

Appendix 1

**Non-Profit Organisations' African Continent Countries
Total Rewards Survey Questionnaire**

IMPORTANT NOTE: Please complete and return the Questionnaire by 11 February 2011

Full Organisations Name:

.....

Physical address for the survey report, if ordered, to be couriered to:

.....

..... **Code:**.....

Country:

Name of person completing the questionnaire:

Position of person within the organization:

Landline telephone number and country code: (.....).....

Cell phone number and country code:

E-mail address:

Should there be any questions, concerns, etc, with regard to the questionnaire, please contact:

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1. Organization Size Parameters

Please fill in the organisation size parameters for the relevant country / branch / operation / head or regional office in the table below:

Organization size parameter explanation	Annual turnover or operating budget for the current financial year:	
	Total number of employees for the current financial year, i.e. permanent, part-time and fixed term contract employees:	
	Annual Salary and Wage Bill. Annual salary and wage bill defined on total cost of employment basis, for all employees. This includes permanent fulltime and part time employees and employees employed on fixed term contract basis:	
	Value of Tangible Assets. This includes the current value of all the following: Land, buildings, machinery, equipment, furniture, office equipment, stock, cash, investments and debtors. Please note that this however excludes intangible assets such as goodwill.	
	Current Net Profit Before Tax (if applicable): This includes the budgeted net profit before tax for the current tax year or previous year.	

2. CURRENT PAY SCALES OR EMPLOYEE SALARIES

Please complete the table below, indicating your organisation's current basic salary or "total cost to company" pay scales or salaries at the various levels or attach your organisation's current pay scales or salaries as a separate document. If you do not have pay scales please list the job titles in your organization and what the individual employees are earning in columns 4 and 5.

1 Paterson Broad Band / Level	2 Broad Band or Decision Level	3 Typical Paterson Broad Band or Level Job Titles	4 Typical Job Titles in Your Organisation	5 NOTCHES OR PAY SCALE PARAMETER BREAK POINTS (i.e. Lower, Middle, Upper, etc.)					
				1	2	3	4	5	6
				A Band Level 1	Defined Decisions. These include jobs that are repetitive and routine in nature.	Cleaners Messengers Gardeners Security Guards Cooks			
B Lower Level 2	Automatic Decisions These include jobs that are semi repetitive and routine in nature and once the job is learnt the decisions become automatic	Receptionists, Data Input Clerks, Community Mobilisers, Program / Finance Assistants							
B Upper Level 3	As for B Lower but include jobs where incumbents could suggest minor changes to work procedures	Chauffers, Travel Administrators, Specialist Clerks, Secretaries.							
C Lower Level 4	Process Decisions Skilled, technical and academically qualified employees. These jobs require knowledge of an entire process or routine, which is an integrated combination of operations which requires an understanding by the job holder of the way in which the operations have been combined before he / she can carry out the process at an acceptable standard. The choice of processes is however limited	Accounts Officers, Bookkeepers Executive Secretaries, HR Generalists, Program Specialists, ITC Help Desk. Social Workers, Professional Nurses.							

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1	2	3	4	5					
Paterson Broad Band / Level	Broad Band or Decision Level	Typical Paterson Broad Band or Level Job Titles	Typical Job Titles in Your Organisation	NOTCHES OR PAY SCALE PARAMETER BREAK POINTS (i.e. Lower, Middle, Upper, etc.)					
				1	2	3	4	5	6
C Upper Level 5	As for C Lower but includes jobs which have scope for exercising judgement in the way objectives will be achieved. The employee has a larger variety of processes available to choose from and decisions making is therefore more complex than at C Lower	Accountants Project / Program Coordinators,							
D Lower Level 6	Interpretative Decisions Includes management responsible for the day to day operation of a department or project. Provides guidance to subordinate unit leaders and professional and administrative staff based on departmental goals and organization policies and procedures. Interprets, executes and recommends modifications to organizational policies and procedures.	Project Managers Human Resource Managers, Communications Managers, Medical Doctors Legal Officers							
D Upper Level 7	As for D Lower but includes jobs where incumbents are required to manage more than one discipline and also includes the co-ordination of incumbents in positions in Paterson D Lower Bands. Responsible for managing a segment within a major function. Generally has full budgetary responsibility and manages a staff of managerial, professional and administrative associates. Operates within already established organization plans, budgets, policies and procedures.	Senior Managers, National Program Officers, etc.							
	Programming Decisions	Senior Managers,							

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1	2	3	4	5						
Paterson Broad Band / Level	Broad Band or Decision Level	Typical Paterson Broad Band or Level Job Titles	Typical Job Titles in Your Organisation	NOTCHES OR PAY SCALE PARAMETER BREAK POINTS (i.e. Lower, Middle, Upper, etc.)						
				1	2	3	4	5	6	
E Lower Level 8	These include jobs where incumbents' are required to implement organization strategy or policies in their functional area and contributes to overall corporate strategy. Will typically report to a Director	Heads of Major Functions, Regional Advisors, etc.								
E Upper Level 9	As for Paterson E Lower but in additional incumbents will be responsible for co-coordinating the work of incumbents in Paterson E Lower positions. In addition, could head up multiple major functions for the organization. Reports to the CEO or board of directors	Deputy Head of Office, Ambassadors, Country Representatives or Directors, etc.								

Also complete the table below related to your organisation's pay scales or annual salary review:

Annual remuneration review month or month and year when your organisation's pay scales or employee were last reviewed:	
Average percentage pay scale or individual employee increase at last review:	
Any additional percentage increases granted on the basis of performance:	
Next pay scale or individual employee review date:	
Projected pay scale or individual employee percentage increase amount:	
Any job category or level for which additional increase amount was granted and reason (i.e. necessitated by the market, etc):	

3. GUARANTEED CASH AND NON-CASH BENEFITS NOT INCLUDED IN PAY SCALES OR INDIVIDUAL EMPLOYEE SALARIES ABOVE. Please note that this does not include any work related allowances such as reimbursive travel, subsistence, standby and overtime, etc.

Please state the average value of all cash or non-cash benefits under the grade or level below. If the cash or non-cash benefit only applies to certain job categories within the grade or level please state the job category / categories concerned:

NOTE: PLEASE MAKE ADDITIONAL COPIES OF THESE PAGES IF NECESSARY

PAY SCALE GRADE / LEVEL OR JOB CATEGORY(IES)	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category
YOUR ORGANISATION'S GRADE / LEVEL OR JOB CATEGORY(IES):						
GUARANTEED GENERAL BONUS OR 13TH CHEQUE Annual value of a guaranteed bonus not related to performance, i.e. 13 th cheque:						
COMPANY OWNED OR "TOOL OF TRADE" VEHICLE Value of the vehicle, excluding VAT, as at date of acquisition by the employee:						
GUARANTEED TRAVEL ALLOWANCE The total guaranteed annual amount paid to an employee to cover business travel costs. This includes any guaranteed fixed allowances for the capital outlay or lease payments, license, insurance, maintenance and fuel cost elements for the vehicle concerned but excludes any variable reimbursements for fuel and tolls.						
GUARANTEED TELEPHONE ALLOWANCE Annual fixed amount paid to employees to cover business cellular or landline telephone costs:						
GUARANTEED COMPANY CONTRIBUTION TO HEALTH INSURANCE / MEDICAL AID SCHEME Annual value of the organisation's contribution or premium to health insurance or for medical aid scheme membership:						

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PAY SCALE GRADE / LEVEL OR JOB CATEGORY(IES)	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category
GUARANTEED COMPANY CONTRIBUTION TO PENSION / PROVIDENT OR RETIREMENT FUND Annual value of the company contribution to an approved Pension, Provident or other Retirement Fund:						
GUARANTEED COMPANY CONTRIBUTION TO GROUP LIFE / ACCIDENT INSURANCE Annual cost or premium for any group life / accident insurance benefit or cover paid on behalf of the employees and not included in the Pension / Provident / Retirement Fund above:						
GUARANTEED HOUSING LOAN / SUBSIDY OR HOUSING ACCOMMODATION BENEFIT Annual value of a housing loan / subsidy or market value of a housing and / or accommodation benefit provided to employees:						
COMPANY CONTRIBUTION TO TERMINATION / END OF SERVICE GRATUITY:						
ANY OTHER GUARANTEED CASH OR NON-CASH BENEFIT NOT LISTED ABOVE. Please specify what these allowances and / or benefits are below as well as the value:						

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PAY SCALE GRADE / LEVEL OR JOB CATEGORY(IES)	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category
<p>PERFORMANCE / INCENTIVE BONUS EARNING OPPORTUNITY 'CAP" indicate under the various grades / levels or job category (ies) the percentage or monetary "cap" of your organisations' annual performance / incentive bonus payments</p>						

4. WORKING HOURS

How many hours are worked during a normal working week in your organisation, excluding lunch breaks, in the relevant country? Please state no. of working hours below:

Employee Category	Number of Working Hours per Week

5. ANNUAL LEAVE ENTITLEMENTS

5.1. Normal Annual Leave Entitlements

What is your organisation's normal annual leave entitlements at the different levels of seniority? Please indicate number of days under the different levels of seniority in the table below:

Normal annual leave entitlements at the different levels of seniority, i.e. 15 days per annum				
Executives / Directors (Paterson E & F Bands)	Professional / Specialist / Finance (Paterson D Bands)	Programme / Administrative / Support (Paterson C Band)	Semi Skilled And Unskilled (Paterson A / B Bands)	Other (State level or employee category)

5.2. Additional Annual, Sabbatical or 'Once Off' Annual Leave Based on Length of Service or Some Other Criteria

Does your organization grant any additional annual leave, based on length of service over and above what is granted in 5.1, above, "sabbatical or "once off" leave, if yes, please complete the table below:

Additional Annual, Sabbatical or 'once off' Annual Leave Based on Length of Service or Some Other Criteria			
No. Of Years continuous service, i.e. 5 years	Additional No. of Annual leave days	Indicate whether continuous or "once off"	Criteria or policy, i.e. continuous service or sabbatical, etc.

6. MATERNITY / CHILD ADOPTION LEAVE

6.1. Time limit of Maternity / Adoption Leave:

Indicate in the table below, what your organisation's time limit on maternity / adoption leave is.

TIME LIMIT ON MATERNITY/CHILD ADOPTION LEAVE	√
Maternity / adoption leave benefit provided and administered strictly in accordance with the relevant country legislation	
If different, to the above, indicate your organisation's time limit on maternity / adoption leave below:	

6.2. Salary or Pay Benefit granted to Employees During Maternity Leave Period:

Indicate in the table below what your organisation's policy is on the payment of salaries and benefits to employees on maternity / adoption leave

YOUR ORGANISATION'S MATERNITY / ADOPTION LEAVE PAYMENT OF SALARIES AND BENEFITS DURING MATERNITY LEAVE PERIOD	TIME PERIOD

7. FAMILY RESPONSIBILITY LEAVE, i.e. Compassionate, Paternity, Medical Appointments, Personal Business, and if an employee's child is ill, etc.

Indicate in the table below what your organisation's policy is with regard to the above and include number of days per event or per annum :

FAMILY RESPONSIBILITY LEAVE POLICY	INDICATE NO. OF DAYS AND WHETHER THIS IS PER EVENT OR PER ANNUM

8. SICK LEAVE

8.1. SICK LEAVE BENEFIT ON FULL PAY

What is your organisation's sick leave benefit on full pay? Please indicate in the table below:

SICK LEAVE ON FULL PAY POLICY	NO. OF DAYS
Sick leave benefit provided and administered strictly in accordance with the relevant country legislation	
Additional sick leave over and above what is provided for in terms of the relevant country legislation. In addition, indicate number of days per annum, event, or for a particular cycle.	

8.2. ADDITIONAL SICK LEAVE BENEFIT AND PERIOD AT REDUCED PAY

Some organisations also provide additional sick leave on reduced or half pay. If your organisation provides additional sick leave on reduced or half pay please indicate in the table below:

ADDITIONAL SICK LEAVE BENEFIT AT REDUCED OR HALF PAY	TICK OR INCLUDE NO OF DAYS BELOW
No additional sick leave at reduced pay	
Additional sick leave benefit provided at reduced pay – Specify period and amount of pay below:	

9. REMUNERATION AND BENEFITS PAID TO NON-EXECUTIVE CHAIRMEN, DIRECTORS AND / OR BOARD MEMBERS

How, and to what extent, are your non-executive directors and chairpersons remunerated? Indicate with an √ and record the monetary values below:

REMUNERATION PAID PER MEETING	Retainer		Payment per meeting		Combination of retainer and payment per meeting	
	√	Monetary Value	√	Monetary Value	√	Monetary Value
Non Executive Chairman of the Board						
Non-executive Director of the Board						
Other, please specify below:						

Thank you very much for completing this questionnaire!

Important:
 Please either e-mail your completed questionnaire and copy of pay scales to averile@rewardspecialist.co.za
 or fax it to +27 (0) 86 730 3093