. Being active in your association is not only rewarding, but it also gives members an additional avenue for networking and professional development.

SARA would like to urge members interested in being more active in the association to contact Gillian on **011-789-1384** or at Gillian@vdw.co.za and get involved.

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Website Postings

A new Angola GRP section has been added to the SARA website at: [Professional Development](#)

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

New Job opportunities have been posted on the website at: [employment](#)

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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](#)

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New Members

New Corporate Members

- Debra da Silva – Creditworx (S&V) (PTY) LTD

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Editor's Note

Dear Readers

2007 is well on its way, and I trust that we are all settling back well. I hope you all had a well deserve rest and are rearing to tackle the challenges of 2007 and beyond.

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 to iris@vdw.co.za during the course of the month. If you have something you would like to share or have an article, success story or activity you would like published, please do not hesitate to contact me. 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.

All comments and constructive criticism is welcome and I urge you to give me feedback so I can provide you with the information you want to read about.

Regards

Iris Herz

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