

# SARA Bulletin

*April 2007*

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## e-research

SARA receives e-research from e-reward on a regular basis and many members have found it very valuable. Paid-up members can access this wealth of information and insight from the SARA website. To view these documents go to: [e-research](#)

If you require a password, kindly contact [Gillian](#) at the SARA Secretariat.

- **Issue 50 - Case Studies: What Is Happening In Employee Benefits Today**  
This 36-page report draws on case-study interviews carried out by e-reward and examines the approaches adopted by nine very different organisations to the introduction and management of flexible benefits, voluntary benefits and salary sacrifice schemes.

One of the key themes that shone through our case-study research was that the distinction between flexible and voluntary benefits and between voluntary benefits and corporate discounts is becoming blurred. Each set of arrangements

seems to be unique, arising from a combination of historical factors and current expedients.

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## Building a Better Carrot

Pay for performance is on the rocks and agency budgets are tight, but dedicated managers still find ways to reward and recognize employees.

Lois Maxwell's \$200 steak lunch began as a lark. A supervisor in the Labour Department's Office of Workers' Compensation, Maxwell noticed her team never reached all four of their timeliness goals in a quarter. They often would meet one or two of the benchmarks for adjudicating claims, but never all of them.

"It bugged me," she says.

So at a unit meeting, Maxwell impulsively told her employees that if they met all four of the goals - without ignoring the backlog - she would treat them to a steak lunch. Her challenge began to work. One quarter, the employees met three out of four goals.

"I said four out of four," Maxwell told them.

"You're gonna have to put up, or shut up," employees ribbed her.

Soon, more than a dozen employees were feasting on Kansas City strip, twin medallions, top sirloin and rib-eye at the Hereford House restaurant. The Kansas City Office of the Labour Department's Workers' Compensation Programs met its schedule for processing hundreds of workers' comp claims in a quarter.

That was the beginning of a group rewards system for Maxwell, who started at OWCP in 1981 and is now district director for a division of federal employees' compensation. A few years after the Hereford House lunch, Maxwell asked her 20-person team to hit a milestone that no Labour unit in the country had met. "I remember them laughing at me," Maxwell says. She told them, "I'm thinking: If we do this one, I will take you out to whatever restaurant you want to go to in Kansas City."

This time they dined at McCormick & Schmick's, and her employees ordered dessert.

By Karen Rutzick  
[govexec.com](http://govexec.com)

*For the full article, please visit the SARA website at: [Articles of Interest](#)*

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## Emotional Intelligence Ten Years On

"A decade of research has demonstrated time and time again that EI is a key component of leadership and management, and the higher you climb in the organisation the more important it becomes," argues Mark Slaski, an organisational psychologist who lectures in occupational psychology and is an independent consultant and chief psychologist with ConsultingTools. So why's it so relevant and how will it improve business processes?

Despite early predictions that Emotional Intelligence (EI) was just a fad, 10 years after it first emerged it is still very much a topic of discussion in organisations and amongst consultants. A decade of research has demonstrated time and time again that EI is a key component of leadership and management, and the higher you climb in the organisation the more important it becomes. My own research has shown that managers who score higher on a test of EI report less stress, higher morale and experience less illness. Not only that, but their performance is rated as significantly higher by their immediate line managers.

### **So what is emotional intelligence? - Now for the science bit**

One of the first principles of human behaviour is safety and survival. To that end we constantly scan our environment for danger, both consciously and unconsciously. Emotions (fear, anger, sadness, joy and disgust) are one major and rapid pathway for alerting us toward challenge and threat in our environment. We also use emotions to communicate this information to others. Recent research has shown that the brain has specific areas dedicated to processing emotional information (Joseph LeDoux - The Emotional Brain).

An important point is that 21st century survival is as much about self-preservation in the social and psychological world as it is in the physical. So, emotional intelligence is really about our ability to integrate our emotions with our cognitive thoughts for everyday safety and survival in the modern world. Like other forms of intelligence some people are better at it than others.

### **Emotional Intelligence capability**

Emotionally intelligent people are capable of reading their own emotions and understanding why they feel a particular emotion at a particular time. By virtue of this fact they are also able to control their emotions more appropriately. In doing so they are more likely to make better decisions. I am sure we have all experienced times of emotional overload when logic seems to fly out of the window!

Furthermore, once people understand and work with their own emotional experiences, they are able to read the emotions of others. They do this through body language, facial expression, tone of voice and listening. Consequently, they are also better at building and maintaining relationships. This is critical in modern organisations where difference and diversity are the norm and effectiveness is directly related to how well people work together.

### **EQ competencies at work**

In the past we have undermined the role emotions play in our everyday life, no more so than at work. I have often heard people say “work and emotions don’t mix”. Our view is changing, and the reality is that we cannot separate emotions from our moment-by-moment human experience, including the workplace. However, looking at today’s organisations; very few have embraced emotional intelligence as a framework for organisational development.

Daniel Goleman (*Working with Emotional Intelligence*) researched over 500 global organisations and found that whilst technical competencies such as problem solving, planning and organising and technical skills appear in over 50 percent of leadership competency frameworks, the emotional intelligence competencies such as: listening, self-control, enthusiasm appear in less than 10 percent. This is even more incredible when we consider that whilst IQ abilities are somewhat fixed, EI can be improved through coaching, training and development.

Whilst there still remains scepticism and misunderstanding around Emotional Intelligence, those organisations and consultants who have integrated this concept into their developmental approach continue to enjoy greater success through personal, team and organisational effectiveness.

Reference:

Slaski, M and Cartwright, S. (2002). Health, performance and emotional intelligence: An exploratory study of retail managers. *Stress and Health*, 18, pp 63-68.

ConsultingTools

[info@consultingtools.com](mailto:info@consultingtools.com)

**HR Zone**

17 April 2007

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## Labour Turnover – a Costly Affair

Labour Turnover is commonly classified as either functional or dysfunctional. Functional turnover is characterised by a situation where high-performing employees remain with the organisation while poor performing employees leave.<sup>[1]</sup> Functional labour turnover leads to a cleansing cycle and improves the overall return on human capital investment. This in turn has a direct impact on the bottom line of the organisation.

Dysfunctional labour turnover on the other hand is characterised by high-performing employees leaving the organisation and poorly performing employees staying with the organisation. Although it is extremely difficult to accurately cost the financial impact of dysfunctional labour turnover, the American Management Association reports that the cost of a knowledge worker leaving the organisation is the equivalent of between 6 and 18 months Total Guaranteed Package. Factors such as the costs of the loss of organisational memory, lower motivational levels among remaining staff, loss of knowledge and customer dissatisfaction are concealed costs and therefore very difficult

to quantify. As reward practitioners we are only too aware that the retention of key employees is one of the biggest challenges that we face on a daily basis. In the South African context we face even bigger challenges with statutory requirements in terms of Black Economic Empowerment and the shortage of skills in a booming economy.

The Remchannel March 2007 Salary and Wage Movement Survey research indicated that the total Labour Turnover figures for Artisans and Information Technology staff are on average 4 percentage points higher than the total Labour Turnover Figures for Financial and Engineering staff. The higher turnover may be attributed to the shortage of skills which organisations are currently experiencing in these disciplines. Participants in Remchannel, the internet-based remuneration survey have indicated a shortage of skills specifically in the Artisan category over the past 12 months. The research also reported the following Labour Turnover figures for Top Management/Executive Staff by Race group and Gender:

<b>MALE LABOUR TURNOVER</b>				
<b>01/03/2006 – 01/03/2007</b>				
<b>EMPLOYEE LEVEL</b>	<b>AFRICAN</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>
Top Management/Executives	17%	24%	21%	8%
<b>FEMALE LABOUR TURNOVER</b>				
<b>01/03/2006 – 01/03/2007</b>				
<b>EMPLOYEE LEVEL</b>	<b>AFRICAN</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>
Top Management/Executives	15%	19%	11%	16%

If one utilises the American Management Association's cost model an Executive at a Paterson F3 level earning R2,215,628<sup>[2]</sup> who leaves the organisation could potentially cost your company R3,323,442!

It is evident from these figures that labour turnover will be a costly affair for organisations at these highly skilled levels. For further information regarding participation in the Remchannel Salary and Wage Movement Survey, please contact Margie Manners at 011 468 2639.

**Rene  
Managing  
Remchannel**

**Richter  
Director**

<sup>[1]</sup> The GIBS review: Dr Margie Sutherland

<sup>[2]</sup> Remchannel: March 2007 publication

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## Reward Employees with Something Meaningful

The smartest and most successful business owners realize that they need to recognize their employees when they do a good job. Employers who take all of the credit typically attract people who can't get a job with anyone else, and eventually the business crumbles because new ideas no longer bubble up and service collapses. Bankruptcy court isn't far behind.

I had a client who meant well in starting an employee-recognition program. He gave out small stone gargoyles to the employees of the month, of which he was the sole nominator and voter. He loved gargoyles, and he thought that employees would appreciate hearing from the boss that they were the best for the month.

Unfortunately for my client, the employees took the gargoyles and wrote nasty things on them and mercilessly teased the winners. The award became a joke, and the president not only had egg on his face, but he was very upset with his employees for their lack of appreciation for his efforts.

As the saying goes, "The road to you-know-where is paved with good intentions." The owner's heart was in the right place, but his thinking was totally off-base. A good rewards program involves the employees and gives them something meaningful.

The award must be perceived as having a value and being desirable. Think about when you were a kid and your parents would reward you for making the honour roll. My parents would let us go into the toy store or sporting goods store and pick out anything we wanted for \$25 or less.

In the 1960s and '70s, you could get something meaningful for \$25. Actually, you can still get something good for \$25 at the dollar store or on close-out from a variety of store. The key is understanding what will motivate your employees.

I sent an email to all of my clients' employees and asked them what, outside of cash, would be a meaningful award to receive for good work, and who should determine who wins it. Some of the people responded that cash was the only meaningful award, but I explained to them that cash is great, but is quickly forgotten once it is given and taxes are taken out.

The responses ranged from a paid weekend somewhere to gift certificates for a restaurant to sports tickets. What we decided was that the first time an employee won they would receive a gift certificate to the restaurant of their choice, whose bill wouldn't exceed \$100. If a worker won twice in one year, they would get a free weekend away that couldn't exceed \$500.

The group decided the winner would be decided by the employees, and workers could not vote for themselves. They created criteria for winning, which had a point system. The criteria were:

- Punctuality: Coming to work on time.
- Teamwork: Offering to help others.
- New Ideas: Every week, the employees met as a group and talked about company problems, and ideas were discussed and implemented.
- Customer Satisfaction: Emails or letters from customers lauding performance.

The incentive program was a huge success. The reason it was a hit was because employees had a hand in determining the structure. Employees, whether they are shareholders or not, need to feel that they have some control over what happens to them every day.

Here are some sources for ideas for incentive programs:

- Book: How to Recognize and Reward Employees, by Donna Deepro, published by the American Management Association;
- Trade Association: Society of Human Resource Professionals ([www.shrm.org](http://www.shrm.org));
- Web Sites: [www.online-rewards.com](http://www.online-rewards.com) and [www.loyaltyworks.com](http://www.loyaltyworks.com)

Employee reward programs should be meaningful, and management should be able to stand in the glow of the success of the employees. If you don't have an employee-recognition program, you should consider one -- it is one of the best ways to boost morale and retain employees.

**By Marc Kramer**  
**TheStreet.com**  
18 April 2007

Kramer is the author of five business books on topics related to venture capital, management and consulting. He is a faculty member at the Wharton School of Business at the University of Pennsylvania and the veteran of over 20 start-ups and four turnarounds.

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## Launch of the Watson Wyatt Worldwide Global Grading System in Kwazulu-Natal

In Durban, at a breakfast function on Tuesday 17 April, this Next Generation approach to job levelling was introduced to KwaZulu Natal.

South African-based, LMO Executive Services, having been licensed to operate this Web-based system, and represented by partners Olof van Schalwijk and Melanie Trollip, hosted this event together with DRG Outsourcing. DRG Outsourcing having entered into a strategic relationship with LMO Executive services in KwaZulu Natal.

This system operates in over 50 countries and is used by more than 400 companies worldwide. Its application is growing rapidly in South Africa with a significant number of enterprises, including very large, blue chip companies, adopting it as the foundation for developing their reward strategies.

Delegates were informed of the system's unique characteristics, which include: Minimal bureaucracy – i.e. the need for detailed job descriptions or committees being reduced; transparency; speed of implementation and cost-effectiveness; global applicability; recognition of both teams as well as specialist roles; and the flexibility to be applied to diverse, complex organisations.

LMO Executive Services and DRG Outsourcing conveyed their excitement to be able to service and meet the changing needs of the South African market, specifically in KwaZulu Natal, by having access to this "New Generation" levelling system.

**Charles**  
**DRG Outsourcing**

**Henzi**

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## SARA Conference 2007 - The Spotlight On High Performance

**8 – 9 November 2007**

This year is SARA's 10<sup>th</sup> anniversary and so our annual conference is going to be bigger and better than ever before.

We can assure you that this year's conference is not to be missed, so book-out your diary so long!

Our keynote speaker is well known US consultant and author Patricia Zingheim. She will be speaking on High Performance Pay.

We have also invited Jay Schuster to speak on Employee Retention. In addition Andy Buergi from Switzerland has been invited as a speaker. We are also in the process of securing a fourth international speaker from the UK.

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## Is The Focus On Work/Life Balance In Your Organisation Working In Your Favour To Retain Skills?

A study by Towers Perrin, published in December 2005, indicated that work/life balance is seen as the 3<sup>rd</sup> most important retention factor by employees of all age groups. It also highlighted the fact that it is the most important engagement or disengagement factor for

employees in organisations. We, as Reward Practitioners, know engagement is the key to performance and retention.

### **What Is The Perceived Value of Your Work/Life Programmes?**

SARA will be conducting a unique survey on this topical issue from which employees and employers can obtain valuable and insightful information to ascertain the effectiveness of work/life programmes. The survey will be web-based and easy to complete.

The purpose of the survey is to identify employees' preferences and perceptions of work life balance practices. The top trends identified by the employees will be published by SARA's media partner, Business Day, in a Focus insert on the 2<sup>nd</sup> August 2007. The published results will contain the trends and preferences of work/life balance practices in various South African organisations and under no circumstances will individual organisation's trends or practices be published. However, should you wish to benchmark your company against the trends identified, a summary report will be prepared for your organisation at a fee. This report will be available towards the second week of September.

**Business Day** is a highly credible business publication, and, in addition to showing your support for SARA you will receive exposure in a publication that reaches a wide range of readers. At the same time, our members will also have an opportunity to publish articles or advertisements promoting their organisations as employers of choice through their support for reward strategies as part of their unique employee value proposition.

If you wish to place an advertisement in this special edition, please indicate in the appropriate block on the Participation Form.

### **Conditions of participating**

- There will be no cost to the participating organisation if no customised report is required.
- All data submitted to the Survey will be treated in the strictest confidence. Data will only be seen by the designated consultant/consultants working on the survey who are bound by the professional rules of conduct set by SARA.
- A summary comparison report will be compiled and provided to one contact person per participating company at a discounted rate to SARA members.
- General trends will be published in the Business Day whilst advertising for the Reward Awards. No specific company submissions or trends will be published.
- The questionnaire will be administered on the SARA website and all employees of SARA members may participate.

### **How does my organisation participate?**

- Please confirm your organisation's participating by completing the attached participation form.
- Communicate the survey participation to your employees and encourage them to complete the survey on the Sara website, [www.sara.co.za](http://www.sara.co.za).

- Your organisation will be provided with a unique code to ensure that data is not contaminated.
- Employees will have to provide an employee number to ensure that data is not duplicated.

To ensure that the research results are credible, SARA would require the participation of at least 10 organisations. The more participants we have the more representative the results will be!

## Questions

SARA truly values your support of this corporate survey. Should you have any queries about participating, please feel free to contact Peet Kruger on 0828520575. You will be contacted in the near future by a Business Day representative to enquire about your interest in placing a corporate advertisement in the Focus section scheduled for the 2<sup>nd</sup> August 2007.

**Lukas**  
**President**

**de**

**Swardt**

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## General Accepted Reward Practices Development Programme (GARP)

The GARP editors met recently and teams were allocated to them. All persons who sent through proposals to participate have been allocated a team. These members will be contacted shortly.

Thank you to all those who have answered the call to elevate the profession through this important process.

**Lukas de Swart**

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## 2007 Internship Programme

Our 3 new interns **Themba Zwane**, **Sbang Ncube** and **Andrew Letsoalo**, started successfully on the 2<sup>nd</sup> of March this year.

Thanks go all the organisations that have graciously agreed to participate in this important process.

All slots for hosting the interns have now been filled.

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## SARA Bursary Programme

This programme is an initiative designed to further promote the Reward profession by offering a bursary of R25 000 towards Masters or Doctoral research. The study will require a Masters thesis or Doctoral dissertation.

In order to qualify, students will need to provide the Association with the key focus areas, objectives and anticipated research methodology of the research.

Once accepted by SARA, the applicant would have to apply to the University of Johannesburg (UJ) for their Masters or Doctorate. Those applicants in full time employment would study part-time, and would be required to attend a study school for 1 week in January 2008. It typically takes 1-2 years to complete. SARA will not be under any obligation to grant the bursary if it feels, in its own discretion, that the proposed research project is not acceptable.

Application forms and criteria have been posted on the SARA website at: [SARA Bursary](#) and must be completed and forwarded to Gillian le Cordeur at [Gillian@vdw.co.za](mailto:Gillian@vdw.co.za). Applications for 2008 close in June 2007.

For assistance in the application process, please contact [Mark Bussin at 21st Century Pay Solutions](#) (Tel:011 447 0306)

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## Student Assistance

The Member Study Support Programme offers assistance to members furthering their studies and working on their reward related dissertation.

Senior members who wish to volunteer their time and expertise and members seeking support are encouraged to contact the association at 011-789-1384 or at [Gillian@vdw.co.za](mailto:Gillian@vdw.co.za)

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## New GRP Graduates

Congratulations to the following individual who is now Global Remuneration Professional. She has recently qualified and received her GRP certification:

- [Tokozile Marah](#)

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## GRP Programme 2007

<b>Date:</b>	<b>Function:</b>	<b>Venue:</b>	<b>Availability:</b>
May 28-30	GR 3 – Cape Town	Palm House	Space Available
May/June 31 – 2 June	GR 4 – Cape Town	Palm House	Space Available
August 20-22	GR 5 – Cape Town	Palm House	Space Available
August 23-25	GR 6 – Cape Town	Palm House	Space Available
November 19-21	GR 7 – Cape Town	Palm House	Space Available
November 22-24	GR 2 – Cape Town	Palm House	Space Available

The details for Johannesburg are as follows:

<b>Date:</b>	<b>Function:</b>	<b>Venue:</b>	<b>Availability:</b>
May 21-23	GR 3 - Johannesburg	House of Pharaohs	Fully Booked
May 24-26	GR 4 - Johannesburg	House of Pharaohs	Fully Booked
August 13-15	GR 5 - Johannesburg	House of Pharaohs	Fully Booked
August 16-18	GR 6 - Johannesburg	House of Pharaohs	Fully Booked
November 12-14	GR 7 - Johannesburg	House of Pharaohs	Fully Booked
November 15-17	GR 2 - Johannesburg	House of Pharaohs	3 Spaces Available

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## GRP Angola Programme 2007

The training details for Angola are as follows:

<b>Dates:</b>	<b>Function:</b>
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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## Cape Town Branch News

The Cape Town branch of SARA will be holding a remuneration function from 3.30pm to 6.30 pm on Thursday 3 May at the Old Mutual Business School. There will be two presentations.

The first presentation will be by Herman Nieuwoudt, HR and Remuneration Manager at Shell on Incentives and Compensation for Going into Africa. This will be a case study on how Shell developed and structured successful incentive programmes to encourage staff to move across borders in Africa.

The second presentation will be by Llewellyn de Jager and Lyn Barbour from Cebano on

the Role Design Programme and Benefits Review implemented at Old Mutual in October 2006.

This will be followed by cocktails and networking time from 5.30pm to 6.30pm.

For more information on this event, please contact Dianne Auld at [dauld@pnp.co.za](mailto:dauld@pnp.co.za)  
Further details are also available on the SARA website at: [Branches](#)

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## Expatriate Management Group News

The Expatriate Management Group will be hosting “Understanding The Hr Challenges In Joint Ventures And Acquisitions” presented by Marjo Louw, Managing Director, Sasol Chemicals Pacific Ltd and Sakkie Jacobs, Human Resources Executive, Sasol.

The event will be held at 07:00 at the The Country Club Johannesburg in Woodmead on Thursday, 10 May 2007.

Please RSVP to Marlindi by 7 May 2007 at [marlindi@vdw.co.za](mailto:marlindi@vdw.co.za)

Please note that a cancellation fee of R200 will be charged to members and non-members if registration is not cancelled 48 hours before the function or if delegate is a 'No Show' at the event.

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## Employment Opportunities

### Compensation and Benefits Analyst - Isando

#### Job Specification:

- Update Compensation & Benefits related policies, procedures and practices and communicate them to HR Managers and all the employees.
- To assist with the preparations for the annual salary review & wage negotiation processes.
- Assist with the management of medical aid Service Level Agreements with the appointed service providers and coordinates annual medical option plans & member education. /
- Ensure that the PepsiCo Compensation & Benefits guidelines are complied with by advising HR and Line Function personnel on the application and interpretation of C&B guidelines.
- Coordinates the grading of jobs within the company to ensure that the grading structure is equitable internally, externally and complies with PepsiCo job evaluation guidelines
- Completion of salary surveys packs & conducting of ad hoc surveys.
- Assist in coordination on OD activities.

## Experience and Qualifications Required

- B. Degree in HR or related.
- 3 years Compensation & Benefits experience
- Understanding of any legislation that may impact on C&B (tax, medical aid, pension/provident funds, employment equity, BCEA, etc)
- Microsoft Office (excel in particular)

Contact Person: Moeketsi Langeni

Email address: [moeketsi.langeni@intl.pepsico.com](mailto:moeketsi.langeni@intl.pepsico.com)

**Closing date:** 04 May 2007

## Remuneration and Benefits Manager

National company requires specialist manager to take responsibility for innovation, design, management and administration of benefits and remuneration function.

### Responsibilities include:

- Management, development and communication of all people policies and contracts of employment to meet “best practice” in the industry
- Research and improve remuneration practices and benefits, as well as ensuring equity and fairness, and ensure employees receive the maximum value possible from their benefits and remuneration.
- Manage and administer all the requirements of the various Company funds
- Ensure alignment of job levels through job grading
- Provide expert and professional advice on all remuneration, benefits and policy issues
- Develop relevant and appropriate remuneration and benefit solutions to meet the needs of internal customers
- Provide and analyze remuneration and benefits information to optimise business decisions
- Negotiate with and manage outsource suppliers
- Forecast risks and opportunities
- Act as an ambassador and change agent to heighten awareness and gain support for the Company’s people strategy, objectives and all Company policies

### Requirements:

- Degree or diploma majoring in Personnel Management or a BCom which includes relevant business and (preferably) HR subjects.
- Three years experience specializing in remuneration and benefits.
- Strong business orientation, with excellent systems and numerical ability.
- An up-to-date understanding of all the relevant taxation and labour legislation, as well as a thorough grasp of the legal framework regarding retirement funds, medical aids, remuneration and benefits.

Company committed to EE appointment. Please contact Bridgena Barnard Personnel Group to discuss this option Ph 021 946 4353 [ene@bridgena.co.za](mailto:ene@bridgena.co.za)

Closing date: 20 May 2007

For more information on this and other opportunities, please visit the SARA website at: [Employment](#)

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## WorldatWork Events

### **WorldatWork Total Rewards Conference & Exhibition**

6-9 May, 2007 - Orlando, FL

For more information please visit: [Total Rewards 2007](#)

### **WorldatWork 2nd Annual European Total Rewards Conference**

3-5 Oct, 2007 - Brussels, Belgium

For more information please visit: [WorldatWork](#)

### **WorldatWork Asia-Pacific Total Rewards Conference**

31 Oct - 2 Nov, 2007 - Singapore

For more information please visit: [WorldatWork](#)

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## Website Posting

The March 2007 Newsletter was added to the website at: [Library](#)

New Job Opportunities have been added to: [Employment](#)

Nick Icely's Presentation "A New Dawn in Executive Remuneration" has been added to: [Library](#)

The SARA EMG Calendar of Events for 2007 has been updated at: [Branches](#)

The list of SARA Corporate and Consultant members has been updated at: [Membership](#)

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## Update Your Membership Details Online

To access the SARA membership database and edit your personal details online, go to: [My Membership](#)

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## New Members

SARA would like to extend a warm welcome to the following new members. We look forward to your participation and trust that you will enjoy the many benefits of the Association.

### **New Corporate Members**

- Miss Diane Stuart – Adcock Ingram (A Division of Tiger Brands)
- Ms Caroline Brown – Ackerman's (A Division of Pepkor Retail Ltd)
- Allison Henning - Joy Global SA
- Neil Ulrich - The Presidency
- Peet Roos - North West University

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## Editor's Note

Dear Readers

Please forward any articles, information or announcements that you would like to see published in the bulletin to [iris@vdw.co.za](mailto:iris@vdw.co.za) during the course of the month. 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.

Regards  
Iris Herz

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