



May 2008

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GET READY FOR THE 2012 WORK FORCE

The huge demographic shift facing developed countries poses an enormous challenge to employers over the next decade, if recent Australian research is a guide. In fact, you only need to look five years out from now to realise the degree of change set to impact the global workforce landscape.

Rather than improving, recent research by Mercer in Australia has revealed that the skills shortage in some industry sectors will be even more acute by the year 2012. Workforce participation rates are set to decrease by 0.7 per cent in the four years to 2012. By contrast, it grew by 0.5 per cent in the four years to 2008.

As well, the composition of the workforce is expected to change: a higher proportion of workers will be aged 55 and older, and there will be an increasing ratio of females versus males in the workforce, while in the US our research suggests there will be a greater temporary or contingent workforce.

For companies this means the way we think about attraction, retention and engagement of staff needs to change.

Companies need to get smarter in their approach to workforce planning, reward, flexibility and career development to keep winning the war for talent.

To find out more about how to prepare your company for 2012 click [here](#).

Peter Promnitz - CEO (Mercer Human Resource Consulting)

WAKE-UP CALL

Got Ethics? Less risk? Less fraud? Less litigation? Happier employees?

Think that's an impossible order? Allegiance, a Salt Lake City-based company, says it doesn't have to be, though most companies don't know where to begin and are sadly behind the curve on adopting an ethical culture of their own.

Its chief operating officer, Greg Heaps, suggests that today's employees want to work for an organisation that has built a foundation on integrity and that cares about operating an honest company, hiring other principled people, and working with ethical partners.

Think fuzzy ethics seems so 'yesterday', so Enron, so over? Not so much. Companies are still sliding down the slippery slope of warped ethics, from the mild incident at handbag retailer Coach to explosive bribery allegations at Siemens.

Even though Allegiance's six steps toward maintaining an ethical culture at your company are far from revolutionary, maybe it's never too late for companies to brush up on the basics:

Establish an enforceable code of conduct. The process should be led by those at the top of the company and should include employee input.

Initial and ongoing training. Training begins once a person is hired and should continue throughout the life of the employee.

Regular communications. Ethics should be a live, ongoing conversation.

Anonymous reporting hotline. Companies should provide employees with a safe, anonymous and confidential way to report inappropriate, unethical, or illegal activities.

Enforcement/action. Companies must be willing to do whatever it takes to enforce the code of conduct.

Rewarding employees that live the culture. Companies should let employees know that an ethical culture is important to the organization and should recognize and reward those employees that help to establish the culture.

Inside Recruiting

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SUCCESSFUL BREAKFAST SESSION FOR WESTERN CAPE BRANCH

The Western Cape Branch had a very successful Breakfast session at the Kelvin Grove Club on Thursday 17 April. Jerry Botha, Tax Consulting South Africa, was the Guest Speaker. Jerry enlightened all present on the implications of the 2008/2009 Budget and detailed aspects of tax efficiency and ways that companies can help employees to benefit from a package structuring approach. His helpful Hints and Tips and some gentle reminders around taxation left all present with plenty to think about!

The next session that is planned for the Western Cape Branch will be the WorldatWork feedback session scheduled for Tuesday 24 June. The Guest Speaker will be Herman Nieuwoudt, Shell South Africa. Herman will be attending the WorldatWork Total Rewards Conference in Philadelphia, USA from 20 to 23 May, and we look forward to hearing about some of the exciting sessions that he attended. If there are any other Cape Town delegates that attended the Conference we would like to hear from you as well. Please contact Sandie Thomas, 021 671 2695.

Further sessions planned for the Western Cape are in the preparation stages and we will let members know further details closer to the time. Members are encouraged to invite their networking partners to the Cape Town events and thus try and increase the membership. The focus in the Western Cape is to increase member numbers and to try and reach a wider base of our industry peers.

Sandie Thomas
Chairperson (Western Cape branch)

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UPDATE YOUR MEMBERSHIP DETAILS

Barbara Parry is in the process of updating the membership details. Please send any changes to the existing corporate and associate members, as well as any changes in contact details (name; address; e-mail; cellphone; work telephone and work

fax) to her as soon as possible.

This is part of the EXCO projects to enable the association to provide better services and ensure real time data to make sure that all members are kept updated on the SARA events and initiatives.

You can send your information to:

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SARA CONFERENCE 2008

The SARA Conference will take place on 6-7 November 2008. The theme of this years Conference is THE GREAT REWARD EXPEDITION. SARA have called on members to propose presentations on any case studies that have been implemented in their companies recently that they feel will benefit SARA members and are willing to share it with them.

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SARA WELCOMES NEW MEMBERS

Mr Biplab Baksi - Nestle South Africa
Ms Patricia Harding - Ernst & Young
Mr Vikash Ramlugaan - Aveng Africa Limited

BURSARY NEWS

The SARA Bursary will once again be made available to SARA members for 2009. Members are to submit their applications by June 2008.

The selection criteria for the SARA Bursary are as follows:

The applicant needs to have an honours/PDM for Masters or a Masters for a Doctorate

The student should preferably be specialising in HR and/or Reward

SARA promotes the Reward profession and is sponsoring research that will grow the knowledge base, create instruments and practices that are scientifically founded

The research topic should be relevant to the reward environment and add to the knowledge and methodologies

The candidate should be committed to continuing to invest in remuneration as a profession

For any more information e-mail Gillian, at the SARA Secretariat, at gillian@vdw.co.za

WORK-LIFE MANAGEMENT COURSES

Work-life Management Course: Get the best out of life and work! Find out how by attending the Work-life Effectiveness courses, developed in partnership with SARA.

The first course, Introduction to work-life Effectiveness, runs from July 21 - 23, while course two, Flexible Workplace is from July 24 - 26 at House of Pharaohs at 1 Gaunt street, Bryanston, Johannesburg.

The course will be presented by Celina Pagani-Tousignant, who is the president and founder of Normisur International, an international management consulting firm that specialises in corporate social responsibility, workforce development and

executive coaching.

[Please click here for more information](#)

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EVENTS PROGRAMME 2008

E-reward workshop day: E-reward's workshop day 'Winnable Solutions for Reward Success' takes place on 4 June 2008 in London.

Being a successful reward manager is tough and trying to co-ordinate your policies with business goals is probably the most difficult skill for any reward manager to master. E-reward's new workshop will show you the right and the wrong way to achieve success in strategic reward.

[Please click here for more information](#)

SARA presents the New Government Controlled National Retirement Fund on 5 June 2008 at Southern Sun, Grayston (Cnr. Rivonia & Grayston Drive, Sandton)

The "New Government Controlled National Retirement Fund" is planned for implementation as soon as 2010.

Do you know what the implications of this are for
• you personally?
• the employees of your organisation?
• the business you are working for?

An exciting panel will be facilitated by Jeremy Maggs

Some of the issues that will be on the agenda will be:
• How will this influence the existing company retirement fund benefits on offer to employees?
• What impact will this have on the overall total rewards offering by organisations?

- How will this influence the overall income and package structures of employees?
- What should Executives and Reward Practitioners do to manage this change pro-actively?

Global Remuneration Professional Certification Seminar:
Important dates to remember.

Johannesburg
 Venue: House of Pharoahs, 1 Gaunt Road, Bryanston Ext 5, 2021

Date	GRP	Module
23 - 25 June	GR9	Strategic Communication in Total Rewards
26 - 28 June	GR3	Job Analysis & Job Evaluation
30 June - 2 July	GR4	Base Pay Management
11 - 13 August	GR5	Performance Management
14 - 16 August	GR6	Variable Pay
8 - 10 September	GR2	Quantitative Methods

Cape Town
 Venue: Palm House, 10 Oxford Road, Wynburg

Date	GRP	Module
18 - 20 August	GR5	Performance Management
21 - 23 August	GR6	Variable Pay

The cost per GRP seminar is R5 500 (SARA members) or R6 200 for non members. All seminars are scheduled between 08:30 - 17:00. Visit the SARA website to find out more about Global Remuneration Professional.

Expatriate Management Group News

HOME AFFAIRS TO FAST TRACK SKILLED FOREIGN APPLICANTS

The Department of Home Affairs is expected to improve its ability to process applications for work permits for highly skilled foreign applicants in the next few months.

Minister of Public Enterprises Alec Erwin says this forms part of the department's efforts to improve its services and to get foreign skills in to the country. The department is currently involved in actively promoting South Africa as a hub for chemical, materials, civil, structural, and mining and quality engineers from abroad.

Addressing an Economic, Investment and Employment cluster briefing recently, Erwin said that there had been marked improvement in processing work permits for highly skilled applicants. "The cluster has made progress on key areas in skills, the fact that the country is experiencing a tight skills availability environment re-emphasises the need not only to develop skills locally but to attract foreign skills, including the fast-tracking of high skills immigration", he said.

He said in terms of the cluster's work on skills and education for the economy, the cluster sought to ensure that the skills requirements that were vital to the roll-out of industrial policy were submitted to all SETAs.

This is to be built into SETA service level agreements for 2009-2010. The broader NEDLAC SETA Review recommendations are being discussed at NEDLAC and a draft proposed SETA reestablishment process has been completed by the National Skills Authority for discussion with stakeholders.

"The Joint Initiative for Priority Skills Acquisition (Jipsa) had also been successfully embedded in the drive for skills development critical to achieving accelerated and shared growth", he said. Jipsa was born out of the Accelerated and Shared Growth Initiative of South Africa (AsgiSA) which aims to halve poverty and unemployment by 2014 through accelerated shared gross domestic product growth, rising to 6 percent in 2010.

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EMPLOYMENT OPPORTUNITIES

We trust that you have been receiving your regular SARA Jobs bulletin, and that you are benefiting from this service. Please remember to send us your opportunities, which are also posted on the SARA website at [Professional Development](#).

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WEBSITE POSTINGS

New Jobs added to Employment Section:

<http://www.sara.co.za/professionaldevelopment/employment/>

Library, latest newsletters added

<http://www.sara.co.za/library/ebulletin/>

Corporate Member List updated

<http://www.sara.co.za/saraandmembership/membership/membershipbase>

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EDITOR'S NOTE

Dear Readers,

Welcome to the May edition of the *SARA Bulletin*!

As this bulletin carries the objective of keeping its readers up-to-date with the latest industry developments, I welcome and

encourage you to send me your thoughts, editorial contributions and comments. I would also like to thank you for the information and support already kindly received.

I look forward to working with you in putting together another successful edition in June!

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

Dion Abrahams

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