AN ANALYSIS OF AN EMPLOYEE VALUE PROPOSITION

Jaco Parreira (BA Honours)

Mini-dissertation submitted in partial fulfilment of the requirements for the degree

Masters of Business Administration

at the Potchefstroom campus of the North-West University

Supervisor: Dr. C Botha

November 2007

Potchefstroom

ABSTRACT

South African Breweries is striving to be the most sought-after company to work for in South Africa. The only way to achieve this is through people. Talented employees need to be attracted to the organisation and after attracting these employees they need to be retained. The retention of employees is becoming a critical aspect of any corporate strategy due to the cost implications involved – cost in terms of time as well as cost in terms of human capital.

The objective of the study is to analyse the EVP Strategy within South African Breweries with a specific focus on the needs of internal employees. The EVP is made up of two parts, the Attraction and Retention part. The focus of the study will be on retention of internal employees.

The information for this study was compiled by means of a literature and an empirical study. In the empirical study the information was obtained through a quantitative questionnaire. The questionnaire was based on work done by the corporate executive board around segmenting the labour market into general attributes that are evident in all organisations. The questionnaire was sent out by the Human Resources Consultant of South African Breweries' central region. The data together with the literature data was processed and conclusions and recommendations were made.

The research clearly identified shortcomings within the current retention process, but these shortcomings are possibly the same for all organisations. The success of retention will depend on the implementation of an attraction and retention strategy. South African Breweries has an attraction strategy called the Employer Branding Strategy and a retention strategy called the Total Employment Offering. The shortcomings have been identified to align these two and develop an EVP Strategy.

ACKNOWLEDGEMENTS TO:

- ➤ my partner, Anname, and mother, Elize, for their support and belief in me throughout the MBA course;

- ➤ my employees at work for their interest and encouragement;

- ➤ my friends and study group, especially Derek and Marlize for their continuous support;

- ➤ Dr C Botha for his efficient and guidance;

- ➤ the respondents for their willingness to take part in the study;

- ➤ South African Breweries for covering the costs of my MBA; and in particular Louw van Rensburg and Koos Taljaard;

- ➤ Wilna Liebenberg for her assistance;

- ➤ above all to God for the strength, wisdom and energy.

TABLE OF CONTENTS

TABLE OF CONTENTS (CONTINUED)

TABLE OF CONTENTS (CONTINUED)

LIST OF FIGURES

LIST OF TABLES

LIST OF TABLES (continued)

LIST OF TABLES (continued)

LIST OF ABBREVIATIONS

CEB	Corporate Executive Board
CLC	Corporate Leadership Counsel
EVP	Employee Value Proposition
HR	Human Resources
SAB	South African Breweries
TOE	Total Employment Offering

CHAPTER ONE

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

The looming talent war is a topic of great importance to all labour markets. As the market for talent becomes increasingly more global, smart and focused intelligent people become the most important currency a company has. Those companies that have a long-term talent acquisition and retention strategy will have a competitive advantage in the future (Ajilon Finance, 2005. This will force a fundamental rethinking of workforce staffing strategies. Yet, rather than focus on the retention of stars, companies and researchers frequently are more enamoured with investigating general turnover rates. Overall turnover rates do, in fact, yield useful information, particularly when examined relative to a company's industry, competitors or its own past experience. They are crude tools, however, compared to what performance-specific analysis can yield (Trevor, 2006).

Experts predict that winning organisations now and in the future are distinguished by the calibre of their human capital, as this is the one factor that offers long-term, sustainable shareholder value and cannot be replicated by the competition. As competition for talent increases, organisations not only have trouble attracting employees, but also with keeping them, as competitors raise compensation packages in bids to "poach" talent (Corporate Executive Board, 2006: 2).

In terms of non-monetary losses, the new incumbent cannot just step into the role and be as effective as the person who has just left the organisation. It will take the new incumbent at the executive level at least six months to become fully operational (Gordon Institute of Business Science, 2006). Retention therefore is a critical element of success, and in South Africa especially retention of high-quality black executives is of paramount importance.

1.2 PROBLEM STATEMENT

The cost of labour turnover at South African Breweries for the period 2000-2004 has been estimated at about R857 million (SAB HR Department, 2005). "The high cost of losing key employees is certainly a consistent message across industries," says GIBS senior lecturer Dr Margie Sutherland. "The American Management Association estimates the direct cost of losing a key employee at anything between one year's and 18 months' salary" (Gordon Institute of Business Science, 2006).

The South African Breweries is competing with the cream of South Africa's corporate citizenry – with a limited talent pool – for people with the requisite skills. The challenge is exacerbated by employment equity considerations and applies equally to recruitment and retention (SAB HR Department, 2005:9). The main consideration becomes how South African Breweries as a corporate company can attract this talent better than its competitors and keep it.

The Engagement Strategy presented to the South African Breweries Board of Directors in 2006 stated that:

The need to focus on attraction and retention is driven amongst other things by the following:

- Labour turnover
- The ability to attract and retain talent
- Intensification of war for talent
- Increased economic activity
- Black economic empowerment
- Leadership benchmark
- Achievement of equity targets (SAB Strategic People Resourcing Department, 2006)

Benchmark data from Statistics South Africa prescribes an average employee turnover rate of 5,6% to be ideal (SAB Strategic People Resourcing Department, 2006). Finance (SAB Strategic People Resourcing Department, 2006) Week states the best company to work for over the moving annual period May 2005-April 2006 achieved a labour turnover rate of 8,8%. In the same period, South African Breweries ABC (Asian, black or coloured) employee turnover was at 17% compared to whites being at only 10%. Furthermore 97% of all Asian, Black or Coloured employees joining from outside of SAB are leaving the company. However, losing any amount of talent is a concern, as the ability to replace it is affected by the limited talent pool.

1.3 OBJECTIVES

> The definition of talent
> An in-depth understanding of an Employee Value Proposition (hereinafter referred to as EVP
> An analysis of the current EVP implemented in South African Breweries with the focus on retention

1.4 DEFINING MAJOR CONCEPTS

1.4.1 EMPLOYEE VALUE PROPOSITION

An EPV is the set of attributes that the labour market and employees perceive as the value that they gain through employment in an organisation (Corporate Executive Board, 2006: 6). The EVP drives commitment and attraction in the labour market.

1.4.2 Employee attraction

Attractiveness is a function of the EVP's alignment with candidate priorities. Three factors determine whether or not an organisation's EVP is attractive to the labour market:

1. Is the EVP based on the attributes that the labour market cares about?
2. Does the labour market have a favourable impression of the organisation on those attributes?
3. Is the labour market aware of how the organisation scores on those attributes? (Corporate Executive Board, 2006: 31).

1.4.3 Employee commitment/engagement

Engagement is the extent to which employees commit to something or someone in their organisation and how hard they work and how long they stay as a result of that commitment. Commitment has both an emotional component – the extent to which employees value, enjoy, and believe in their organisations – as well as a rational component – the extent to which they believe it is in their best interests to stay with the organisation (Corporate Executive Board, 2006: 32).

1.4.4 Employee retention

An effective employee retention programme is a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs.

The way it was... in the past, jobs were considered desirable and sufficient candidates could be found to fill most critical jobs. Moreover, once employed, workers would often spend their entire careers in the service of the company. In areas where there was turnover, new employees could be recruited easily.

The way it is... today there is a high demand in the public and private sectors for workers in critical areas such as healthcare, information technology, engineering, accounting and auditing. The supply of qualified workers is limited and good workforce planning requires a twofold approach of aggressive recruitment and innovative retention strategies. Retention policies need to focus on elimination of unwanted turnover (Report of the Employee Retention Work Group, 2002: 2).

1.4.5 Talented employees

Talent is the strategic management of the flow of talent through an organisation. Its purpose is to assure that the supply of talent is available to align the right people with the right jobs at the right time, based on strategic business objectives. But talent management is much more than yet another HR process. It is a mindset that goes beyond the rhetoric towards a holistic and integrated approach to leveraging the greatest competitive advantage from people. Talent management is about those thoughts and actions that, consistently, over time, become organisational culture. Talent management is more than something to do; it is something to be, a way of working and achieving both short and long-term success. It is a belief that talent differentiates organisational culture and breeds competitive advantage, with benefits for both the individual and the organisation. Furthermore, the talent mindset is not just another HR fad. It is embedded in the entire organisation – championed by the leadership, modelled by the management, supported by a range of initiatives jointly developed by the business and human resources (Duttagupta, 2002 2).

1.4.6 Skills and talent

Dr Charles Handler wrote in his article on Hiring for Potential vs. Skill (2007) that, to create an effective hiring strategy, there is a continuum that dictates the key attributes that should be measured in applicants. Finding the right point on this continuum is the key to ensuring that hiring supports an organisation's strategic goals and objectives.

Hiring for potential

Hiring for talent is not based on what the applicants have achieved or done in their careers; it is based on the raw talent and ability of the employees. Good examples of hiring for talent will be appointing a student straight from university to groom into the position he or she was appointed for. Many organisations have a very strong learning culture. In these environments, the idea is often to get the sharpest, most capable candidates available and teach them what is needed to help ensure that the organisation can meet its goals and objectives.

Hiring for specialised knowledge or skills

At the other end of the spectrum is a strategy that is based on the need to hire individuals with a very specific domain of expertise, or at least a combination of skills and experience that will allow them to hit the ground running, and serve as an immediate component in achieving specific business outcomes.

This linking of strategic and tactical drivers is an excellent foundation for ensuring the effective use of talent to meet organisational goals and objectives. An understanding of both these drivers can help organisations to determine where on the continuum of ability versus experience their hiring practices should be (Handler, 2007).

1.4.7 Job cluster branding

In many organisations remuneration costs represent 50% or more of operating costs. As with any investment in resources it is sensible to ensure that the remuneration costs are achieving a maximum return.

Broad-banding is one of the more progressive remuneration practices that allows the business to optimise the salary spending by aligning remuneration to performance or contribution, job function and market comparators.

Multiple sub-grades are collapsed to form broader bands or ranges of remuneration.

1.5 SUMMARY

Losing talented employees is of great concern to all major corporate companies, especially South African Breweries. The focus of the country is on black economic empowerment, which creates a very difficult situation for companies to survive in. As was mentioned, the cost is not only in the turnover, but in the time it takes to recruit and train a new employee. The talented employees dictate terms and constantly ensure that Human Resources and leadership are challenged with new ways of retaining employees. The EVP concept will be researched and specific focus will be on engagement. This study will analyse the current engagement strategy implemented by South African Breweries and, if need be, recommend changes.

CHAPTER TWO
LITERATURE RESEARCH AND RESULTS

2.1   INTRODUCTION

Attracting and retaining top talent is no accident – it is the result of carefully considered strategies. The economic boom in South Africa is unparalleled in recent memory. However, the country faces serious skills shortages all the way from the boardroom to artisan levels, making the retention of skilled/talented staff critical to many organisations. "In South Africa, the role of the Human Resources (HR) department is quite a contentious issue because of the changing nature of the country's employment market," says Dr Keith Goodall (Gordon Institute of Business Science, 2006), from the Judge Business School at Cambridge University and a visiting Gordon Institute of Business Science (GIBS) lecturer, adding that companies are paying much more attention to the importance of HR in supporting senior management decisions. "If a company has a strong balance sheet and plans to win through technology, it will not pay too much attention to people and HR," he says.

However, if a company delivers services or plans to succeed through innovation, HR will receive a lot of attention. According to one of the biggest remuneration consultancies in Africa, 21st Century Business and Pay Solutions (Gordon Institute of Business Science, 2006), the definition of 'retain' has two meanings: 'to hold or keep in possession' and 'to engage the services of'. "The traditional focus in many HR practices has been to hold or keep rather than to engage a service. High-value employees and hot skills want to be engaged and not kept," says 21st Century Business and Pay Solutions executive chairman and GIBS lecturer, Dr Mark Bussin (Gordon Institute of Business Science, 2006).

"Organisations need to shift their thinking and focus on what they need to do to help these employees become fully engaged in the organisation," he says, adding that perhaps the

focus should be to engage people for as long as possible, rather than trying to retain them for as long as possible. "An innovative retention strategy and an accompanying reward strategy will certainly aid this process," says Bussin. "Remuneration-based retention strategies are critical, but simply throwing money at the problem will not make retention issues go away in the long term," Bussin says. "The focus in retention strategies has shifted from a one-size-fits-all to customization. ... Because employees are motivated by different factors depending on their age, status and career goals, retention strategies must be targeted to individual employees or groups of employees," he adds.

How do leading businesses keep valuable, key staff members? "Employees and skills are becoming more and more transient as economies develop, particularly in South Africa," says Goodall (Gordon Institute of Business Science, 2006). "Gone are the days when people left school, left university, got a job with a company and remained in that job for life," says Sutherland (Gordon Institute of Business Science, 2006). "In the new knowledge economy, the notion of a permanent job has become an oxymoron." In attracting and retaining staff, Sutherland says companies need to recruit high performers. In order to do this, companies must strive to become an employer of choice and have an industry reputation as a company people aspire to work for. "A good market reputation places companies in a position where they can select suitable candidates from a larger pool of applicants who really want to work there," she says. "Some of the country's top companies never have to advertise vacancies as they always have a pool of applicants aspiring to join the company." (Gordon Institute of Business Science, 2006)

Creating an organisational culture that makes it difficult for poor performers to stay is important. "For higher performing employees, there is nothing worse than having dead wood being tolerated," says Sutherland (Gordon Institute of Business Science, 2006). "So, companies need performance management systems in place to get rid of poor performers, for example they could be discouraged to stay by not receiving increases in salaries. "Because of black economic empowerment (BEE) and the shortage of trained black employees in South Africa, we really have to rethink our approach and find new ways of looking at retention," comments Sutherland. "Well trained, high performance

black employees usually always have another offer on the table." According to Bussin, much has been debated in boardrooms during the past two decades on the topic of retention strategies for key staff (Gordon Institute of Business Science, 2006).

There is a war out there, a war for talent, a war that is being fought by the HR professionals to retain the best talented candidates in their organisations. Less than twelve months ago it was extremely difficult for employees to successfully recruit professionals in any organisation, be it financial services or IT. Today the situation has changed somewhat. In the industrial age, a new entrant in the workforce considered himself to be fortunate to get a job in an organisation with a name. At the end of the day he would thank his lucky stars if he had a long and stable career.

In the knowledge age, this is not so. The new generation of entrant has a much higher self-esteem. He is the one who looks for a break to face the challenge. For him luck is an opportunity to negotiate the impossible. These new entrants are looking for a 'break' and not for stability. As such, it has unleashed a furious war for talent. This war has become daunting, driven by demographics (demographics impacts the availability of talent because recent advancements in healthcare have significantly contributed to human longevity) in addition to technology. Warning bells of a talent famine are ringing loud and clear. Far-sightedness demands that business leaders need to elevate management of talent to a burning corporate priority. It is not a walk in the park for the talent market; in fact, quality people are no longer available in plenty, and cannot be easily replaced and are not relatively inexpensive. As such, the organisation has to grapple with the paradoxical scarcity among the apparent plenty of qualified jobseekers. Herein is the key to creating value through talent management (Parikh, 2002:2).

The solution to the talent shortage will be the challenge of the South African economy and the challenge of major corporate companies to deal with and find a sustainable solution. Major companies have recognised the power of the EVP to better attract and assure long-term commitment of talent. The EVP consists of attracting talent and delivering on the promise.

2.2 THEORETICAL RESEARCH

2.2.1 Talent defined

According to Michaels *et al.* (2001: 3), the war for talent started in the 1980s with the birth of the information age, and with it the importance of assets, machines, factories and obviously capital bowed to the importance of intangible assets such as brands and people. Companies' reliance on talent increased dramatically over the past hundred years. In 1900 only 17% of all jobs required knowledgeable workers. Now over 60% do. More knowledgeable workers means that it is more important to get great talent, since the differential value created by talented, knowledgeable workers is enormous.

Tom Peters (Peters, 2005) describes his first 'pitch' with talent as attending a ballgame at the Boston fabled Fenway Park with his mother-in-law on her 75th birthday. Pedro Martinez was the pitcher at that time for the Red Sox and he was brilliant, he made fools of all the batters. Just there Peters realised that PEDRO MARTINEZ WAS A BETTER PITCHER THAN HE WAS. This might not sound like a big insight, but if you think about it, a fact of life is that some people are just more talented than others. How do you become Nelson Mandela? There is nothing that can teach you that, you get born talented.

The term talent is so different from the word 'employee', 'personnel' or even 'human resources'. The word talent immediately brings to mind Tiger Woods, Michael Schumacher, and Bill Clinton. In the late 90s major talent shortages were the order of the day, and looking at South Africa today we are sitting with the same issue. Indeed, it persisted through the recession of 2001-2002. Companies used to downturn as temporary cover while responding to the permanent White Collar Revolution.

This was a great time for companies to start cutting back on their human resources burden. However, they did not follow this route. They did not cut back across the board, nor did they just lay off the employees whom they had hired last. This was the first

11

recession noted by analysts that seniority did not determine who got axed. These layoffs were determined by talent.

The most interesting thing happened. When the labour market softened up by appointing these talented employees, there were fears that productivity would decline. However, this did not happen, as it actually brought an increase in productivity. After this recession something else happened that was against the norm. Even after the economy began to rebound, employee numbers did not bounce back as quickly as they had in the past. Companies were accomplishing more with fewer employees who remained – the talented.

Talent matters to companies more than ever, therefore all companies are out there scouting for these talented few, and this is the main reason for the personnel shortage. In future this will become an immense problem, and we have already seen this in SAB, because talent is not about 'labour', it is not about 'head count'. It is not about 'heads in cubicles'. Talent is about those who score high on the distinct scale, and for those with true distinction the world will wait in line to acquire their services (Peters, 2005: 14).

The definition of 'good' has changed, good services and products will not be enough, and you have to be great in everything that you do. Implementing your normal Total Quality Management or continuous improvement is not enough. The basis for added value has changed, and it has changed to creativity, imagination, human capital! And these things are all about talent. People are talent, their creativity is talent, their intellectual capital is talent, their entrepreneurial drive is talent, it is still about people, but more about what they can offer you (Peters, 2005: 17). Ed Michaels, the former director of Mckinsey & Company (Michaels *et al.*, 2001), led the landmark study on 'War for Talent' and involved more than 13 000 surveys of executives at more than 120 companies and also included case studies done on 27 leading companies. The 'War for Talent' made some interesting findings and changed the way that talent was seen for the future.

Michaels and colleagues (Michaels *et al.*, 2001) stated that we are moving away from an industrial economy and that we are moving towards an era of knowledge and

knowledgeable workers. Studies suggest that output by a top performer, compared to that of an average or below average performer, is more than 100%. There are more jobs for knowledgeable workers with greater talent, and in those positions we create more value than with the industrial revolution (Peters, 2005: 17).

The economy in the United States will be growing by 2 to 4%, and the supply of 24-45 year olds will be declining over the next fifteen years by almost 10 to 12%. The same situation, or even worse, will be occurring in South Africa. There just is not enough talent, especially in the black middle class. Supply and demand for talent has shifted the power from the companies. Companies like South African Breweries had people lined up to work for them in the past, but now they have to sell the value proposition to these talented people even better than their competitors like Brandhouse, Distell, etc.

The talented employees have the power and are not stuck in their current job for life, they have options to change. The last mentioned example is of great concern due to the high demand for talented black equity candidates, and does not necessarily play a major role for the white employees in South African terms. A very interesting fact that came from the research done by Michaels was that only 17% of the 12 000 managers in the survey knew about the mix of talent versus your average employees and that knowledge is power and the lack thereof can lead to major mistakes.

The combination of more knowledgeable workers, the shift of power away from companies and not enough supply has created what is now called the War for Talent.

2.2.2 The measure of talent

Which skills are natural and which are not? Conceptual ability IQ, that is how clever a person is, is not something that can be developed beyond a certain age. Charisma is something that can not be developed. It can be seen in someone like Nelson Mandela. There are also other skills – skills of being candid, the skill of compassion, the emotional intelligence that a person has, the skill of being a mentor or a coach to others. These

skills can be developed with age and experience (Peters, 2005: 17). There are no global standards and common understanding of what talent means to organisations, but there are recognisable steps to take in defining and implementing an effective talent management strategy. Hiring for talent as mentioned in the definition is hiring for knowledge, and hiring for potential will definitely require a strategy that focuses on some of the following:

- **Raw Ability** – The most important thing from a hiring point of view is the raw ability of the candidate. It is like finding a rough diamond, and with time you polish it. Finding raw ability focuses on what the candidate is able to achieve.

- **Work values** - When hiring on the basis of potential, it is often critical to ensure that the applicant shares the same values that guide the organisation.

- **Career goals and ambitions** – If one is taking a longer-term focus during the hiring process and seeking to hire for potential, the company should take into account the candidate's goals and ambitions beyond the position he or she is applying for. This helps ensure direction and focus related to the application of the raw material. This does not always require any specific type of assessment per se, but should rather be a key part of the dialogue between the organisation and its applicants (Handler, 2007).

2.2.3 The South African Breweries' measure of talent

The global guidelines and definitions for potential ratings published in 2006 by the South African Breweries Miller Group (SAB, 2006) was designed to communicate a common understanding of accepted definitions of potential/talent and managing this understanding across the South African Breweries Miller Group. These guidelines are extremely confidential and will be referred to, but could not be published. When assessing potential, four factors using three key tools or data sources are evaluated. These four underpinning factors are:

1. Future contribution

- ➤ What complexity can the employee develop to manage in terms of strategy, execution, people management and leadership, and technical expertise?
- ➤ What level of uncertainty/ambiguity can she/he manage comfortably?
- ➤ What additional 'roles/positions' can she/he move into?
- ➤ To what extent can the employee grow to manage complexity in the formulation of strategy? For example, can she/he lead the development of a five-year strategy?
- ➤ To what extent can the employee grow to manage complexity in the execution of strategy? For example, can she/he effectively implement a strategy?

2. Marketability

- ➤ To what extent does the employee have a unique and sought-after capability in the market?
- ➤ To what extent is the employee a recognised and reputable expert or authority in his/her field?
- ➤ To what extent is the employee a person who is likely to be head-hunted or 'poached' in spite of his/her race and/or gender?
- ➤ To what extent is the individual *extremely* critical vs. *somewhat* critical vs. *not* critical to the business?

3. Pace of progression

- ➤ How has the employee's pace of growth been relative to that of his/her peers?
- ➤ What is the future anticipated pace of growth?
- ➤ In what ways has or has not this person met or exceeded your expectations in the learning and application of new information?
- ➤ Can you take a risk in fast-tracking or accelerating this person's development?
- ➤ To what extent would he/she need managerial support in a new role?

4. Leadership attributes

To what extent has the employee demonstrated an ability to lead people by being able to:

➤ Drive and deliver performance

➤ Manage a diverse group of people

➤ Achieve good team morale

➤ Grow and develop people

➤ Collaborate and form working partnerships with others

➤ Be passionate and energising

➤ Have a capacity for self-insight and being open to feedback

To what extent has the employee demonstrated the potential to lead people by demonstrating some (if not all) of the above abilities?

When assessing potential against the four factors, three key tools/data sources are used:

1. Tacit knowledge data (gut feel)

On the basis of your knowledge of this person, your opinion on his/her future contribution, marketability, the pace of progression and leadership attributes in the organisation is ...

2. Psychometric assessment data

Psychometric assessments are measurement instruments that are used to measure a psychological construct. Constructs are aspects that are measured and that are agreed to have things in common, e.g. memory, judgment, and analytical reasoning.

Assessments are conducted in such a way that the measurement of a single person's assessment score can be compared with how other people score on the same assessment.

SAB uses psychometric assessments to objectively support the decision-making process regarding recruitment, selection, placement, and succession planning. In addition, assessments play an important role in employee development and career management. SAB has been using assessments since the late 1960s, and the value that psychometrics contributes to people management has been recognised by the business for a number of years (Understanding Psychometric Workshop, 2006).

Psychometrics aims to assist in improving managerial decisions regarding the identification of talented people, their placement, as well as their development and promotion. The assessment results provide a very important additional source of information on personality, strengths, development needs, aptitudes and potential – as it relates to the requirements of a position.

South African Breweries requires employees to go through psychometric assessments from a certain level upwards. The type of tests differs for job types, but there are four tests that stay the same for all employees. :

- The Minnesota Multiphisic Personality Inventory (MMPI), which is a personality assessment
- The Wechsler Intelligence Scale, which measures intellectual abilities as compared to the general population
- A specific numerical reasoning test
- Career Path Appreciation that measures the ability to think strategically.

3. Historical data

On the basis of career history, achievements and track record, future contribution, marketability, pace of progression and leadership attributes in the organization, the potential employee then gets measured On the basis of all the measures you will then have identified talent.

.

17

The person as a whole is taken into account with the process of measuring talent. You look at ability and the charisma as mentioned above. On the basis of these results, employees will be appointed and their career will be managed, but it is very important to note that psychometrics is not the 'be all and the end all'. The final decision should still be with the manager, and the assessment results should only be used as a guideline.

The major issues are currently actually attracting and retaining these employees, as other companies are aware of the tough recruiting standards that South African Breweries' employees go through. The cost involved in getting psychometric testing done is massive, and the number of candidates needed to be interviewed is extremely high.

2.2.4 Intangible attributes of talented employees

Tom Peters (2005) writes a very interesting piece in his book "Talent, develop it, be it, sell it". In about 1984 he got stuck with the way he was thinking – he was still mired in the big-company theory and practice, and he was not achieving the results he wanted to. He then met a number of very interesting people who were very successful with their ventures. He began to socialise with them. They were different and had the attitude we-can-change-the-world-and-damn-well-are-changing-it. He got dragged into their different way of doing things, their creative and positive way of doing things, and he states that after that he has never looked back. The fundamental proposition that he came up with was that to "Hang out with weird...and you will become more weird...Hang out with dull and you will become more dull." The way in which talented people do things is different and innovative. There are many examples in the literature about the positive and negative attributes of talented employees (Peters, 2005: 151).

- **Positive attributes of talented employees**
The following attributes of talented people are listed in Peters (2005:151):
  o *Display passion* – They are energetic and they have a positive influence on people positively with whom they get in contact. They are the ones who will light up the conversation and get the debate going.

18

- o **Are clever** – They have a very good IQ and are smarter than your normal employees.
- o **Are strategic** – They have a very good strategic sense in what they do, they are thinking about the bigger picture and will break down the work into smaller chunks for the average employees to grasp.
- o **Inspire others** – Inspirational ability is elusive; they are always surrounded by people because they inspire them.
- o **Love pressure** – When the occasion demands it, they have a big match temperament. These are sentences that you have heard before: the talented come up to the plate and get the job done under all the pressure.
- o **Crave action** – Former Honeywell boss Larry Bossidy says that he interviews two kinds of people. Those who talk about "vision and philosophy" and those who talk about the details of what they got done. Talent is the latter.
- o **Know how to finish the job** – They get the last 2% done and do not stop at 98%.
- o **Thrive in wow** – Talented employees will take on projects no one else wants to, they thrive with actually achieving these results.
- o **Exhibits curiosity** – Talented employees ask a lot of questions.
- o **Exude a sense of fun** – Talented employees always make sure that they create occasions of fun and they always get that serious moment to change to a soft-hearted moment.
- o **Know themselves** – Particularly the unique strengths that distinguish them from others.
- o **Reflective thinkers** – Give time to consider their choices.
- o **They learn** – Especially from their mistakes.

- **Negative attributes of talented employees**
  - o **Clever people do not want to be led** – This creates a problem, especially when it comes down to respect and the organisational climate (Goffee & Jones, 2007).
  - o **Talented employees do not stay in a job longer than 18 months** – The main reason for this is that they know that they are important to the company and that they can get a job at any time, at any place. They then use this to play companies

19

off against one another. The challenge comes in retaining these employees as they are very easy to attract (Konrad, 2000). "A generation ago, a lot of the new grads were committed to these corporations," said Ken Ramberg, co-founder of Los Angeles-based JobTrak. "When they saw their parents getting laid off, they realized that their corporations weren't committed to their parents. They're free agents based on the salary, based on the culture of the company, and they're in a fortunate position. It's a unique time in history" (Konrad, 2000).

o *Clever people want a high degree of organisational protection and recognition* – They are very sensitive and want to be treated differently and even special (Goffee & Jones, 2007).

o *Clever people demand the freedom to fail and experience* – This can lead to economical losses.

o **Talented employees do not want their leaders to outshine them.**

"Clever people can be sources of great ideas, but unless they have systems and discipline they may deliver very little." Clever people see an organisation's administrative machinery as a distraction from their key value-adding activities (Goffee & Jones, 2007).

2.3 DEFINING THE EVP

2.3. 1 The EVP

In response to the looming talent war, the Corporate Executive Board of 2006 launched the EVP research initiative. This research is an examination of how organisations can best attract and retain critical talent. The EVP research offers a new-to-world framework for understanding how the EVP attracts candidates and builds employment commitment. It also examines how to effectively design and segment the EVP.

Research studies by the Corporate Leadership Counsel over the past five years confirm that organisations with competitive talent management practices show considerable

returns in terms of their ability to attract, retain and drive the performance of top talent (Corporate Executive Board, 2007: 6). Achieving day to day business goals and objectives are ever more difficult and is getting more and more dependent on the calibre of people that you appoint and the way you manage them.

The researcher has referred to talent and the definition of talent in this study so far and now the strategy of attracting and retaining talent will be studied. A great deal of the work around the EVP is based on findings made by the Corporate Executive Board. They are well known in Human Resources circles for designing EVPs for corporate companies. Based on years of empirical research and findings and more than fifty-eight thousand employees surveyed at ninety organisations across the globe, the board tried to understand which aspects of the EVP attract candidates and which aspects of the EVP drive employee commitment and therefore retention.

- **First things first – why use the EVP?**

Talent is in short supply and workforce management is experiencing problems. This causes problems, and coupled with the demand for talented labour, creates two additional problems that organisations have to contend with: high turnover and wage inflation. A combination of all the above problems threatens to disrupt operations across the globe. This forces organisations to look at new strategies and human resources tools to attract talent and furthermore look after the talent they have attracted by delivering on the promise that they made on the day that the candidate was appointed.

What is the EVP? Figure 2.1 (Corporate Executive Board, 2006:7) explains what the EVP is all about. The one side of the EVP is the attraction side. The attraction of talented employees increases the talent pool that you have to pick good candidates from, and also makes it much easier to find talent that fits a specific job. The attraction of a company is measured by the attractiveness index. South African Breweries does have an attraction strategy and refers to it as the Employer Branding Strategy. As was mentioned in the definition of the EVP earlier, it is the set of attributes that employees perceive as valuable

to them and that adds value to their careers and personal life.

The Employment Value Proposition—
A Key to Attraction and Commitment

The Employment Value Proposition (EVP) drives attraction and commitment in the labor market

Attraction	EVP Attributes	Commitment

- Increases the size of the available talent pool

- Increases fit between organization and the candidate

The EVP

Rewards   Opportunity

Organization   Work

People

EMPLOYMENT VALUE PROPOSITION

The set of attributes that the labor market and employees perceive as the value they gain through employment in the organization.

- Improves employee effort level and performance

- Improves retention

EVP
Attractiveness
Index

Commitment

Source: Corporate Leadership Council research.

Figure 2 1: Employment Value Proposition (Corporate Executive Board, 2006:7)

The most important thing to note about the EVP that benefits the employee is the way that companies manage this situation. Human Resources need to understand the importance of certain attributes to employees. Does the specific attribute add value to the employee and does he/she care enough about it to base his/her whole life and career choices on it? The last part of the EVP is about the engagement that the company and the employee go into and to what extent the employee gets committed to the company. If you can attract the talented employee with a solid attraction strategy and then deliver on your promise and the attributes that you identified, it will lead to the employee being happy and a happy employee will always be a committed employee.

2.3.2 Employee attraction

The EVP consists of five dimensions as researched by the Corporate Leadership Counsel. Figure 2.1 shows these dimensions as Reward, Opportunity, Work, People and organisation.

- **Reward** – This will consist of the tangible rewards that an employee will benefit from the company such as compensation, medical aid, provident fund, car allowance and many others.

- **Opportunity** – This is the job opportunities that a company offers to an employee, the development and career growth opportunities in a company and the possibility to move up and climb the corporate ladder after joining the company.

- **Work** – Do you wake up in the mornings and think to yourself; "I am really looking forward to this day." The actual nature of the job, does the work actually intellectually satisfy the employee and are they interested in what they do on a daily basis.

- **People** – The culture of the organisation: does the new employee fit into the culture and is the company an environment driven by people and people first and then results? Does the organisation have a shared vision and is the climate conducive to employees being creative.

- **Organisation** – The characteristics of the organisation, what type of industry are you joining.

Combining all the above dimensions will inform the level of attraction of the employee. When increasing your attractiveness to new, talented candidates it will automatically increase the pool of talent you can choose from. An attractively managed EVP allows organisations to recruit from the active as well as the passive labour market. Active candidates only account for about 40% of the labour market, so companies with an inefficient, unmanaged attraction strategy will miss out on the 60% inactive pool of talented employees, as can be seen in Figure 2 (Corporate Executive Board, 2006: 9). It

is further stated in the work done by the Corporate Leadership Counsel that passive candidates are higher performers and are more likely to stay in his organisation.

Degree of Activity in the Labor Market
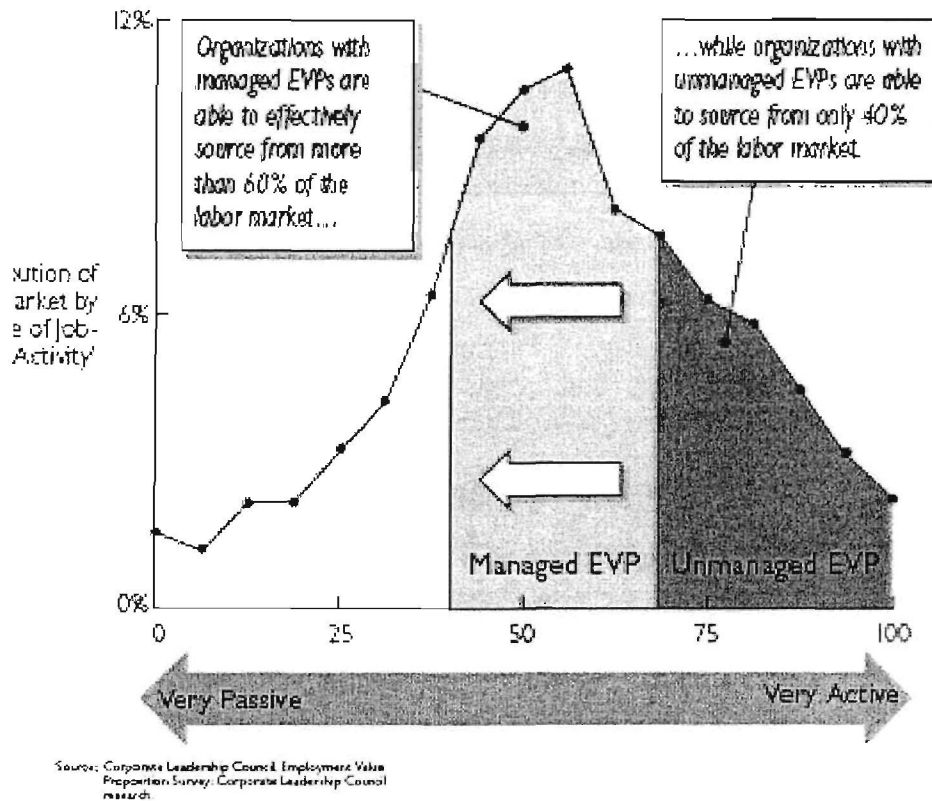
Figure 2.2: Degree of activity in the labour market (Corporate Executive Board, 2006: 9).

2.3.3 South African Breweries' employer branding strategy

South African Breweries Ltd is one of the most admired employers in South Africa, if not the best. It therefore needs to ensure that it retains its position as a market leader.

A corporate brand campaign is all about achieving a consistent message applied to all stakeholders. In this case, an important stakeholder is employees, past present and future. It has been understood, however, that all the advertising and campaigns we can muster will succeed or fail on the basis of the calibre, character and skills of the people

SAB recruit and retain. What SAB project to the outside world is planned carefully so that it avoids dissonance between what SAB are saying and what employees are saying (or thinking, or experiencing).

Recruitment is an indivisible part of living and promoting our corporate brand – apart from skills, suitability, attributes and experience, recruitment for South African Breweries is also, importantly, about culture. In other words, it's not just a question of *what* (skills) we attract to the organisation, but *who*.

SAB recruits from a number of different sources, although two of them, internal and through agencies, constitute over 90% of all placements,
Recruitment sources naturally differ, depending on the level of employee recruited.
SAB's corporate brand strategy assists in presenting, to prospective employees, a consistent message about the company. However, potential employees gain their first impressions of the company as a potential employer through other means (SAB HR Department, 2005).

2.3.4 Employee commitment

A strong EVP does not only deliver a strong attraction and depth of talent to choose from but also ensures much higher levels of commitment to the organisation. Higher levels of commitment will lead to increased effort, productivity and retention. The most important aspect of the EVP is the actual delivery of the EVP to new employees. 38% of new appointees display the highest level of commitment at day one. Organisations with poor delivery of the EVP have less than one in ten employees who are highly committed to the organisation after one month of employment. You have to get your EVP spot on, but more importantly you have to be able to actually deliver on it to get commitment from your new appointees (Corporate Executive Board, 2006: 11).

GETTING MORE COMMITMENT AT DAY ONE

Figure 2.3: Getting more commitment on day one (Corporate Executive Board, 2006: 11).

Managing your EVP and delivering on your inputs can further lead to an advantage in cost implications; it reduces the compensation premiums that companies have to pay for talented employees. As your attractiveness of your EVP increases, organisations become less reliant on higher compensation levels to attract talent. What comes to mind here will be the "Best Company to Work for" annual award that is run in South Africa. This will definitely lead to organisations being approached by talented employees.

2.3.5 South African Breweries' commitment strategy

Worldwide, and increasingly in South Africa, there have been significant changes in the importance employees attach to different components of their jobs. What this means is that SAB needs to increasingly focus on what makes employees happy, successful and motivated to do better and stay at the company.

Retaining the top talent in South Africa is no easy task; SAB needs not only to keep abreast of what the rest of the country is doing, but to seek new ways to make sure employees are given access to growth and opportunity, while keeping a healthy balance between demands at work and needs at home.

'People matter' is one of SAB's key values, and that's what the "Total Employment Offering" or TEO is all about. It has been developed on the basis of extensive feedback by SAB Ltd employees, and is designed to make sure that as a company, we continue to attract new talent, but more importantly, retain the best South Africa has to offer. This 'value proposition' includes the policies, measures, practices, behaviours and culture that shape the experience of work at SAB.

More particularly, this value proposition covers:
- Personal (non-work) support processes and structures that allow employees to achieve a balance between work and family responsibilities.
- Financial and career growth opportunities, rewards and recognition.
- Challenging work through enriched, empowered jobs, projects and assignments.
- Social environment, which promotes open communication, a fun atmosphere and a dynamic culture.
- Stability in working for a company with a clear vision and that shows leadership by example.
- Work that is managed professionally through training and development, mentoring, coaching and career planning.
- Personal achievement through accountability, responsibility and stretch goals.

SAB has incorporated this into the concept of a total employment offering. Figure 2.4 was copied of its internal website: http/SabportalTotalEmploymentOffering.htm
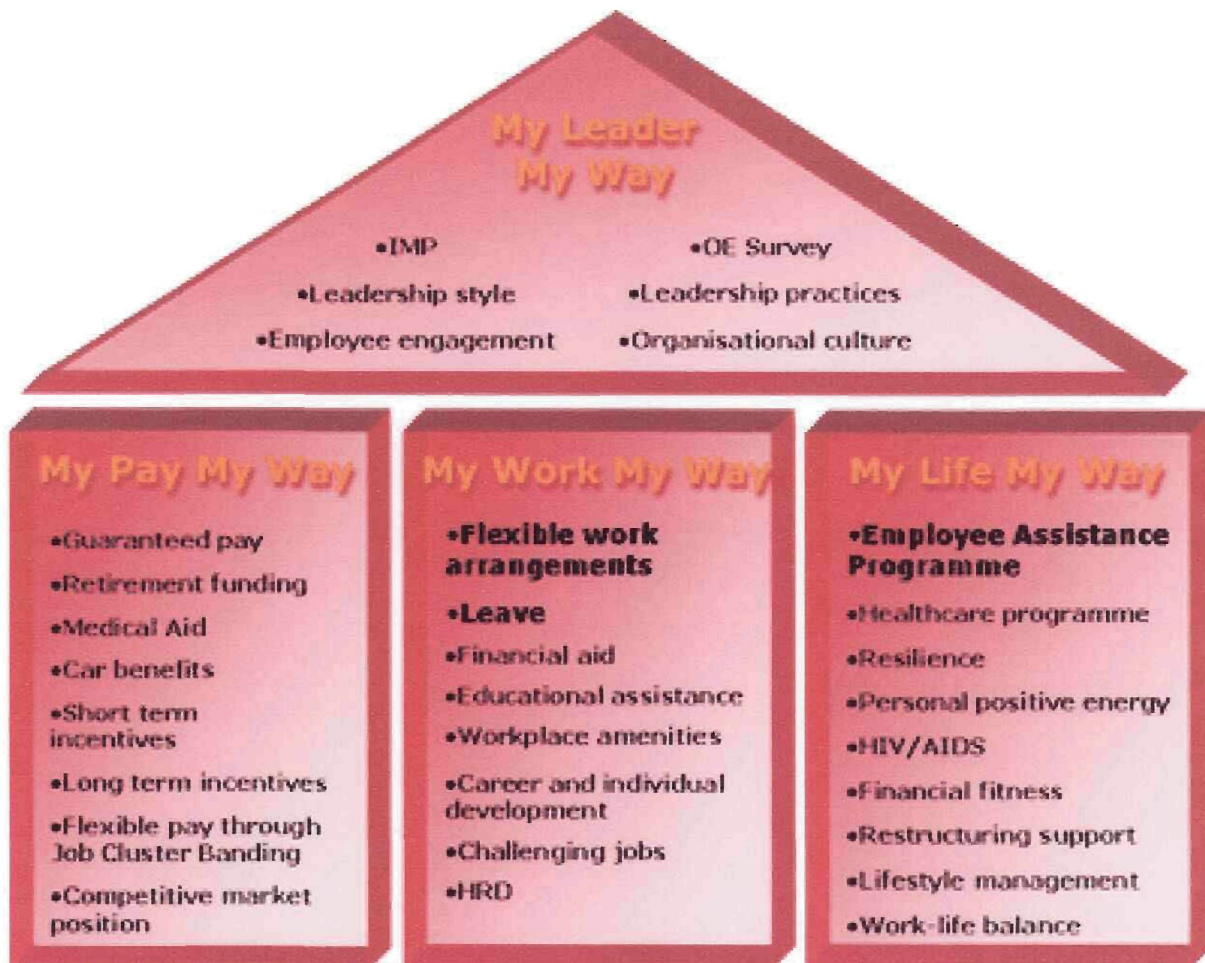
*Figure 2.4: Total employment offering (*http://SabportalTotalEmploymentOffering.htm)

My Leader My Way

Leadership by example is SAB's corporate brand promise. As part of this, SAB recognises that managers remain the most critical factor in employee motivation, engagement and retention.

That is why the company is entrenching a leadership approach that is aligned to its leadership values and its integrated management approach (IMP).

My Pay My Way

SAB offers a competitive compensation and benefits package in the following broad categories:

- **Guaranteed pay**

SAB benchmarks its pay against leading SA organisations to ensure that it is aligned with market pay rates. Pay increases for most employees are differentiated on the basis of performance.

The new job levels (Job Cluster Banding) for levels OE and above allows for greater flexibility and discretion to reward individual growth and overall contribution. Guaranteed pay is better aligned to the functional market that is applicable to each job.

- **Benefits**

Benefits include a member-level investment choice provident fund for salaried employees and an in-house medical aid scheme

Employees who qualify for a car allowance are able to select the value that is most appropriate to them. Certain job levels receive a variable travel allowance and are able to finance a car at highly competitive interest rates. These employees furthermore qualify for free car insurance.

- **Short and long-term incentive schemes**

A significant number of employees participate in a short-term incentive scheme such as the Sales Incentive, Managerial Incentive Scheme or Executive Incentive Scheme. These payments are based on organisation, team and individual performance.

Long-term incentives are offered on a selective basis by means of a share option scheme that provides an opportunity for wealth creation and equity ownership in the business.

My Work My Way

A career at SAB not only gives the employee competitive pay, but access to excellent training and development programmes, career and individual development plans as well as study assistance, challenging jobs and workplace amenities.

There are now exciting new flexible work practice options available to employees which will contribute to addressing the so-called "push and pull" between work and personal responsibilities.

This involves assisting employees to manage work obligations and personal or family commitments by creating a culture that is supportive of flexibility. This means that employees can focus on their jobs while at work, and have the flexibility to address personal or family commitments while not compromising work responsibilities.

Employees may now apply for the following flexible work arrangements:
- Flexi-time: Employees are required to work five hours of their working day between the core hours of 09:00 and 15:00.
- Flexi-place: Employees may work a maximum of two days a week away from the office, either at home or at another SAB site.
- Part-time: Employees may sacrifice a portion of their salary for the benefit of working fewer hours. Director approval required.

While SAB will try to accommodate applications for flexible work arrangements, this clearly cannot compromise the needs and requirements of the business.

These options are not available to employees currently working on shifts.

My Life My Way

The aim of this area is to promote wellness as a personal lifestyle choice. Essentially, this means that SAB has put in place certain interventions that help employees achieve balance between their personal lives and their professional lives in a caring way.

This is achieved through a number of separate initiatives that, together, form an organisational health model for SAB. Some of these interventions are already in place and more will be launched in future. Here are the most important ones:

- Employee assistance programme: Through informal and formal referral processes, this programme will assist employees to deal with emotional issues, trauma, lifestyle management (financial and legal), work and performance issues. This programme guarantees employees total confidentiality through the use of an external service provider with an extensive network of professionals.
- Lifestyle management: This component assists employees by providing lifestyle programmes, including health issues, alcohol awareness, and effective parenting.
- Healthcare programme: This component focuses on the employee's physical health through primary healthcare services, occupational health and safety as well as services that prevent illness and promote good health.
- Financial fitness: This assists employees to develop the necessary skills to manage their personal finances and to plan for retirement.
- Resilience: This programme provides resources for employees to cope during planned and unplanned change and stress by creating a sense of pride and community.
- HIV/AIDS: This component provides the relevant education, counselling, referral, support and managed healthcare to infected and affected employees.
- Restructuring support: This component provides retrenched employees with various skills to assist them in finding an alternative source of income once they have left SAB. In addition, it provides management with the skills to manage the retrenchment process in an empathetic and supportive manner.

The Information on the total employment offering is found on the Internal South African Breweries Website at http://beernet/SABhr/, but also under the source quoted in this thesis as Employer Branding Strategy.

The key learning will be if the total employment offering delivers on the actual needs of the employees.

2.3.6 Problems with managing EVP

- **Misalignment with preferences** – To deliver on your EVP, your attributes need to be aligned with those of the labour market preferences. A cause of this misalignment is the disconnection between labour market preferences and what the HR in the specific company thinks they should be. The most important thing in constructing the attributes that are important to employees is that the attributes should be used as they are identified by the employees and not as they are perceived by Human Resources. The focus point for Human Resources will always be people and it is very important that it should focus on the results that came out of the survey and not automatically think that people are the main attribute because it focuses on this, looks at the results on the table and makes sure that prioritisation aligns to attributes when designing the EVP.

- **Poor differentiation** – After HR fully understands which attributes are relevant and form part of its EVP, it needs to overcome the problem of poor differentiation. Perceived differences in an organisation's work characteristics are very narrow. A good example of this will be when an organisation states that it rewards employees, it claims that it pays well, has good benefits and more, but all companies claim that. They all claim the same, but to have a great EVP you have to differentiate your attributes and be different from other companies.

- **Failure to deliver on the attributes of the EVP** – It is not enough to simply select the 'right' EVP and differentiate it effectively in the labour market; organisations must actually deliver on the EVP, providing the rewards, opportunities, work, people, and organisational experience promised to the labour market. This is the single most important piece of work to an HR consultant, namely to look at the way that the

32

company (SAB) is actually delivering on its promise and its strategy. Poor delivery on EVP leads to low levels of commitment for all employees, as can be seen in Figure 2.5 (Corporate Executive Board, 2006: 21) below. Only 24% of new employees agree that what they were promised was delivered, which leads to significant reduction in new hire commitment.

POOR EVP DELIVERY REDUCES EMPLOYEE COMMITMENT

Only 24% of new hires agreed
that what was promised was delivered...

...causing significant declines
in new hire commitment
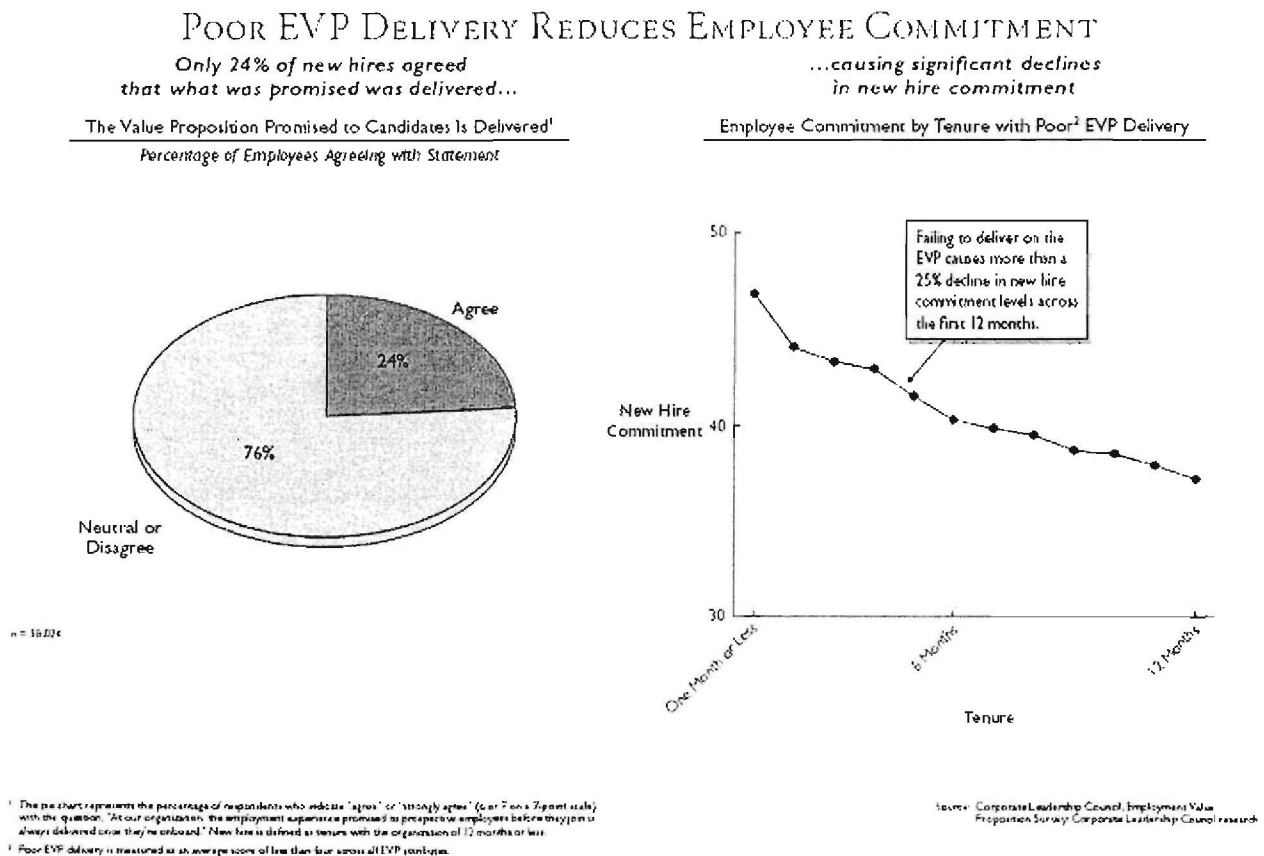
Figure 2.5: Poor EVP delivery (Corporate Executive Board, 2006: 21).

2.3.7 Defining the differentiated EVP

"Conceptual and operational definitions of what attracts key talent, along with corresponding advice on how to retain it, vary significantly in academia, consultant literature, and the business press. Many questions exist as to what constitutes the value proposition. As a result, senior HR leaders and their executive colleagues have grown increasingly frustrated with the failure of EVP strategies yielding the "right" talent for the business " (Corporate Executive Board, 2006: 26). There are over 200 attributes that one

can define, a master list of which was compiled by the Corporate Leadership Counsel and evaluated for similarity, distinctiveness, universality, and overall reliability, leading to the consolidated list of 38 attributes as in Figure 2.6 (Corporate Executive Board, 2006: 26).

TESTING AN EVP ALONG 38 ATTRIBUTES
Of all of the potential attributes, which are most important for attraction and retention?

"The Rewards"
- Compensation
- Health Benefits
- Retirement Benefits
- Vacation

"The Opportunity"
- Development Opportunities
- Future Career Opportunities
- Organization Growth Rate
- Meritocracy
- Organizational Stability

"The Organization"
- Customer Reputation
- Diversity
- Empowerment
- Environmental Responsibility
- Ethics
- "Great Employer" Recognition
- Industry
- Informal Environment
- Market Position
- Product Brand Awareness
- Product Quality
- Respect
- Risk Taking
- Organization Size
- Social Responsibility
- Technology Level

"The Work"
- Business Travel
- Innovation
- Job Impact
- Job-Interests Alignment
- Location
- Recognition
- Work-Life Balance

"The People"
- Camaraderie
- Collegial Work Environment
- Coworker Quality
- Manager Quality
- People Management
- Senior Leadership Reputation

Note: Building on existing academic and business research, business news, organization and employment Web sites, and more than 100 member interviews, the Council distilled the EVP into 38 representative attributes. These 38 attributes comprise five EVP attribute groupings that together define an organization's EVP.

Source: Corporate Leadership Council, Employment Value Proposition Survey, Corporate Leadership Council research.

Figure 2.6: Testing an EVP on the basis of 38 attributes (Corporate Executive Board, 2006: 26).

Meeting candidate preferences is the primary driver of EVP attractiveness, and developing an EVP that is capable of attracting talent needs to select the correct attributes for inclusion, the awareness of the candidates to the EVP and shaping the candidates for the EVP.

- **Selecting EVP attributes** – EVP must be based on attributes that are current and relevant to the labour market and it needs to be spot on, as it will market the company on the basis of that EVP.

- **Building candidate awareness** - Once aligned to the needs of the labour market, the organisation needs to create awareness around its EVP.

- **Candidate perception** – The organisation needs to make sure that it can deliver on the promise, and this will lead to a positive perception of the EVP, which in turn will lead to higher levels of attraction and commitment.

2.3.8 Impact of EVP on commitment

Commitment, also known as employee engagement, has two components:

- **Emotional commitment** – The extent to which employees enjoy and believe in their company, how much they love working for their manager and how they are proud of working for their organisation.

- **Rational commitment** – The way employees believe it is for their own good to stay in an organisation.

Extremely important for this study is that "**commitment drives performance and retention**".

The results are two-fold: increased performance and higher levels of retention. Specifically, improving employee commitment leads to greater discretionary effort. Every 10% improvement in commitment can increase an employee's effort levels by 6%, which in turn can improve performance by 2 percentile points. Similarly, improving employee commitment will also support retention; reducing probability of departure by as much as 87%, from 9,2% to 1,2%. Every 10% improvement in commitment can decrease an employee's probability of departure by 9% (Corporate Executive Board, 2006: 31).

Looking at the individual attributes which constitute the EVP, which does the labour market hold most important?

The graph below, Figure 2.7(Corporate Executive Board, 2006: 31)., presents the aggregate EVP preferences of the workforce, and shows the percentage of respondents who listed each attribute within their top five most important attributes when assessing a potential employer. Bars with darker gray shading indicate that there is little variation in

preferences for that attribute across demographic segments. Lighter gray shading of a bar indicates that there is variation in preference for that attribute across demographic segments.

Figure 2.7: Opportunities and rewards are the most important (Corporate Executive Board, 2006: 31).

Looking across the attribute categories, opportunities and rewards drive candidate attraction more than any other category, followed by work characteristics, organisational characteristics, and then people. When considering an organisation as a potential employer, compensation is by far the most important driver of attraction. The above attributes are the 38 attributes that were identified by the CLC to be the most crucial to be aligned to market preferences.

This study gives us a very good roadmap to compare to the total employment offering and employment branding strategy that SAB has implemented. Out of 38 EVP attributes, seven are critical for driving attraction or commitment across all major talent segments and geographies, but only three drives both.

- Compensation and organisational stability drive attraction only
- Manager quality and collegial work environment drive commitment only
- Development opportunities, future career growth opportunities and respect drive both commitment and attraction

Core attraction attributes are rated in the top 13 in importance for more than 60% of respondents across all talent segments

Core commitment attributes have a greater than 30% impact on commitment for all talent segments (Corporate Executive Board, 2006: 43).

We need to define the core attributes for SAB and compare them to findings in this study. The study by the CLC will be used as a guideline to compare what SAB currently has and to determine whether it is aligned with the labour market.

2.4 RESEARCH METHODOLOGY

2.4.1 Research objectives

Identifying the most important attributes according to a targeted group of South African Breweries' employees and comparing them to the total employment offering.

2.4.2 Quantitative research

Quantitative research is numerically oriented, requires significant attention to the measurement of market phenomena and often involves statistical analysis. The main rule

with quantitative research is that every respondent is asked the same series of questions. The approach is very structured and normally involves large numbers of interviews/questionnaires. Perhaps the most common quantitative technique is the market research survey. These are basically projects that involve the collection of data from multiple cases – such as consumers or a set of products. Quantitative surveys can be conducted by using post (self-completion), face-to-face (in-street or in-home), telephone, email or web techniques. The questionnaire is one of the more common tools for collecting data from a survey, but it is only one of a wide-ranging set of data collection aids (Dickman, 2007).

2.4.3 Target population

Empirical research was conducted on a group of internal South African Breweries employees. The population was all employees, grade F and above. The reason why grade F and above was used, is because that is where the company's turnover is the highest according to its original statistics and internal research. These employees are also the next in line for career growth opportunities.

South African Breweries has five huge regions called Egoli Region, North Region, East Coast Region, Cape Region and Central Region. These regions are sales and distribution driven. The head office is in Sandton and most of the support functions are situated there. The regions run as an entity but compete against the others.

The reason for this context is to communicate a clear understanding of the researcher's research methodology. It was extremely difficult to run a survey on the whole of South African Breweries as the company's Board of Directors does not allow this. The researcher was then tasked by the Regional General Manager to run the engagement survey he had designed by using the 38 attributes of the Corporate Executive Board and reworking the format so that the answers on attraction and retention for internal

employees. The results of this survey have been included in this thesis, but will also be presented to the Central Region Executive Committee for designing its own EVP.

A total of 110 questionnaires (Appendix A) were received back; the total region consisted of 439 employees. The number of employees above grade F was 203, so the response rate was 54,18%. This was a significant success seen in the context of the company's business, which puts a great demand on the employees' time.

2.5 RESEARCH RESULTS

The research questionnaire incorporated all aspects of the current total employment offering. The attributes were rated on a scale from 1, being not at all important, to 5, being very important. Statistical data was analysed by using the SPSS 15.0 Windows Package. The frequency tables were included and gave the following results:

2.5.1 Rewards

Attribute 1: The competitiveness of the job's financial compensation package:
72,7% respondents found this to be very important and only 67% felt that the commitment had been delivered.

TABLE 2.5.1: ATTRIBUTE 1

ATTRIBUTE 1

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	9	8,2	8,2	8,2
	4	21	19,1	19,1	27,3
	5	80	72,7	72,7	100,0
	Total	110	100,0	100,0	

TABLE 2.5.2: SAB DELIVERING ON ATTRIBUTE 1

SAB DELIVERING ON ATTRIBUTE 1					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	63	57,3	67,0	67.0
	NO	31	28,2	33,0	100.0
	Total	94	85,5	100,0	
Missing	System	16	14,5		
Total		110	100.0		

Attribute 2: The comprehensiveness of the organisation's retirement benefits:

71,3% respondents found this to be very important and 91,2% felt that the commitment had been delivered.

TABLE 2.5.3: ATTRIBUTE 2

ATTRIBUTE 2					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	11	10,0	10,2	10.2
	4	20	18,2	18,5	28.7
	5	77	70,0	71,3	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.4: SAB DELIVERING ON ATTRIBUTE 2

SAB DELIVERING ON ATTRIBUTE 2					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	83	75,5	91,2	91.2
	NO	8	7,3	8,8	100.0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100.0		

Attribute 3: The comprehensiveness of the organisation's health benefits:

Overall, 70,9% respondents found this to be very important and 91,5% felt that the commitment had been delivered.

TABLE 2.5.5: ATTRIBUTE 3

ATTRIBUTE 3

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	2	1,8	1,8	1,8
	3	9	8,2	8,2	10,0
	4	21	19,1	19,1	29,1
	5	78	70,9	70,9	100,0
	Total	110	100,0	100,0	

TABLE 2.5.6: SAB DELIVERING ON ATTRIBUTE 3

SAB DELIVERING ON ATTRIBUTE 3

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	86	78,2	91,5	91.5
	NO	8	7,3	8,5	100.0
	Total	94	85,5	100,0	
Missing	System	16	14,5		
Total		110	100.0		

Attribute 4: The amount of holiday/vacation time that employees earn annually:

68,2% respondents found this to be very important and 76,6% felt that the commitment had been delivered.

TABLE 2.5.7: ATTRIBUTE 4

ATTRIBUTE 4

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	3	2,7	2,7	2,7
	3	11	10,0	10,0	12,7
	4	21	19,1	19,1	31,8
	5	75	68,2	68,2	100,0
	Total	110	100,0	100,0	

TABLE 2.5.8: SAB DELIVERING ON ATTRIBUTE 4

SAB DELIVERING ON ATTRIBUTE 4					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	72	65,5	76,6	76.6
	NO	22	20,0	23,4	100.0
	Total	94	85,5	100,0	
Missing	System	16	14,5		
Total		110	100.0		

2.5.2 Career opportunity

Attribute 5: The developmental/ educational opportunities provided by the job and organisation:

79,8% respondents found this to be very important and 81,7% felt that the commitment had been delivered.

TABLE 2.5.9: ATTRIBUTE 5

ATTRIBUTE 5					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	6	5,5	5,5	5.5
	4	16	14,5	14,7	20.2
	5	87	79,1	79,8	100.0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100.0		

TABLE 2.5.10: SAB DELIVERING ON ATTRIBUTE 5

SAB DELIVERING ON ATTRIBUTE 5					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	76	69,1	81,7	81.7
	NO	17	15,5	18,3	100.0
	Total	93	84,5	100,0	
Missing	System	17	15,5		
Total		110	100.0		

Attribute 6: The future career opportunities provided by organisation:

76,9% respondents found this to be very important and 71,7% felt that the commitment had been delivered.

TABLE 2.5.11: ATTRIBUTE 6

ATTRIBUTE 6					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	8	7,3	7,4	7.4
	4	17	15,5	15,7	23.1
	5	83	75,5	76,9	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.12: SAB DELIVERING ON ATTRIBUTE 6

SAB DELIVERING ON ATTRIBUTE 6					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	,66			
	NO	26			
	Total	92			
Missing	System	18			
Total		110			

Attribute 7: The growth rate of the organisation's business

76.1% respondents found this to be very important and 94,4% felt that the commitment had been delivered.

TABLE 2.5.13: ATTRIBUTE 7

ATTRIBUTE 7

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	4	3,6	3,7	3.7
	4	22	20,0	20,2	23.9
	5	83	75,5	76,1	100.0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100.0		

TABLE 2.5.14: SAB DELIVERING ON ATTRIBUTE 7

SAB DELIVERING ON ATTRIBUTE 7

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	85	77,3	94,4	94.4
	NO	5	4,5	5,6	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 8: Whether or not employees are rewarded and promoted on the basis of their achievements

A total of 79,8% respondents found this to be very important and 60,2% felt that the commitment had been delivered.

TABLE 2.5.15: ATTRIBUTE 8

ATTRIBUTE 8

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	1	,9	1,0	1.0
	3	8	7,3	7,7	8.7
	4	12	10,9	11,5	20.2
	5	83	75,5	79,8	100.0
	Total	104	94,5	100,0	

		Frequency	Percentage	Valid percentage	Cumulative percentage
Missing	System	6	5,5		
Total		110	100.0		

TABLE 2.5.16: SAB DELIVERING ON ATTRIBUTE 8

SAB DELIVERING ON ATTRIBUTE 8

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	53	48,2	60,2	60.2
	NO	35	31,8	39,8	100.0
	Total	88	80,0	100,0	
Missing	System	22	20,0		
Total		110	100.0		

Attribute 9: The level of stability of the organisation and the job

71,6% respondents found this to be very important and 76,9% felt that the commitment had been delivered.

TABLE 2.5.17: ATTRIBUTE 9

ATTRIBUTE 9

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	10	9,1	9,2	9.2
	4	21	19,1	19,3	28.4
	5	78	70,9	71,6	100.0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100.0		

TABLE 2.5.18: SAB DELIVERING ON ATTRIBUTE 9

SAB DELIVERING ON ATTRIBUTE 9					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	70	63,6	76,9	76.9
	NO	21	19,1	23,1	100.0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100.0		

2.5.3 The organisation

Attribute 10: The organisation's level of commitment to hiring a diverse workforce

54,6% respondents found this to be very important and 80,4% felt that the commitment had been delivered.

TABLE 2.5.19: ATTRIBUTE 10

ATTRIBUTE 10					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	1	,9	,9	.9
	2	4	3,6	3,7	4.6
	3	11	10,0	10,2	14.8
	4	33	30,0	30,6	45.4
	5	59	53,6	54,6	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.20: SAB DELIVERING ON ATTRIBUTE 10

SAB DELIVERING ON ATTRIBUTE 10

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	74	67,3	80,4	80.4
	NO	18	16,4	19,6	100.0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100.0		

Attribute 11: The level of involvement employees have in decisions that affect their job and career

A total of 66,7% respondents found this to be very important and 62,5% felt that the commitment had been delivered.

TABLE 2.5.21: ATTRIBUTE 11

ATTRIBUTE 11

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	1	,9	,9	.9
	3	10	9,1	9,3	10.2
	4	25	22,7	23,1	33.3
	5	72	65,5	66,7	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

49

TABLE 2.5.22: SAB DELIVERING ON ATTRIBUTE 11

SAB DELIVERING ON ATTRIBUTE 11

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	55	50,0	62,5	62.5
	NO	33	30,0	37,5	100.0
	Total	88	80,0	100,0	
Missing	System	22	20,0		
Total		110	100.0		

Attribute 12: The organisation's level of commitment to environmental health and sustainability

53.2% respondents found this to be very important and 88.0% felt that the commitment had been delivered.

TABLE 2.5.23: ATTRIBUTE 12

ATTRIBUTE 12

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	4	3,,6	3,,7	3.7
	3	11	10,,0	10,,1	13.8
	4	36	32,,7	33,,0	46.8
	5	58	52,,7	53,,2	100.0
	Total	109	99,,1	100,,0	
Missing	System	1	,,9		
Total		110	100.0		

TABLE 2.5.24: SAB DELIVERING ON ATTRIBUTE 12

SAB DELIVERING ON ATTRIBUTE 12

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	81	73,,6	88,,0	88.0
	NO	11	10,,0	12,,0	100.0
	Total	92	83,,6	100,,0	
Missing	System	18	16,,4		

Total		110	100.0		

Attribute 13: The organisation's commitment to ethics and integrity

Overall, 72,2% respondents found this to be very important and 83,3% felt that the commitment had been delivered.

TABLE 2.5.25: ATTRIBUTE 13

ATTRIBUTE 13

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	3	2,7	2,8	2.8
	3	3	2,7	2,8	5.6
	4	24	21,8	22,2	27.8
	5	78	70,9	72,2	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.26: SAB DELIVERING ON ATTRIBUTE 13

SAB DELIVERING ON ATTRIBUTE 13

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	75	68,2	83,3	83.3
	NO	15	13,6	16,7	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 14: Whether or not the organisation's reputation as an employer has been rated by a third party organisation

50,5% respondents found this to be very important and 91,1% felt that the commitment had been delivered.

TABLE 2.5.27: ATTRIBUTE 14

ATTRUBUTE 14					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,8	1.8
	2	9	8,2	8,3	10.1
	3	16	14,5	14,7	24.8
	4	27	24,5	24,8	49.5
	5	55	50,0	50,5	100.0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100.0		

TABLE 2.5.28: SAB DELIVERING ON ATTRIBUTE 14

SAB DELIVERING ON ATTRIBUTE 14					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	82	74,5	91,1	91.1
	NO	8	7,3	8,9	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 15: The desirability of the organisation's industry to me

49,5% respondents found this to be very important and 88,9% felt that the commitment had been delivered.

TABLE 2.5.29: ATTRIBUTE 15

ATTRIBUTE 15		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	1	,9	,9	.9
	2	4	3,6	3,7	4.6
	3	10	9,1	9,2	13.8
	4	40	36,4	36,7	50.5
	5	54	49,1	49,5	100.0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100.0		

TABLE 2.5.30: SAB DELIVERING ON ATTRIBUTE 15

SAB DELIVERING ON ATTRIBUTE 15		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	80	72,7	88,9	88.9
	NO	10	9,1	11,1	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 16: Whether the work environment is formal or informal

37,6% respondents found this to be very important and 91,3% felt that the commitment had been delivered.

TABLE 2.5.31: ATTRIBUTE 16

ATTRIBUTE 16		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,8	1,8
	2	8	7,3	7,3	9,2
	3	23	20,9	21,1	30,3
	4	35	31,8	32,1	62,4

		Frequency	Percentage	Valid percentage	Cumulative percentage
	5	41	37,3	37,6	100,0
	Total	109	99,1	100,0	
Missing	System	1	,9		
Total		110	100,0		

TABLE 2.5.32: SAB DELIVERING ON ATTRIBUTE 16

SAB DELIVERING ON ATTRIBUTE 16

		Frequency	Percentage	Valid percentage	Cumulative percentage
	YES	84	76,4	91,3	91.3
Valid	NO	8	7,3	8,7	100.0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100.0		

Attribute 17: The competitive position the organisation holds in its markets

76,6% respondents found this to be very important and 97,7% felt that the commitment had been delivered.

TABLE 2.5.33: ATTRIBUTE 17

ATTRIBUTE 17

		Frequency	Percentage	Valid percentage	Cumulative percentage
	2	2	1,8	1,9	1.9
	3	6	5,5	5,6	7.5
Valid	4	17	15,5	15,9	23.4
	5	82	74,5	76,6	100.0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100.0		

TABLE 2.5.34: SAB DELIVERING ON ATTRIBUTE 17

SAB DELIVERING ON ATTRIBUTE 17

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	85	77,3	97,7	97.7
	NO	2	1,8	2,3	100.0
	Total	87	79,1	100,0	
Missing	System	23	20,9		
Total		110	100.0		

Attribute 18: The level of awareness in the marketplace for the organisation's brand(s)
72,2% respondents found this to be very important and 96,7% felt that the commitment had been delivered.

TABLE 2.5.35: ATTRIBUTE 18

ATTRIBUTE 18

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	2	1,8	1,9	1.9
	3	2	1,8	1,9	3.7
	4	26	23,6	24,1	27.8
	5	78	70,9	72,2	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.36: SAB DELIVERING ON ATTRIBUTE 18

SAB DELIVERING ON ATTRIBUTE 18

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	89			
	NO	3			
	Total	92			
Missing	System	18			
Total		110			

Attribute 19: The organisation's product or service quality reputation

74,1% respondents found this to be very important and 96,7% felt that the commitment had been delivered.

TABLE 2.5.37: ATTRIBUTE 19

ATTRIBUTE 19

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	4	3,6	3,7	3.7
	3	2	1,8	1,9	5.6
	4	22	20,0	20,4	25.9
	5	80	72,7	74,1	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.38: SAB DELIVERING ON ATTRIBUTE 19

SAB DELIVERING ON ATTRIBUTE 19

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	79	71,8	85,9	85.9
	NO	13	11,8	14,1	100.0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100.0		

Attribute 20: The degree of respect that the organisation shows employees

71.7% respondents found this to be very important and 79.8% felt that the commitment had been delivered.

TABLE 2.5.39: ATTRIBUTE 20

ATTRIBUTE 20					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	1	,9	,9	.9
	3	6	5,5	5,7	6.6
	4	23	20,9	21,7	28.3
	5	76	69,1	71,7	100.0
	Total	106	96,4	100,0	
Missing	System	4	3,6		
Total		110	100.0		

TABLE 2.5.40: SAB DELIVERING ON ATTRIBUTE 20

SAB DELIVERING ON ATTRIBUTE 20		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	71	64,5	79,8	79.8
	NO	18	16,4	20,2	100.0
	Total	89	80,9	100,0	
Missing	System	21	19,1		
Total		110	100.0		

Attribute 21: The amount of risk that the organisation encourages employees to take

37,0% respondents found this to be very important and 64,1% felt that the commitment had been delivered.

TABLE 2.5.41: ATTRIBUTE 21

ATTRIBUTE 21		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	3	2,7	2,8	2.8
	2	8	7,3	7,4	10.2
	3	19	17,3	17,6	27.8
	4	38	34,5	35,2	63.0
	5	40	36,4	37,0	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.42: SAB DELIVERING ON ATTRIBUTE 21

SAB DELIVERING ON ATTRIBUTE 21		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	59	53,6	64,1	64.1
	NO	33	30,0	35,9	100.0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100.0		

Attribute 22: The size of the organisation's workforce

39,0% respondents found this to be very important and 79,1% felt that the commitment had been delivered.

TABLE 2.5.43: ATTRIBUTE 22

ATTRIBUTE 22

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,9	1,9
	2	7	6,4	6,7	8,6
	3	25	22,7	23,8	32,4
	4	30	27,3	28,6	61,0
	5	41	37,3	39,0	100,0
	Total	105	95,5	100,0	
Missing	System	5	4,5		
Total		110	100,0		

TABLE 2.5.44: SAB DELIVERING ON ATTRIBUTE 22

SAB DELIVERING ON ATTRIBUTE 22

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	68	61,8	79,1	79.1
	NO	18	16,4	20,9	100.0
	Total	86	78,2	100,0	
Missing	System	24	21,8		
Total		110	100.0		

Attribute 23: The organisation's level of commitment to social responsibility

63,0% respondents found this to be very important and 97,8% felt that the commitment had been delivered.

TABLE 2.5.45: ATTRIBUTE 23

ATTRIBUTE 23		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	4	3,6	3,7	3.7
	3	15	13,6	13,9	17.6
	4	21	19,1	19,4	37.0
	5	68	61,8	63,0	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.46: SAB DELIVERING ON ATTRIBUTE 23

SAB DELIVERING ON ATTRIBUTE 23		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	88	80,0	97,8	97.8
	NO	2	1,8	2,2	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 24: The extent to which the organisation invests in modern technology and equipment

70,4% respondents found this to be very important and 89,9% felt that the commitment had been delivered.

TABLE 2.5.47: ATTRIBUTE 24

ATTRIBUTE 24		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	2	1,8	1,9	1.9
	3	6	5,5	5,6	7.4
	4	24	21,8	22,2	29.6
	5	76	69,1	70,4	100.0

		Frequency	Percentage	Valid percentage	Cumulative percentage
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.48: SAB DELIVERING ON ATTRIBUTE 24

SAB DELIVERING ON ATTRIBUTE 24

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	80	72,7	89,9	89.9
	NO	9	8,2	10,1	100.0
	Total	89	80,9	100,0	
Missing	System	21	19,1		
Total		110	100.0		

Attribute 25: The reputation of the clients and customers served in performing the job
62,6% respondents found this to be very important and 86,2% felt that the commitment had been delivered.

TABLE 2.5.49: ATTRIBUTE 25

ATTRIBUTE 25

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	11	10,0	10,3	10.3
	4	29	26,4	27,1	37.4
	5	67	60,9	62,6	100.0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100.0		

TABLE 2.5.50: SAB DELIVERING ON ATTRIBUTE 25

SAB DELIVERING ON ATTRIBUTE 25					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	75	68,2	86,2	86.2
	NO	12	10,9	13,8	100.0
	Total	87	79,1	100,0	
Missing	System	23	20,9		
Total		110	100.0		

2.5.4 The work

Attribute 26: The amount of out-of-town business travel required by the job

34,4% respondents found this to be very important and 71,9% felt that the commitment had been delivered.

TABLE 2.5.51: ATTRIBUTE 26

ATTRIBUTE 26					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	7	6,4	6,7	6.7
	2	3	2,7	2,9	9.5
	3	31	28,2	29,5	39.0
	4	28	25,5	26,7	65.7
	5	36	32,7	34,3	100.0
	Total	105	95,5	100,0	
Missing	System	5	4,5		
Total		110	100.0		

TABLE 2.5.52: SAB DELIVERING ON ATTRIBUTE 26

SAB DELIVERING ON ATTRIBUTE 26					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	64	58,2	71,9	71.9
	NO	25	22,7	28,1	100.0
	Total	89	80,9	100,0	
Missing	System	21	19,1		
Total		110	100.0		

Attribute 27: The opportunity provided by the job to work on innovative, 'leading edge' projects

46,7% respondents found this to be very important and 72,4% felt that the commitment had been delivered.

TABLE 2.5.53: ATTRIBUTE 27

ATTRIBUTE 27					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	3	2,7	2,8	2.8
	3	14	12,7	13,1	15.9
	4	40	36,4	37,4	53.3
	5	50	45,5	46,7	100.0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100.0		

TABLE 2.5.54: SAB DELIVERING ON ATTRIBUTE 27

SAB DELIVERING ON ATTRIBUTE 27					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	NO	63	57,3	72,4	72.4
	YES	24	21,8	27,6	100.0
	Total	87	79,1	100,0	
Missing	System	23	20,9		

Total	110	100.0		

Attribute 28: The level of impact the job has on business outcomes – your impact on company results

Overall, 73,1% respondents found this to be very important and 84,8% felt that the commitment had been delivered.

TABLE 2.5.55: ATTRIBUTE 28

ATTRIBUTE 28

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	10	9,1	9,3	9,3
	4	19	17,3	17,6	26,9
	5	79	71,8	73,1	100,0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100,0		

TABLE 2.5.56: SAB DELIVERING ON ATTRIBUTE 28

SAB DELIVERING ON ATTRIBUTE 28

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	NO	78	70,9	84,8	84,8
	YES	14	12,7	15,2	100,0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100,0		

Attribute 29: The location of the jobs the organisation offers

A mere 48,1% respondents found this to be very important and 78,0% felt that the commitment had been delivered.

64

TABLE 2.5.57: ATTRIBUTE 29

ATTRIBUTE 29

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,9	1,9
	2	1	,9	,9	2,8
	3	20	18,2	18,5	21,3
	4	33	30,0	30,6	51,9
	5	52	47,3	48,1	100,0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100,0		

TABLE 2.5.58: SAB DELIVERING ON ATTRIBUTE 29

SAB DELIVERING ON ATTRIBUTE 29

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	71	64,5	78,0	78,0
	NO	20	18,2	22,0	100,0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100,0		

Attribute 30: Whether or not the organisation's reputation as an employer has been rated by a third party organisation

52,3% respondents found this to be very important and 86,7% felt that the commitment had been delivered.

TABLE 2.5.59: ATTRIBUTE 30

ATTRIBUTE 30

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,9	1,9
	2	5	4,5	4,7	6,5
	3	18	16,4	16,8	23,4

	4	26	23,6	24,3	47,7
	5	56	50,9	52,3	100,0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100,0		

TABLE 2.5.60: SAB DELIVERING ON ATTRIBUTE 30

SAB DELIVERING ON ATTRIBUTE 30

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	78	70,9	86,7	86.7
	NO	12	10,9	13,3	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

Attribute 31: The extent to which the job allows you to balance your work and your other interests

A total of 63,6% respondents found this to be very important and 51,7% felt that the commitment had been delivered.

TABLE 2.5.61: ATTRIBUTE 31

ATTRIBUTE 31		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	2	1,8	1,9	1.9
	2	3	2,7	2,8	4.7
	3	8	7,3	7,5	12.1
	4	26	23,6	24,3	36.4
	5	68	61,8	63,6	100.0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100.0		

TABLE 2.5.62: SAB DELIVERING ON ATTRIBUTE 31

SAB DELIVERING ON ATTRIBUTE 31		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	45	40,9	51,7	51.7
	NO	42	38,2	48,3	100.0
	Total	87	79,1	100,0	
Missing	System	23	20,9		
Total		110	100.0		

Attribute 32: Whether the job responsibilities match your interests

69,4% respondents found this to be very important and 80,0% felt that the commitment had been delivered.

TABLE 2.5.63: ATTRIBUTE 32

ATTRIBUTE 32

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	6	5,5	5,6	5.6
	4	27	24,5	25,0	30.6
	5	75	68,2	69,4	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.64: SAB DELIVERING ON ATTRIBUTE 32

SAB DELIVERING ON ATTRIBUTE 32

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	72	65,5	80,0	80.0
	NO	18	16,4	20,0	100.0
	Total	90	81,8	100,0	
Missing	System	20	18,2		
Total		110	100.0		

2.5.5 The people

Attribute 33: Whether working for the organisation provides opportunities to socialise with other employees

Overall, 45,4% respondents found this to be very important and 85,7% felt that the commitment had been delivered.

TABLE 2.5.65: ATTRIBUTE 33

ATTRIBUTE 33

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	1	1	,9	,9	,9
	2	5	4,5	4,6	5,6
	3	19	17,3	17,6	23,1
	4	34	30,9	31,5	54,6
	5	49	44,5	45,4	100,0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100,0		

TABLE 2.5.66: SAB DELIVERING ON ATTRIBUTE 33

SAB DELIVERING ON ATTRIBUTE 33

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	78	70,9	85,7	85.7
	NO	13	11,8	14,3	100.0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100.0		

Attribute 34: Whether the work environment is team-oriented and collaborative

A total of 57,9% respondents found this to be very important and 88,0% felt that the commitment had been delivered.

TABLE 2.5.67: ATTRIBUTE 34

ATTRIBUTE 34

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	8	7,3	7,5	7.5
	4	37	33,6	34,6	42.1
	5	62	56,4	57,9	100.0
	Total	107	97,3	100,0	
Missing	System	3	2,7		
Total		110	100,0		

TABLE 2.5.68: SAB DELIVERING ON ATTRIBUTE 34

SAB DELIVERING ON ATTRIBUTE 34

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	81	73,6	88,0	88,0
	NO	11	10,0	12,0	100,0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100,0		

Attribute 35: The quality of the co-workers in the organisation

A total of 61,1% respondents found this to be very important and 80,2% felt that the commitment had been delivered.

TABLE 2.5.69: ATTRIBUTE 35

ATTRIBUTE 35

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	7	6,4	6,5	6.5
	4	35	31,8	32,4	38.9
	5	66	60,0	61,1	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.70: SAB DELIVERING ON ATTRIBUTE 35

SAB DELIVERING ON ATTRIBUTE 35

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	73	66,4	80,2	80.2
	NO	18	16,4	19,8	100.0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100.0		

Attribute 36: The quality of the organisation's managers

Overall, 75,0% respondents found this to be very important and 76,9% felt that the commitment had been delivered.

TABLE 2.5.71: ATTRIBUTE 36

ATTRIBUTE 36		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	7	6,4	6,5	6.5
	4	20	18,2	18,5	25.0
	5	81	73,6	75,0	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.72: SAB DELIVERING ON ATTRIBUTE 36

SAB DELIVERING ON ATTRIBUTE 36		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	70	63,6	76,9	76.9
	NO	21	19,1	23,1	100.0
	Total	91	82,7	100,0	
Missing	System	19	17,3		
Total		110	100.0		

Attribute 37: The organisation's reputation for managing people

A total of 68,5% respondents found this to be very important and 72,8% felt that the commitment had been delivered.

TABLE 2.5.73: ATTRIBUTE 37

ATTRIBUTE 37

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	1	,9	,9	.9
	3	7	6,4	6,5	7.4
	4	26	23,6	24,1	31.5
	5	74	67,3	68,5	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.74: SAB DELIVERING ON ATTRIBUTE 37

SAB DELIVERING ON ATTRIBUTE 37

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	67	60,9	72,8	72.8
	NO	25	22,7	27,2	100.0
	Total	92	83,6	100,0	
Missing	System	18	16,4		
Total		110	100.0		

Attribute 38: The quality of the organisation's senior leadership

78,7% respondents found this to be very important and 87,1% felt that the commitment had been delivered.

TABLE 2.5.75: ATTRIBUTE 38

ATTRIBUTE 38

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	3	5	4,5	4,6	4.6
	4	18	16,4	16,7	21.3
	5	85	77,3	78,7	100.0
	Total	108	98,2	100,0	
Missing	System	2	1,8		
Total		110	100.0		

TABLE 2.5.76: SAB DELIVERING ON ATTRIBUTE 38

SAB DELIVERING ON ATTRIBUTE 38

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	YES	81	73,6	87,1	87.1
	NO	12	10,9	12,9	100.0
	Total	93	84,5	100,0	
Missing	System	17	15,5		
Total		110	100.0		

2.6 RESEARCH SUMMARY

The following attributes were identified as being the most important according to the target population. More than 70% of respondents found these to be significant, with the highest being attribute 5 and attribute 8 at 79,8%:

> ➤ **Attribute 5: The developmental/educational opportunities provided by the job and organisation**

> ➤ **Attribute 8: Whether or not employees are rewarded and promoted on the basis of their achievements**

> ➤ **Attribute 38: The quality of the organisation's senior leadership**

> ➤ **Attribute 6: The future career opportunities provided by organisation**

> ➤ **Attribute 17: The competitive position the organisation holds in its markets**

> ➤ **Attribute 7: The growth rate of the organisation's business**

> Attribute 36: The quality of the organisation's managers

> Attribute 19: The organisation's product or service quality reputation

> Attribute 28: The level of impact the job has on business outcomes – your impact on company results

> Attribute 1: The competitiveness of the job's financial compensation package:

> Attribute 13: The organisation's commitment to ethics and integrity

> Attribute 18: The level of awareness in the marketplace for the organisation's brand(s)

> Attribute 20: The degree of respect that the organisation shows employees

> Attribute 9: The level of stability of the organisation and the job

> Attribute 2: The comprehensiveness of the organisation's retirement benefits

> Attribute 3: The comprehensiveness of the organisation's health benefits

> Attribute 24: The extent to which the organisation invests in modern technology and equipment

The following attributes were identified as being the least important according to the target population. Less than 50% of respondents found these to be significant, with the lowest attribute 26 at 34,4%:

> Attribute 26: The amount of out-of-town business travel required by the job

> Attribute 21: The amount of risk that the organisation encourages employees to take

> Attribute 16: Whether the work environment is formal or informal

> Attribute 22: The size of the organisation's workforce

> Attribute 27: The opportunity provided by the job to work on innovative, 'leading edge' projects

> Attribute 33: Whether working for the organisation provides opportunities to socialise with other employees

> Attribute 27: The opportunity provided by the job to work on innovative, 'leading edge' projects

> Attribute 29: The location of the jobs the organisation offers

➢ **Attribute 15: The desirability of the organisation's industry to me**

The most important attributes that the researcher wanted to identify for analysing the current total employment offering were the ones where the correlation between the attribute being very important, but also those where the respondents felt that the company was not delivering on that commitment. This was done by using Windows SPSS 15.0. The following three attributes were identified as a major concern:

➢ **Attribute 8: Whether or not employees are rewarded and promoted on the basis of their achievements**
➢ **Attribute 1: The competitiveness of the job's financial compensation package**
➢ **Attribute 6: The future career opportunities provided by organisation**

CHAPTER 3
CONCLUSIONS AND RECOMMENDATIONS

3.1 INTRODUCTION

The results in chapter 2 will be used to identify shortcomings in the current total employment offering of SAB. The shortcomings will then be used to draw conclusions and make recommendations on the work done. The researcher will then compare the results from the attributes and the total employment offering. The researcher's recommendations t will definitely have been identified in earlier work, a good example being that every single person wants to earn more money, but if the company is doing everything possible compared to its competitors there is nothing more to be done.

According to the target population there are certain attributes that are very important and the company is not delivering on them. The company therefore needs to make sure that first of all these attributes are included in the current total employment offering. Secondly, it has to establish, if they are in the strategy, why they are still perceived to be an issue to internal employees.

3.2 CONCLUSIONS AND RECOMMENDATIONS
The following conclusions and recommendations with regard to the total employment offering within South African Breweries can be made:

3.2.1 My Leader My Way

- **Conclusions**

Respondents were very clear on answering this question. The leadership aspect was seen as very important, but the results showed that the commitment from management was there, and that this part of the total employment offering was not a major concern.

- **Recommendations**

Continuous improvement by management is advocated, creating a shared vision by improving communication, and aspiring to transformational leadership.

3.2.2 My Pay My Way

- **Conclusions**

Respondents identified this to be one of the top five in terms of importance. They were concerned with the competitive position of the financial package. Respondents also felt that the commitment had not been delivered according to the engagement survey. Rewards were important for attracting employees. Respondents were in general very happy with the current benefits South African Breweries was offering. They had a concern around leave, but this was not raised as a very important issue. Respondents also felt that the commitment had not been delivered according to the engagement survey. Rewards were important for attracting employees.

- **Recommendations**

As was mentioned earlier in the study, it would be extremely difficult to remunerate every employee according to his/her needs. Performance measurement is critical in deciding on employees' remuneration. The strategic importance of the employee would play a role here. South African Breweries should be externally competitive by achieving market relevant pricing.

Recommendation – Communicate with all employees how remuneration scales are calculated

Recommendation – South African Breweries is currently providing shares to executive employees. Shares should be rolled out to lower level employees with the potential to become an executive.

Recommendations – Remuneration should be more flexible and pro active, talented black and coloured employees is getting head hunted and the company should improve its ability to counter offers; however if commitment is delivered from the start these situations will decrease.

Compensation links to job satisfaction. The issue of compensation can also be resolved with improving the motivational climate, but it is extremely important to note that the remuneration strategy should be competitive in terms of the market out there.

3.2.3 My Work My Way

- **Conclusions**

Career opportunities were identified as the most important aspect by the internal employees. Concerns were very high around future career opportunities provided by the company and whether or not employees were rewarded and promoted on the basis of their achievements. The general feeling was that promotions did not happen often enough and especially with the group researched. The lowest commitment rating was that of internal promotions. Employees generally did not feel this was sufficient.

- **Recommendations**

Recommendation – Open and honest communication by management to employees, especially to employees who do not have the potential to be promoted.

Recommendation – Listen to employees regarding their careers aspirations instead of guiding them in the direction management wants them to.

Recommendation – Include retention discussions with talented employees in general career discussions.

Recommendation – Do not appoint more than the prescribed employees from a talent point of view; talented employees get bored faster than average employees.

Recommendation – Career discussions are extremely important and should not only be a paper exercise but a living process.

Recommendation – Focus should not be on key performance indicators alone. This should only be one part of the bigger whole, the focus needs to move to the "whole person".

3.2.4 My Life My Way

- **Conclusions**

The commitment in general is high for this part of the total employment offering. The level of impact the job has on business outcomes was measured as very important, but also that the employees were comfortable with this part of their jobs. Work/life balance was not rated as important as other variables, but the general feeling was that the commitment on work/life balance was not sufficient. In general, South African Breweries focuses strongly on this point but it was not rated as important as the focus would make one think.

- **Recommendations**

Recommendation – Keep focus on work/life balance and especially on ensuring fun to be implemented at work, i.e. create pool rooms, fun days per quarter.

Recommendation – Sustain current process of my life my way.

Recommendation – Decrease admin focus by improving information technology within the organisation. Many employees work overtime – provide these employees with relevant resources to improve the situation.

3.3 SUMMARY

The reality is that throughout this mini-dissertation it was extremely hard, almost impossible to get hold of South African Breweries' EVP. The fact is that the company has not yet aligned out its attraction and retention strategy to a single combined focus. All the parts exist, but separately and the communication lacks. The Strategic Resourcing Department is currently in the process of designing the new EVP for the organisation. The Corporate Executive Board research gets used a lot in the researcher's work but it is the leading organisation in terms of studies conducted on EVP. Research has delivered on the objective of defining talent.

Secondly the study has also explained what an EVP is, and lastly those attributes that are important in the labour market have been compared to South African Breweries' current

retention strategy and certain important findings were identified and recommendations made.

REFERENCES

AJILON FINANCE. 2005. The next decade's talent war: is your company prepared to win and keep the best and the brightest?
http://www.ajilonfinance.com/articles/Talent%20War-ext%205-26-05.pdf [Date of access: 6 Jun. 2007].

CORPORATE EXECUTIVE BOARD. 2006. Attracting and retaining critical talent segments, identifying drivers of attraction and commitment in the global labour market. Corporate leadership Council, 191p.
https://www.clcs.executiveboard.com/FWE/1,3219,0-0-Public_Display-142416,00.html [Date of access: 24 Jul. 2007].

CORPORATE EXECUTIVE BOARD. 2007. Improving talent management outcomes: 10 talent management insights for the chief human resources officer. Corporate leadership Council. 39p.
https://www.clc.executiveboard.com/Public/PDF/Public10ThingsBriefing.pdf [Date of access: 16 Oct. 2007].

DICKMAN, N. 2007. Definition of market research.
http://www.marketresearchworld.net/index.php?option=com_content&task=view&id=14&Itemid=38 [Date of access: 24 Jul. 2007].

DUTTAGUPTA, R. 2002. Identifying and managing your assets: talent management.
http://www.buildingipvalue.com/05_SF/374_378.htm
[Date of access: 11 Aug. 2007].

GOFFEE, G. & JONES, G. 2007. Leading clever people.
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=R07
03D [Date of access: 3 Aug. 2007].

GORDON INSTITUTE OF BUSINESS SCIENCE. 2006. The high cost of losing talent,
The changing role of HR.
http://www.gibsreview.co.za/home.asp?pid=11&toolid=2&reviewid=134&itemid=136 asp
[Date of access: 19 Jul. 2007].

HANDLER, C. 2007. Hiring for potential vs. skill:
Hiring for potential vs. hiring for key knowledge, skills, and experience.
http://www.ere.net/articles/db/8BDCABB7A51C4A5E90BAEADBA5A281AD.asp
[Date of access: 15 Aug. 2007].

KONRAD, R. 2000. Tech Employees Jumping Jobs Faster http://www.news.com/2100-
1017-241914.html
[Date of access: 08 Sept. 2007].

MICHAELS, E., HANDFIELD–JONES, H. & AXELROD, B. 2001. The war for talent.
Harvard Business School Press. 203 p.

PARIKH, I.J. 2002. War for talent HR challenges of our
time.http://www.iimahd.ernet.in/publications/data/2004-05-09indira.pdf. [Date of access:
26 May 2007].

PETERS, T. 2005. Talent: develop it, sell it, be it. New York: D.K Publishing, Inc. 160 p.

REPORT OF THE EMPLOYEE RETENTION WORK GROUP. 2002. Employee
retention.
http://www.cs.state.ny.us/successionplanning/workgroups/Retention/retention.cfm [Date
of access: 30 Jul. 2007].

82

SOUTH AFRICAN BREWERIES. 2006. Global guidelines and definitions for potential ratings. Confidential unpublished Power Point slides.

SOUTH AFRICAN BREWERIES HUMAN RESOURCES DEPARTMENT, 2005. Employer Branding Strategy.Confidential unpublished Power Point slides.

SOUTH AFRICAN BREWERIES STRATEGIC PEOPLE RESOURCING DEPARTMENT, 2006. Employee Engagement. Confidential unpublished Power Point slides.

TREVOR, C. 2006. Reach for the stars: managing and retaining top performers. http://www.bus.wisc.edu/update/june06/reach_for_the_stars.asp [Date of access: 7 Jun. 2007].

APPENDIX A: ENGAGEMENT SURVEY

ENGAGEMENT SURVEY

Firstly Please rate the following on a scale of 1 to 5, where 1 = not at all important and 5 = very important.
Secondly please answer YES or NO if you think since joining SAB the Company has been delivering on the respective attribute mentioned – Your Personal view

	NOT AT ALL IMPORTANT	NOT VERY IMPORTANT	NEUTRAL	SOMEWHAT IMPORTANT	VERY IMPORTANT	YES	NO
REWARDS							
1.The competitiveness of the job's financial compensation package	1	2	3	4	5		
2. The comprehensiveness of the organisation 's retirement benefits	1	2	3	4	5		
3. The comprehensiveness of the organisation 's health benefits	1	2	3	4	5		
4. The amount of holiday/vacation time that employees earn annually	1	2	3	4	5		
CAREER OPPORTUNITY							
5. The developmental/ educational opportunities provided by the job and organisation	1	2	3	4	5		
6. The future career opportunities provided by organisation	1	2	3	4	5		
7. The growth rate of the organisation 's business	1	2	3	4	5		
8. Whether or not employees are rewarded and promoted based on their achievements	1	2	3	4	5		
9. The level of stability of the organisation and the job	1	2	3	4	5		
THE ORGANISATION							
10. The organisation 's level of commitment to hiring a diverse workforce	1	2	3	4	5		
11. The level of involvement employees have in decisions that affect their job and career	1	2	3	4	5		
12. The organisation 's level of commitment to environmental health and sustainability	1	2	3	4	5		
13. The organisation 's commitment to ethics and integrity	1	2	3	4	5		
14. Whether or not the organisation 's reputation as an employer has been rated by a third party organisation	1	2	3	4	5		
15. The desirability of the organisation 's industry to me	1	2	3	4	5		
16. Whether the work environment is formal or informal	1	2	3	4	5		
17. The competitive position the organisation holds in their markets	1	2	3	4	5		
18. The level of awareness in the marketplace for the organisation 's brand(s)	1	2	3	4	5		

19. The organisation 's product or service quality reputation	1	2	3	4	5		
20. The degree of respect that the organisation shows employees	1	2	3	4	5		
21. The amount of risk that the organisation encourages employees to take	1	2	3	4	5		
22. The size of the organisation 's workforce	1	2	3	4	5		
23. The organisation 's level of commitment to social responsibility	1	2	3	4	5		
24. The extent to which the organisation invests in modern technology and equipment	1	2	3	4	5		
25. The reputation of the clients and customers served in performing the job	1	2	3	4	5		
THE WORK							
26.The amount of out-of-town business travel required by the job	1	2	3	4	5		
27. The opportunity provided by the job to work on innovative, 'leading edge' projects	1	2	3	4	5		
28. The level of impact the job has on business outcomes – your impact on Company Results	1	2	3	4	5		
29. The location of the jobs the organisation offers	1	2	3	4	5		
30. Whether or not the organisation 's reputation as an employer has been rated by a third party organisation	1	2	3	4	5		
31. The extent to which the job allows you to balance your work and your other interests	1	2	3	4	5		
32. Whether the job responsibilities match your interests	1	2	3	4	5		
THE PEOPLE							
33. Whether working for the organisation provides opportunities to socialize with other employees	1	2	3	4	5		
34. Whether the work environment is team-oriented and collaborative	1	2	3	4	5		
35. The quality of the co-workers in the organisation	1	2	3	4	5		
36. The quality of the organisation 's managers	1	2	3	4	5		
37. The organisation 's reputation for managing people	1	2	3	4	5		
38. The quality of the organisation 's senior leadership	1	2	3	4	5		

PLEASE IDENTIFY THE 5 MOST IMPORTANT ATTRIBUTES OUT OF THE LIST ABOVE –
JUST INSERT THE NUMBER FROM 1 - 37

1. _____

2. _____

3. _____

4. _____

5. _____

THANKS FOR YOUR TIME