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ALL WILL BE REVEALED SOON AT THE SARA MASQUERADE BALL

ALL EYES ON REWARD

SARA has to expose a top secret! SARA is on the trail of the best reward practitioners and strategists of 2009.

The R20 000 question is: "Who will all fingers point to as your company's most wanted?"

Over the past seven years SARA has been witness to the mystery of the South African reward industry, and now all SARA members are invited to join SARA agents on the mission to solve the reward riddle.

DECRYPT SARA's SECRET CODE

The reward riddle will be solved at the SARA MASQUERADE BALL, to be held at Gallagher Estate on Saturday, 31 October 2009, where the most wanted talent of the South African reward industry will be revealed.

The winner of each category will not only receive the acclaim and recognition from their peers, but they will also receive a cash prize of R20 000.

Submit your nomination by 21 August 2009. Nomination forms are available [here](#).

All the mysteries will be revealed on 31 October 2009 at 18:30 for 19:00 at the Gallagher Estate Ballroom in Midrand. Please RSVP by 23 October 2009 by contacting SARA at

www.sara.co.za or 011 789 1384.

Special thanks must go to Remchannel who is the official sponsor of the SARA Reward Awards 2009.



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SARA CONFERENCE 2009

The SARA Workshops & Conference 2009 takes place from 28 – 30 October at Gallagher Estate, Midrand.

Conference Theme:

MASQUERADE

Unmask the full potential of Rewards in a changing business landscape

Wednesday, 28 October - SARA presents two workshops:

- *SARA Executive Remuneration Workshop*
The practical implications of King 111 for Remuneration Practice
- *Global Remuneration Professional Bootcamp*
Introduction to the basic principles of the GRP programme
A fun and interactive session facilitated by John Rubino, Rubino Consulting Services, USA



John Rubino

[SARA Conference: 29 - 30 October 2009](#)

Conference Keynote speaker:

Clem Sunter

"The Mind of a Fox : Scenario Planning in Action"



Clem Sunter

The SARA EMG group will once again hold an exciting Expatriate Management Stream on the first day of the Conference.

[SARA Awards Banquet: 31 October 2009](#)

Masquerade - Unmask the Mystery of Reward - a night of glamour and mystery to be held in the Ballroom at Gallagher Estate.

[Registration](#)

An online registration form will be available on the SARA website from Monday 10 August 2009.

Remember there are also sponsorship opportunities available. Should you wish to sponsor any item, please contact Gillian le Cordeur, at the SARA Secretariat, on Tel: (011) 789-1384 or gillian@vdw.co.za and advise her accordingly.

We look forward to hearing from you. Thank you for your ongoing support and we trust that this will be a worthwhile event which will support our mission of "developing and promoting reward practices".

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EXECUTIVE DIRECTORS BEST PRACTICES AND FEES REPORT 2009

Please click [here](#) for a copy of the Executive Directors Best Practices and Fees Report 2009, courtesy of PricewaterhouseCoopers.

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EMPLOYMENT EQUITY ROAD SHOWS

Please click [here](#) for a schedule of Employment Equity Road shows on the new EE Regulations that will be held by Department of Labour.

Kindly indicate if you are interested in attending a particular road show.

Regards

Sanet Ramsaroop

Policy Analyst

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APPLY FOR A BURSARY FOR YOUR RPL NATIONAL

CERTIFICATE

We have arranged with the South African Payroll Association for 50 bursaries for SARA members to obtain their RPL (recognition of prior learning) National Certificate - Payroll Administration Services NQF4 (SAQA ID 35927). The value is R6,500 and the course takes 4 days to complete.

The payroll industry is fast moving towards a formal qualification framework and this course is part of the process. We recommend that any Remuneration Professionals who regularly deal with payroll matters or who require technical expertise on payroll consider applying. This will not only result in the first formal qualification, but also enhance technical expertise and ensure that members are professionally up to date.

Should you be interested in applying for a bursary, please send Jerry Botha an e-mail at jerry@taxconsulting.co.za and he will forward you the form with instructions.

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TAX, EMPLOYEE BENEFIT AND PAYROLL TRAINING

Jerry Botha, SARA Exco member, will be presenting four half-day workshops for the SARA Interns in Randburg. The decision to make the workshops half-days is to ensure a staggered learning process for our interns and the ability for them to internalize the learning before moving on to the next phase.

As he will be presenting these workshops at the SARA offices he has agreed to extend the invitation to SARA Members with junior staff or to people who may need a refresher. Attendees will be required to attend all four workshops and space is very limited. Details on the workshops below:

[Session #1: Wednesday, 12 August 2009](#)

Employees' tax, UIF and Skills Development computations:

This will be an introductory session on the sections of the Income Tax Act dealing herewith, the basic rules on computation, the taxation of various allowances and benefits.

[Session #2: Tuesday, 18 August 2009](#)

Advanced session following-on Session #1.

This will include payment and reconciliation, more advanced determining of fringe benefit values and performing a basic employee take-home pay computation.

[Session #3: Thursday, 3 September 2009](#)

Employee benefits and allowances:

Structuring alternatives and methodology on retirement funding, life cover, spouse's cover, funeral cover, medical cover, Gap Cover, company vehicles, travel allowances, bursaries and equipment.

[Session #4: Thursday, 17 September 2009](#)

Guaranteed Package (or Cost to Company or Total Package or Total Cost of Employment) methodology, structuring parameters, example package calculators, contractual clauses and allocation schedules.

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GARP DOCS AVAILABLE ON SARA WEBSITE

The updated GARP docs are now available on the SARA website, however, please remember that these are password protected for members.

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NEWS FROM THE WESTERN CAPE

The King III session that was held on 28 July was very well attended. Barrie Jack, Chairperson: Institute of Directors Western Cape Branch, gave an excellent overview of the most critical aspects that we can expect when the King III Report is published in September. The full presentation is now available on the SARA website. The IOD will highlight and focus on the launch of the third King Report during the first week of September and more information may be obtained from the IOD web site.

Invitations for the World at Work Feedback session are scheduled to go out at the beginning of August. The date for this event has been set for Wednesday 9th September - Please do diarise, we would love to see you there.

Please remember to submit your nominations for the Reward Awards by 21 August. Full details are on the SARA web site. There is so much talent and innovative work being undertaken in the Western Cape and we would love to see you receive the acclaim and recognition for this!

If there are any topics that you would like included for future events in the Western Cape please contact Sandie Thomas on 021 671 2695 or 082 445 1812, or any of the other SARA Committee members.

Sandie Thomas

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SARA PLEASED TO WELCOME NEW MEMBERS ONBOARD

Welcome to our new SARA Members:

Corporate member	Associate members
Ms Amanda Theron <i>Company:</i> Barloworld Logistics (Africa) Pty Ltd	Mr Rene Thumbran <i>Company:</i> Barloworld Logistics (Africa) Pty Ltd
Mrs Dorothy Mogoai <i>Company:</i> Bayer (Pty) Ltd	Mrs Mahlatse Letsoalo <i>Company:</i> Bayer (Pty) Ltd
Mr Allan Jamieson <i>Company:</i> Chemical Services Limited	

Ms Thulisile Ndebele <i>Company: Saint-Gobain Construction Products</i>	
Mr Anton Roets <i>Company: Hollard Insurance</i>	
Mrs Dee Abrahams <i>Company: Cadiz Holdings</i>	
Mr Naven Govender <i>Company: Total Coal South Africa</i>	
Mrs Magda Bezuidenhout <i>Company: UNISA</i>	
Mr Steven Levey <i>Company: Token Retail (Pty) Ltd</i>	

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JOIN THE NEW SARA SOCIAL NETWORK ON THE INTERNET

The new SARA Group on the LinkedIn Social Network on the internet, has now grown to over 194 participants.

The first broad discussion topic that was posted by Dr Mark Bussin, the president of SARA, attracted a number of very valuable contributions from nine members.

All members would have received an invitation to join the network and if you haven't already then I urge you to sign up for this new membership discussion forum. If the process works for members we will, in due course, expand the concept to also include specialised sub groups focusing on your area of professional specialisation.

If you did not receive an invitation in your email mailbox or if you have deleted the invitation already, you can still create your own profile on LinkedIn and apply for membership of the SARA group.

LinkedIn is the equivalent of FaceBook for professionals.

I look forward to networking with you and feel free to call me should you require any more information.

Here are a few examples of some of the topics that are up for discussion at the moment:

Should payroll report in to HR or Finance?
By Dr. Mark Bussin

South Africa are facing some degree of labour unrest due to reward issues. Must reward practitioners deliver more on educating all stakeholders, including unions, on the employer's reward methodology?
By Jerry Botha

How do you determine the quantum of share appreciation rights (SARs) granted to e.g. a permanent UK local employee i.e. we use the SA average salary for the Grade to determine the SAR quantum?
By Anesa Naidoo

How do we make sure that Incentive Schemes produces a good Return on Investment for the organisation?

By Peet Kruger

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SARA EMG WORLD MAP ONLINE

The SARA EMG World Map has been updated and is available to be viewed online. We invite you to visit the SARA website www.sara.co.za, click on SARA EMG Worldwide and have the world at your fingertips.

SARA EMG would like to take this opportunity to thank all those companies for completing the SARA EMG Survey. The information has proven to be most valuable and assisted us in updating the EMG World Map.

The companies who completed the survey were all included in a lucky draw. The prizes were drawn at the SARA EMG breakfast event held on Tuesday, 28 July 2009, where the EMG World Map was re-launched.



Congratulations to the following **winners:**
Michelle Thompson, HSBC
Samantha van Rensburg, Goldfields
Brett Taylor, Devere and Partners

We would also like to acknowledge our sponsors for the prizes:
Sasol
First Rand

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SARA INTERNSHIP PROGRAMME

SARA is pleased to announce the continuation of its Internship Programme which commenced on 1 April 2009 and will end on 31 September 2009.

Please click [here](#) for the Internship timetable.

The learning curriculum is as follows:

Software skills	Full MS Office Suite including internet search techniques	Remuneration policy and strategy
Overview of what this is and how to develop it	Basic Pay	Job Evaluation
The different Job Evaluation systems in the market and how they work	Overview of how to write up role profiles	Broadbanding
Introduction to Broadbanding	Salary structuring	The principles of salary structuring including pay scale design
Some technical practice in salary structuring	Tax and Total Package	What Total Package is
How Total Package works	Short term incentives and variable pay	Incentive scheme design
The principles of incentive scheme design	Variable pay	What Variable Pay is
Understanding the remuneration mix	Long term incentives	What the LTI options open to South Africans are
What the essence is of the tax and accounting changes	Remuneration committees	Remuneration committees and the board
Roles of the CEO, Remuneration Manager and HR Director		

SARA Internship Committee

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GRP

GRADUATES

Congratulations to the new GRP graduates:
Ayotunde Osebola
Ernst Akinradewo
Jacob JS Kotze Botes

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WORKSPAN MAGAZINE AVAILABLE ONLINE

Receiving a Workspan Magazine is just one of the many benefits of being a SARA member, and now for your convenience both Workspan and the Journal are available online.

Using your membership info to log in, then clicking on Resource Center and again on Periodicals/Newsletters, will grant you access to the latest editions of these magazines as well as its back issues.

Here are the links on the WorldatWork website to the information. Remember that you need to log in as a member to view. For the log-on details please contact Germinah at germinah@vdw.co.za or on 011 993 9510.

[Link to workspan](#)

<http://www.worldatwork.org/waw/workspan/html/workspan-home.html>

Link to workspan Global (with global specific information)

<http://www.worldatwork.org/waw/workspan/html/workspan-global.jsp>

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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

Please note that the Johannesburg courses are fully booked

Date	GRP	Module
7 - 9 September 2009	GR5	Performance Management
10 - 12 September 2009	GR6	Variable Pay
2 - 4 November 2009	GR9	Strategic Communication in Total Rewards
5 - 7 November 2009	GR17	Market Pricing: Conducting a Competitive Pay Analysis

Cape Town

Venue: Alphen Hotel, Alphen Drive, Constantia

Date	GRP	Module
14 - 16 September 2009	GR5	Performance Management
17 - 19 September 2009	GR6	Variable Pay
9 - 11 November 2009	GR9	Strategic Communication in Total Rewards
12 - 14 November 2009	GR17	Market Pricing: Conducting a Competitive Pay Analysis

Durban

Venue: Albion Guesthouse, 7 Davaar Place, Morningside

Date	GRP	Module
28 - 30 September 2009	GR3	Job Analysis and Job Evaluation
1 - 3 October 2009	GR4	Base Pay 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

MY GRP EXPERIENCE

I am employed in The Presidency, by the Independent Commission for the Remuneration of Public Office Bearers. In the beginning of 2008, the former Head of the Secretariat, Mr. Neil Ulrich, asked me whether I was willing to attend a course during 2008 for which I would have to write an exam. I must confess I was a bit weary about this prospect, not having studied for some time and not been the best scholar around.

However, in the end it turned out to be one of my best career experiences. The Global Remuneration Professional (GRP) certificate course was everything, but a walk in the park. The format of the course was as follows: four one week blocks spread throughout the year. The first was in March, the second in June, the third in August and the last one was in November. Three were in Cape Town and one in Johannesburg. Each week was divided into two modules. We had lectures on the Monday and Tuesday and then wrote the exam on the Wednesday. On the Thursday and Friday we had lectures again and the exam on the Saturday. The exams consisted of between 90 and 100 multiple choice questions, with a maximum time limit of four hours. However, in order to pass, one had to obtain a minimum of 75% for each module, before qualifying for registration as a Global Remuneration Professional.

The modules that we completed were: Total Rewards Management; Quantitative Methods; Job Analysis, Documentation and Evaluation; Base Pay Management; Performance Management-Strategy, Design and Implementation; Variable Pay Incentives, Recognition and Bonuses; International Remuneration: An Overview of Global Rewards; and Strategic Communication in Total Rewards.

It was an extremely enriching experience, being exposed to new terminology, principles of remuneration in general and many real-life practical case studies relevant to my current working environment. The networks that were established throughout the year were also meaningful. However, the course was not on post-graduate level, but with such a high standard, one can appreciate that it is a highly regarded learning opportunity that would add much value to any remuneration specialist's résumé.

During the course we were exposed to three different instructors, all of which were of a high caliber. The instructor that stood out the most to me personally was Mr. John Rubino, an international consultant from the United States of America. He has an enormous amount of relevant human resources and remuneration experience in many different countries of the world and was willing to share many of them with us on each occasion. We also had opportunities to discuss our career aspirations with him and his sound advice was much appreciated.

The most difficult part of the course was studying into the late hours of the nights and doing the exams for more than three hours the next morning. However, the rewards were more than worth it when the final results were published on the internet in December 2008.

A positive outflow of completing the GRP course was being registered with the South African Remuneration Association (SARA). During the year SARA had a number of human resources and remuneration related events that we could attend. The exposure gained

from these was also invaluable. In November 2008, SARA held its annual end of year conference with a number of speakers from the Public Service, Private Sector and overseas. The exposure gained from attending the conference was well worth attending.

Now that the GRP course is finally successfully completed, it is now the remuneration specialist's responsibility to apply the knowledge that was acquired. This is probably the most challenging part of attending development opportunities such as these. On more than one occasion during the course it was said that we should keep our files close by as many have attested to the fact of consulting the study material in the work place, something that I personally would want to do, if I want to reap the full benefit of such a sound training and development opportunity, which should certainly enhance ones career prospects.

This was certainly an event in which The Presidency's investment was money well spent. It would be useful to mention that the Public Service's human resources components would benefit significantly by sending there human resources practitioners on the GRP course. For those who would want to become remuneration specialists, go for it, it is a wonderful career building exercise. Finally, thank you to my employer!

Deon van der Vyver
Remuneration Specialist
Independent Commission for the Remuneration of Public Office Bearers
The Presidency

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GET DIANNE AULD'S LATEST EXCEL TIPS ON THE SARA WEBSITE

Dianne Auld writes a weekly column for the Worldatwork newsletter - Workspan Compensation Edition. The column is entitled Excel Tips for Compensation Practitioners, and covers data formatting, statistics, graphs, pivot tables, subtotals, regression analysis and many other topics useful for reward practitioners. All the tips have screen shots and cover both Excel 2003 and 2007.

Thanks to Worldatwork this weekly column can now be accessed through the SARA website, through the following link: <http://www.sara.co.za/library/worldatwork/>. Please remember that access to this page is password protected and for members only.

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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/folder.2009-03-02.0281247072/>

Corporate Member List updated

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

Latest Presentations from recent events added to site

<http://www.sara.co.za/library/eventdocuments/eventdocs2009/>

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EDITOR'S NOTE

Dear Readers,

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

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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