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### **YEAR-END MESSAGE FROM THE PRESIDENT**

The year 2008 will be remembered for the many changes on the political front, the failure of the financial markets and the effect it had and will have on the economy in the next year(s). All these changes will have an impact on the role of the Reward professional.

At the beginning of the year, the Deloitte international survey on reward priorities indicated a decisive change from a cost control as priority to a talent attraction and retention. In less than six months this all changed. While the fundamental reasons for the initial change are still relevant, the need for cost containment has present itself as a major concern for the foreseeable future. The preferences and priorities of the reward mix will also change. Where shares or share appreciation rights were popular six months ago, people will now be negative towards it. Where "any price" for skills were paid six months ago, cost control will be the new theme. Short term incentives are partly to blame for some of the behaviours that has lead to the collapse of the financial systems. It is expected that penetrative questions will be asked about these products in future.

The role of the Reward professional has grown in stature. It is moving closer to the core of business. The opportunity for Reward

professionals to make a major contribution to organisations and the economy at large has never been more evident than now. I wish you the best for 2009.

*Regards*  
*Lukas De Swardt*

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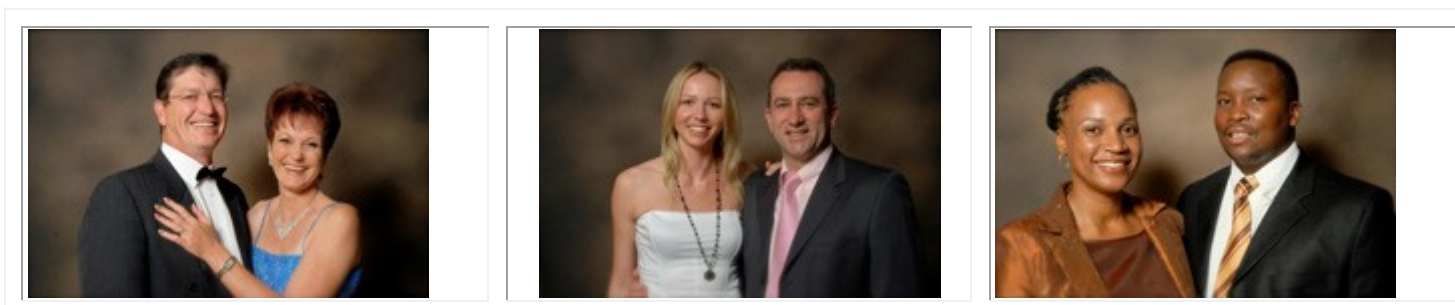
## **SARA CONFERENCE AND BANQUET 2008**

The annual SARA Conference received great reviews from the more than 260 delegates who attended, marking this conference one of the best!

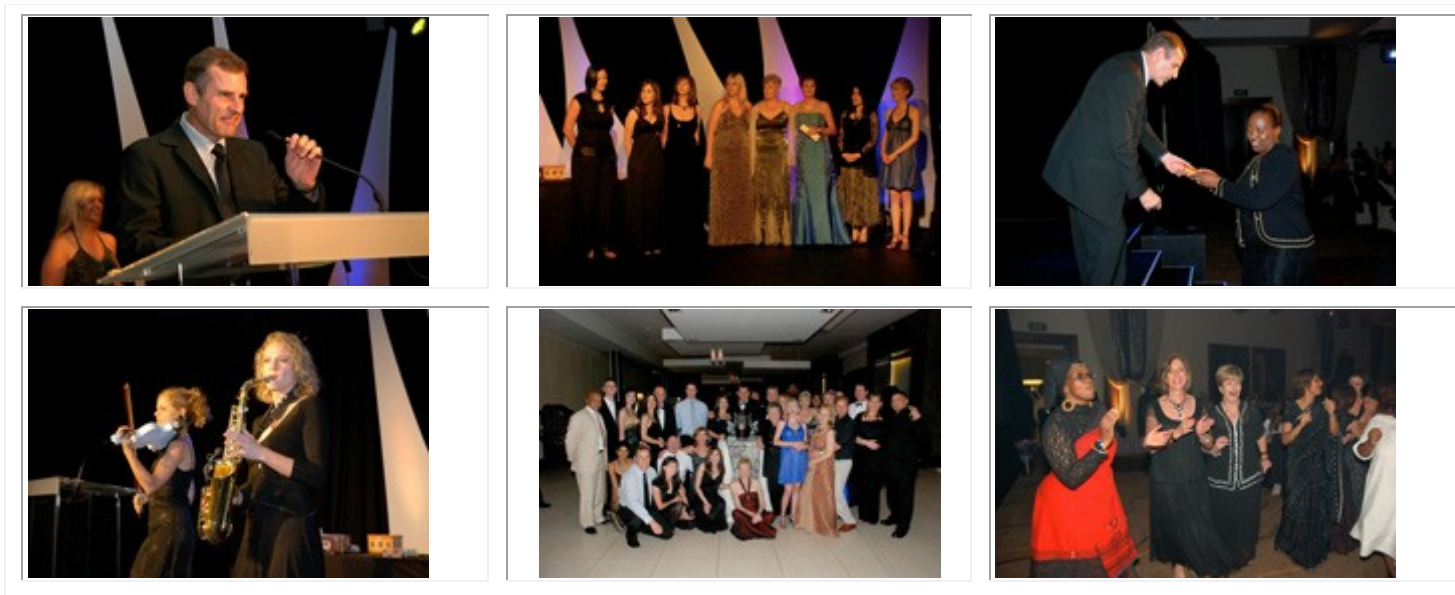
One of the highlights of the conference was the introduction of separate streams for different levels of experience and specialist groups, which worked very well for the delegates.

A special mention of thanks must go to the speakers for their outstanding contribution as well as the delegates for their support. SARA would also like to thank the sponsors: Hay Group, Mondi, Multichoice, Mutual & Federal, Nedbank, Rio Tinto, First National Bank, Sanlam, Standard Bank, Averile Ryder Reward Specialist, Deloitte, HSBC Premier, Edcon, Investec, Jacques Malan Consultants & Actuaries, Pick 'n Pay, SASOL, Cigna International Expatriate Benefits, First Rand.

Relive some of the memories of the SARA banquet through our photo gallery below:







[Click here](#) to view more photos from our photo gallery, as well as to view copies of the presentations.

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## **THE GREAT EXPLORERS HAVE BEEN DISCOVERED**

Congratulations to the winners of the SARA Reward Awards 2008 were announced at a lavish banquet at Montecasino on 8 November 2008. It was an enjoyable evening for all, but the night belonged to Ronel Nienaber, Gerrie Cloete and the team from Transnet, who each walked away with the grand honour of being SARA Reward Award winners for 2008.

The 2008 Reward Awards team winner was:

**The Transnet team** made up of: Shenaaz Nair, Sue Albertyn, Sonel du Preez, Riette Muller, Sanet Vorster, Manasse Matau, Japie Kruger.

The Transnet team consisting of a group of Reward and HR Professionals worked together to achieve ground-breaking results in an effort to ensure that the appropriate skills could be attracted and retained for the organisation. There were three major projects that the team implemented:

(1) The “First Line Managers, Specialists and Technicians” project, (2) the “Artisans” project and (3) the “Movement Personnel” project.

The purpose of these projects were mainly to standardise pay practices and grade consistency across Transnet, to increase flexibility, differentiation and performance based remuneration through a broad banded approach and to introduce competency based remuneration and career progression structures.



The winner of the 2008 Reward Awards Strategist category is: **Ronel Nienaber**



Ronel is the HR Executive responsible for Nedbank Group Human Resources – People Practices, and through her leadership the following initiatives have been successfully implemented in the period 2003 - 2008:

- The introduction of a Total Reward Strategy, integrated with the Nedbank EVP and based on the WorldatWork Total Reward Model which was pivotal in changing Nedbank’s culture and achieving the HR vision of “creating a great place to work”.
- The design and implementation of leading-edge Total Reward Programmes such as the Nedbank Eyethu Employee Schemes, Nedbank Project Catalyst (the grade-less environment), the redesign of different Short term incentive schemes, Long-Term Incentive scheme, Increase Matrix model, the new Nedbank Recognition and Performance management policies, processes and systems and the launch of the Nedbank employer brand.

The winner of the 2008 Reward Awards Practitioner category is: **Gerrie Cloete**

The largest division of Transnet, Transnet Freight Rail (formerly known as Spoornet) with approximately 25,000 employees, bases its core competency on the transportation of freight, containers and mainline passengers on rail. Freight Rail is currently positioning itself to become a profitable and sustainable freight railway business. One of the biggest challenges the organisation is facing is to compete successfully against the public and private sectors for the retention and attraction of skills.

Three major reward programmes in Transnet Freight Rail, i.e. Performance Management; the Annual Remuneration Review and the Incentive Bonus Scheme contributed significantly to the ability to attract and retain staff. Gerrie Cloete provided specialist support and inputs (modelling, cost analysis, communication, etc.) during the implementation of these programmes that were negotiated with the Unions in the Transnet Bargaining Council during 2007/2008



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## **SARA REWARD AWARDS 2009/2010 SPONSORSHIP**

Remchannel has been the proud sponsor of the South African Reward Awards for the past 4 years. SARA called for proposals from the consulting fraternity during September 2008 to sponsor the event for the next two years. At the prestigious annual Reward Awards Banquet on the 8th November it was announced that Remchannel has again been awarded the honour of sponsoring the event.

Rene Richter, Managing Director, indicated that the journey with SARA has been far more rewarding than the actual destination and that the growth of the Association has presented many opportunities to further the profession as a whole.

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## SARA MANAGEMENT COMMITTEE 2008 - 2009

Members of the Association elected a new Management Committee at the AGM that was held on 6 November 2008.

<b>President:</b> Currently vacant	Tina Georgoulakis
<b>Vice President:</b> Yvonne Webb	Peet Kruger
Jerry Botha	Ronnie Moholane
Mark Bussin	Ronel Nienaber
Neil Ulrich	

Chairs of branches on the Management committee are:

Mark Dunn (EMG)  
Sandie Thomas (Cape Town)  
Marius Oosthuizen (KZN)

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## NEW MEMBERS WELCOMED TO SARA

A hearty warm welcome to our new SARA Members:

<b>Corporate Member</b>	<b>Associate Member</b>
Mrs Dorothea Catharina Cronjé Company: Ampath Trust	Mrs Lisinda Roundtree Company: Ampath Trust
Mr Mosegofatsi Shabane Company: Debswana Diamond Company	

### **Memorandum to all SARA Corporate Members**

Kindly note we are currently updating our database with regards to Contact Representatives for SARA Corporate Members. We kindly request that you complete the update form or hand it over to the relevant person/s to complete and return to us on fax: (086) 680-1368 or (011) 789 2116 or e-mail [Germinah@vdw.co.za](mailto:Germinah@vdw.co.za). Your co-operation in this regard is highly appreciated. Thanking you in advance.

Please [click here](#) for the update form.

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## **NEWS FROM WESTERN CAPE BRANCH**

SARA (Western Cape Branch) held a very interesting and successful event on 19 November. The theme of “International Remuneration and Global Mobility” was enthusiastically covered by Shane Damons, Barbara Parry, Kemp Munnik and John Rubino. A common thread that ran through each of the presentations was the importance of good communication, detailed preparation and sound knowledge of all of the facets related to Expat assignments. The event was kindly co-sponsored by BDO Spencer Steward as well as HSBC. Copies of the presentations will be published on the SARA web site in due course.

Judging by the interest in the session we hope to include further “Expat” sessions in future and will liaise with EMG (Expatriate Management Group) on this. Members are invited to contact any of the Committee if there are other topics that they would like to be included during 2009.

The Western Cape Branch membership has had a very active year and 2008 has been a well attended year in terms of the sessions that have been arranged. None of this would have been possible without the dedication and enthusiasm of the Committee and Members themselves. I would like to take this opportunity of thanking the 2008 Branch Committee members – Dianne Auld, Christo Bester, Andrew Stegmann and Elsabe van der Nest for their assistance and hard work in arranging each of the events as well as their support during the year. Extra help is always welcome and if you would like to take a more active interest in SARA Western Cape, please get involved with us on the Committee! Please contact Sandie Thomas on 021 671 2695 or 082 445 1812.

Plans for 2009 have already begun! Jerry Botha of Tax Consulting South Africa has agreed to update us on Tax matters after the Budget Speech announcement. Details and registration information will be circulated closer to the time and once the final date has been scheduled.

December is nearly upon us and I would like to take this opportunity of wishing all Members a peaceful, restful and happy holiday season.

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## SARA GRP PROGRAMME 2009

### SARA introduces a new GRP Course in 2009:

Candidates working towards GRP certification may now choose between GR17 (Market Pricing: Conducting a Competitive Pay Analysis) or GR5 (Performance Management - Strategy, Design and Implementation to meet their required examinations)

### Global Remuneration Professional Certification Seminar: *Important dates to remember.*

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

Date	GRP	Module
16 - 18 February 2009	GR1	Total Remuneration
16 - 18 March 2009	GR2	Strategic Communication in Total Rewards
19 - 21 March 2009	GR7	Job Analysis and Job Evaluation
8 - 10 June 2009	GR3	Base Pay Management
11 - 13 June 2009	GR4	Performance Management
7 - 9 September 2009	GR5	Variable Pay
10 - 12 September 2009	GR6	International Total Remuneration
2 - 4 November 2009	GR9	Quantitative Methods
5 - 7 November 2009	GR17	Market Pricing: Conducting a Competitive Pay Analysis

Cape Town  
Venue: To be announced

Date	GRP	Module
23 - 25 February 2009	GR1	Total Remuneration
23 - 25 March 2009	GR2	Strategic Communication in Total Rewards
26 - 28 March 2009	GR7	Job Analysis and Job Evaluation
22 - 24 June 2009	GR3	Base Pay Management
25 - 27 June 2009	GR4	Performance Management
14 - 16 September 2009	GR5	Variable Pay
17 - 19 September 2009	GR6	International Total Remuneration
9 - 11 November 2009	GR9	Quantitative Methods
12 - 14 November 2009	GR17	Market Pricing: Conducting a Competitive Pay Analysis

Durban  
Venue: To be announced

Date	GRP	Module
28 - 30 September 2009	GR3	Total Remuneration
1 - 3 October 2009	GR4	Performance Management

The cost per GRP seminar is R5 900 (SARA members) or R6 600 for non members. All seminars are scheduled between 08:30 - 17:00. Visit the SARA website to find out more about Global Remuneration Professional.

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**GRP GRADUATES**

Congratulations to all the people who graduated from the Global Remuneration Professional Certification Course in 2008:

Aziz Hendricks	Barbara Verster-Nowak
Chene Engelbrecht	Diana Husselmann
Gail Forster	Heritha Nankole Sepiso
Ilze Krige	Isabella Makuta
Janice Hiskett-Jones	Kesari Moodley
Leslie Starkey	Lester Satram
Linda McMullin	Louise Marx
Marthina Kok	Mary Otto
Neela Kalyan	Neil Ulrich
Nicolaas Wagner	Nicolene Barkhuizen
Robert van Niekerk	Ronald Ngwenya
Shireen Pillay	Sibangilizwe Ncube
Sithembiso Mbonambi	Stuart Neill
Tania Coelho	Trevor van Wyk
Zakir Yunus	Fillemon Nangolo Hambuda

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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>

GRP Section has been updated for 2009

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

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## EDITOR'S NOTE

Dear Readers,

Welcome to the final edition of the *SARA Bulletin for 2008*! I trust that those of you who will be on holiday will have a well deserved break and those of you who are working right through, do take it easy. Enjoy the festive season and have a wonderful new year. Until we meet again in 2009, Season's Greetings.

As this bulletin carries the objective of keeping its readers up-to-date with the latest industry developments, we welcome and encourage you to send your thoughts, editorial contributions and comments.

*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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