

**JULY 2010 NPO SALARY SURVEY
QUESTIONNAIRE**

IMPORTANT NOTE: Please complete and return the Questionnaire by 31 July 2009!

Organization Name:

Physical Address:

.....(Code).....

Name of person completing the questionnaire:

Position of person within the organization:

Landline telephone number: (.....).....

Cell phone number:.....

E-mail address:

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

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1. SURVEY SAMPLE AND DATA SOURCE

1.1. NPO Sector / Industry Classification:

What category best describes your organization? Please mark with a √ the NPO classification which best describes your organization:

NPO SECTOR	√
Independent NGO based in South Africa	
Organisation Partly or Wholly Subsidized by the State or State Agency based in South Africa	
Sub-Saharan Africa Region Head Office based in South Africa	
Africa Region Head Office based in South Africa	
South African branch / operation of an International NPO	
South Africa branch / operation of an Africa Region NPO	
South Africa branch / operation of a Sub-Saharan Africa Region NPO	
Embassy or Diplomatic Mission	
Bargaining Council	
Professional Membership Association	
Grant Making Organisation	
Other – Please Specify:	

1.2. Organization Size Parameters

Please fill in your organization's annual turnover, total number of employees and annual salary and wage bill size parameters in the table below:

Organization size parameter explanation	Annual turnover or operating budget for the current financial year	Up to 10 million	10.1 – 20 million	20.1 – 40 million	41.1 – 60 million	60.1 – 80 million	80.1 million or more
	If your organisation allocates grants to other organisations, please indicate the annual value of grants (this will be separate from your operating budget, indicated above).	Up to 100 million	101 – 500 million	501 – 999 million	1.0 – 1.5 billion	1.6 – 2.0 billion	2.1 billion or more

	Total number of employees for the current financial year, i.e. permanent, part-time and fixed term contract employees	1-20	21-50	51-100	101-200	201-300	301 or more
	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	Up to 10 million	10.1 – 20 million	20.1 – 50 million	50.1 – 100 million	101 – 150 million	151 million or more
	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	Up to 50 million	50.1 – 100 million	101.1 – 50 million	50.1 – 100 million	101 – 150 million	151 million or more

2. REMUNERATION TRENDS AND POLICIES

2.1. Annual Review Timing

Please indicate your organisation's annual review month in the table below by ticking the appropriate box (this is the month from which increases are applicable)

January	February	March	April	May	June	July	August	September	October	November	December
If different to the above, please specify:											

2.2. Types Of Increases Granted By Employee Category Level For The Period 1 August 2009 – 31 July 2010

Please indicate the type of increase that was granted at the various employee category levels by inserting a \surd in the table below:

Employee Category Level:	Percentage Increase		Guaranteed or Inflationary Increase	Based Solely on Merit Increase	Combination of Guaranteed or Inflationary Increase	Market / Scarce Skills Increase Percentage, i.e. Where the Market For a Particular Job Category Dictates that a Certain Job Category is Required to be Paid More	Job Category for Which a Market Increase was Paid (if Applicable)
	On TCTC	On Basic Salary					
Unskilled Paterson A band							
Unskilled and Semi Skilled Paterson B band							
Skilled / qualified / specialist Paterson C band							
Up to Middle Management and High Level Specialists Paterson D Lower							
Senior Management Paterson D Upper							
Executives Paterson E and F bands							
All employee categories							
Other, please specify below:							

2.3. Types of Increases Projected by Employee Category Level For The Period 1 August 2010 – 31 July 2011

Please indicate the type of increases that are projected for the coming year at the various employee category levels by inserting a \checkmark in the table below:

Employee Category Level:	Percentage Increase		Guaranteed or Inflationary Increase	Based Solely on Merit Increase	Combination of Guaranteed or Inflationary Increase	Market / Scarce Skills Increase Percentage, i.e. Where the Market For a Particular Job Category Dictates that a Certain Job Category is Required to be Paid More	Job Category for Which a Market Increase was Paid (if Applicable)
	On TCTC	On Basic Salary					
Unskilled Paterson A band							
Unskilled and Semi Skilled Paterson B band							
Skilled / qualified / specialist Paterson C band							
Up to Middle Management and High Level Specialists Paterson D Lower							
Senior Management Paterson D Upper							
Executives Paterson E and F bands							
All employee categories							
Other, please specify below:							

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3. WORK RELATED ALLOWANCES/REIMBURSEMENTS

This section is related to any work related allowances or reimbursements that are paid to employees over and above “total cost to company” (TCTC) guaranteed salaries and benefits reported in appendix 3 (the remuneration levels schedules):

3.1. Reimbursive Travel Allowances

If you pay your employees a non guaranteed reimbursive travel allowance, please complete the section below:

Definition	Rate Paid or Costs Reimbursed	Please mark with a <input type="checkbox"/> what rate applies, or specify amount
FOR EMPLOYEES WHO USE THEIR OWN VEHICLES FOR BUSINESS TRAVEL Section 8(1) (b) of the Tax Act makes provision for a reimbursement to be given to an employee based on actual travel for business purposes and is where travel is 8000km or less for the year of assessment, the rate per kilometre will, at the option of the recipient, be R2,92 per kilometre, provided that no other allowance or reimbursement is received by the employee in respect of the vehicle	Automobile Association rate	
	Current Official rate (Currently R2, 92 per km)	
	If another rate – please specify rate in the next column	
FOR EMPLOYEES CURRENTLY RECEIVING EITHER A TRAVEL ALLOWANCE OR A COMPANY OWNED VEHICLE BENEFIT AS PART OF THEIR “TOTAL COST TO COMPANY” REMUNERATION PACKAGES For PAYE purposes, 80% of the monthly reimbursive travel allowance will be subject to tax.	Automobile Association rate	
	Official rate (Currently R2, 92 per km)	
	If another rate – please specify rate in the next column	

3.2. Other Work Related and Special Allowances Paid to Staff Appointed in Country, International Recruits or to Certain Employee Categories Only

If you pay your employees any additional work related or other special allowances, which are not part of guaranteed pay please, would you complete the table below:

For Staff Appointed in Country			For Internationally recruited or certain job categories only		
	√	Amount		√	Amount
Staying with family and friends allowance, i.e. an amount paid to an employee when on business travel and instead of staying in a guest house or hotel stays with family and friends. If applicable, state policy and amount:			Part salary paid in home country. If applicable, state policy and amount:		
Any other work related or special allowances, state details below:			Housing – if applicable, state actual rental amount, or percentage of remuneration amount:		
			Hardship or separation allowance paid for working in another country, i.e. compensation for potential discomfort due to climate, political unrest, etc. If applicable, state policy and amount:		
			Cost of living allowances – if applicable, state policy and amount or percentage of remuneration:		
			Schooling, if applicable state policy and amount:		

For Staff Appointed in Country			For Internationally recruited or certain job categories only		
			Return airfares to and from base. State policy and if a fixed amount is paid towards airfares state amount:		
			Gratuity on contract termination. If applicable, state policy and amount:		
			Reimbursement of "home base" financial commitments. If applicable, state policy and amount:		
			Any other work related or special allowances, state details below:		

4.2. Work-Life Balance Policies / Benefits

Has your organization introduced or currently have any of the following work-life balance policies / benefits. Please indicate with a √

WORK-LIFE BALANCE POLICIES / BENEFITS	√
No Policies	
Flexible starting and finishing times for individual or groups of employees	
"Banking" of overtime for time off when employees need it or towards accumulating extra annual leave for all employees categories	
"Banking" of overtime for time off when employees need it or towards accumulating extra annual leave for only some employee categories	
Shorter work week	
Shorter work day	
Job sharing	
Work from home for some or all job categories	
On-site Crèche / Nursery School / Aftercare Facilities	
Health and wellness programs	
Financial Support Programs, i.e. personal loans, debt counseling, etc	
Female employees given time off for breastfeeding their babies	
Staff workshops on work-life balance	
Time off in leu for extended business travel, i.e. for every hour / day travelling time incurred, the employee is allowed an hour / day off in leu	
Other work-life balance policies - Please specify details below:	

5. ANNUAL LEAVE ENTITLEMENTS

5.1. NORMAL ANNUAL LEAVE ENTITLEMENTS

What are your organization's normal annual leave entitlements at different levels of seniority? Please indicate with a √.

NORMAL LEAVE ENTITLEMENT (Working Days per Annum)	EMPLOYEE CATEGORIES			
	Executive / Director / CEO (E / F Bands)	Professional / Specialist / Middle and Senior Management (D Band)	Programme / Administrative / Support (C Band)	Semi Skilled And Unskilled (A / B Bands)
15 Days, i.e. in compliance with BCOE Act				
17 Days				
18 Days				
20 Days				
21 Days				
22 Days				
23 Days				
24 Days				
25 Days				
26 Days				
28 Days				
30 Days				

NORMAL LEAVE ENTITLEMENT (Working Days per Annum)	EMPLOYEE CATEGORIES			
	Executive / Director / CEO (E / F Bands)	Professional / Specialist / Middle and Senior Management (D Band)	Programme / Administrative / Support (C Band)	Semi Skilled And Unskilled (A / B Bands)
Other – Please specify the number of days under each employee category:				

5.2. ADDITIONAL 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? If yes, please complete the following table, below:

POLICY / LENGTH OF SERVICE	√
No additional annual leave granted (over and above normal annual leave entitlement above) based on service or some other arrangement	
After 3, 4, 5, 6, 7, and 8 years continuous service, 1 additional day annual leave	
After 3 years continuous service three calendar months "sabbatical" additional leave	
After 5 years continuous service 2 additional days annual leave	
After 5 years continuous service 3 additional days annual leave	
After 5 years continuous service 4 additional days annual leave	
After 5 years continuous service 5 additional days annual leave	
After every 5 years continuous service 5 additional working days until the employee has a maximum of 30 annual leave days per annum	
After 5 years continuous service 15 working days "once off" additional leave	
After 5 years continuous service 25 working days "once off" additional leave	
After 5 years continuous service one calendar month "once off" additional leave	

POLICY / LENGTH OF SERVICE	√
After 5 years continuous service three calendar months "sabbatical" additional leave	
After 5 years continuous service three calendar months "sabbatical" additional leave for the CEO only	
After 5 years continuous service six calendar months "sabbatical" additional leave	
After 7 years continuous service three calendar months "sabbatical" additional leave for Deputies only	
After 10 years continuous service 4 additional days annual leave	
After 10 years continuous service 6 additional days annual leave	
After 10 years continuous service 10 additional days annual leave	
After 10 years continuous service 21 "once off" working days additional days annual leave	
Some other arrangement: Please specify number of days or days and detail below:	
ADDITIONAL ANNUAL LEAVE GRANTED TO ALL EMPLOYEES NOT BASED ON LENGTH OF SERVICE CRITERIA (Only complete if this additional annual leave is granted over and above normal annual leave entitlements):	√
Working days between 22 December 2009 and 4 January 2010	
Working days between 23 December 2009 and 4 January 2010	
Working days between 24 December 2009 and 4 January 2010	
Some other arrangement: Please specify number of days or days and detail below:	

6. MATERNITY LEAVE

6.1. TIME LIMIT ON MATERNITY LEAVE

What is your organization time limit on maternity leave? Please indicate with a √.

TIME LIMIT ON MATERNITY LEAVE	√
No Policy	
Limit of 4 months, i.e. in compliance with BCOE Act	
Limit of 6 months	
Limit of 12 months	
Other arrangements – Please specify below:	

6.2. SALARY POLICY WHEN ON MATERNITY LEAVE

What is your organization's policy on salaries paid to employees on maternity leave? Please indicate with a √.

SALARY POLICY WHEN ON MATERNITY LEAVE	√
No salary paid during maternity leave	
Full salary paid for four months	
Full salary for six months	
Difference in salary not paid by the UIF Fund for four months	
Proportion of salary paid, e.g. 32 - 33% of salary for four months	
Proportion of salary paid, e.g. 50 - 55% of salary for four months	
Two thirds of salary paid for fifth and sixth month respectively	

SALARY POLICY WHEN ON MATERNITY LEAVE	√
Other arrangement – please specify below:	

7. FAMILY RESPONSIBILITY LEAVE

The Basic Conditions of Employment Act provides for 3 days of “**family responsibility**” leave to be provided in the event of the birth of an employee’s child, if the employee’s child is ill, or if a member of the employee’s immediate family dies. (An employer may request proof before granting the leave). What is your organization’s policy on ‘family responsibility leave’? Please indicate with a √ in the table below:

FAMILY RESPONSIBILITY LEAVE POLICY	√
3 Days per annum i.e. strictly in compliance with the BCOE Act	
4 days per annum	
5 days per annum	
No specific policy and is decided upon on a case by case basis	
Other arrangements – Please specify details and number of days:	

8. EXAM AND STUDY LEAVE

To what extent does your organization grant exam and study leave? Please indicate with a √ in the table below:

EXTENT OF EXAM AND STUDY LEAVE GRANTED	√
No special study or exam leave granted, employees have to use annual leave for this purpose	
Exam days plus one day's study leave per exam per annum, no limit	
Exam days plus two days study leave per exam per annum, no limit	
Maximum number of exam and study days, in total limited to 5 to 6 working days per annum	
Maximum number of exam and study days, in total limited to 8 working days per annum	
Maximum number of exam and study days, in total limited to 10 working days per annum	
No policy – exam and study leave granted on a case by case basis	
Other arrangement, specify 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? Please indicate with a √ and record the figures below:

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

Thank you most sincerely for completing this questionnaire!

IMPORTANT: Please either e-mail your completed questionnaire to info@rewardspecialist.co.za, or fax it to +27 (0)86 549 8183 or post it to 49 5th Ave, Edenvale, 1609